



# Organizational Teamwork and the Impact of Charismatic Management on Organizational Efficiency and Health

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## Abstract

In this research, by adopting a survey strategy, we examine the effect of servant leadership on organizational health with the role of mediator team work. The leadership of the servant as one of the new leadership models in the organization has been considered by researchers and executive executives in recent years. On the other hand, the Social Security Organization in the third millennium needs a leadership style to maintain and increase its credibility and effectiveness, according to Peterson's study, including serving, friendship, moral affection, modesty and modesty, trustworthiness, prospects and empowerment is considered. Therefore, the sample of this study was selected by social security organization of Khuzestan province by stratified sampling. Thus, the collected data were collected from 120 questionnaires distributed among them by means of partial least squares method (SPSS) through statistical software SPSS was analyzed. The results showed that the applied structural equation model is a strong theoretical model for predicting team effectiveness through service leader and organizational health. Also, the variable of servant leadership as independent variable and teamwork as an associated variable, which in this test shows a meaningful relationship between these two variables. The variable of leadership and teamwork of both independent organizational health as an associated variable in this team work test has a significant relationship with organizational health but there is no significant relationship with the leadership of the servant. In this test, teamwork has had a significant negative effect on the leadership of the servant and there is a lack of correlation and a negative relationship.

**Keywords:** Servant Leadership; Organizational Health; Social Security Organization of Khuzestan Province.

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## Introduction

The traditional leadership theories are based on a hierarchical model. In these theories, there is a power above the organization that dictates orders from top to bottom, and followers at lower levels as an organizational member are required to follow these instructions. But in recent years, the topic that has been very much considered in this area is the Leader's Leadership Theorei, which was introduced

in the West for the first time by Green Leaf in 1977. Bass sees the strength of the theory of servant leadership that, given the widespread changes that have occurred in societies and, more importantly, in organizations, this theory can play an important role in the future of leadership in organizations and societies.

He believes that the concept of servant leadership, as a new and popular leader in leadership theory, needs more empirical research (Humphreys, 2005).

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According to the ideals of Islam, the government and the management are a place for service, not power. As far as martyr Beheshti from the designers of the Islamic Revolution of Iran believed, we serve the devotees, not the thirst for power.

In fact, the reason for serving the leader to his followers is that he believes in spirituality and God, and he considers serving God's servants as a source of happiness in the world and the hereafter. Serving and serving the people in the religion of God and heavenly books is the commandment and tradition of the prophets and divine beings. Also, the wisdom and human nature of the human being is consistent with and endorses the service of others. Values such as orthogonal, orbital purpose, honesty and altruism also make the leader serve his followers (Sheikh Zadeh, 2012).

### **Subject literature**

#### **Theoretical Foundations**

##### *Service leader and trust in the team*

According to GreenLife, organizations do not, as it should, and maybe not serve communities. Thus, he has expressed his goal of expressing the theory of servant leadership, encouraging leaders to serve. The theory of servant leadership is based on the theory of earnestness, while traditional theories of leadership are based on agency theory (Hurmsman, 2001).

The Serving Leadership Model does not describe members of the organization as having fewer capabilities than their manager, but also to employees who value the same as the managers of organizations. All members of the organization have the same status and dignity and they all actively participate in management and organizational decision making (Hurmsman, 2001). Studies on servant leadership increased from 1999 to 2004. The concept of servant leadership is not a new concept (Spiers, 2002, Saros and Sandjaya, 1996), but in many years, in all cultures, a basic principle has been adopted.

Lob (1999) defines the leader's role as "serving the leader, valueing and developing individuals, building societies, and the mode of originality." He shares his power and position with other people for the common good. For Green Leaf, the leader is a leader who is at the beginning a servant of people and places the interests of others at the top. He believed that leaders who apply the leadership style of a servant in their organization are more reliable. Servant leaders are leaders who serve the service of followers, meet their needs, and prioritize the development and cultivation of their followers. Servant leaders, empowerment, mutual trust, cooperative spirit, ethical use of power and service value to followers prefer to anything else in the

organization (Winston & Joseph, 2005). According to Russell (2001), the servant's leadership is: understanding and acting in such a way that the leader prefers the interests of others to his own personal interest. Patterson (2003) presented a functional theory of servant leadership. According to Patterson and Stone (2004), service leaders are leaders who care about their followers.

Therefore, followers are considered to be the top priorities of the organization, and organizational considerations are second to none. The dimensions of servant leadership, according to Patterson's theories, are: moral affection, modesty, humility, service, vision, trustworthiness, friendship and empowerment (Patterson, 2003), interpreted as follows:

**Ethical Love:** The basis of the follower relationship and the leader of the servant is based on this affection. Winston (2002) believes that love affects the moral, social, and spiritual sense. This affection makes it impossible for leaders to consider each individual as a means to achieve the goals, but each person as a perfect human being is seen with various needs, desires and desires (Denis, 2004).

**Humility and humility:** Humility from Sandy and Wins (2001) means that: The person does not only pay attention to himself, but also, he is paying attention to others and also considers the abilities and talents of others. Sudden believes that humility does not mean that a person does not respect himself, but humility means that one person sees himself neither superior nor less than others. Servant leaders show this feature by paying attention to others and prioritizing the needs of their followers. (Denis, 2004).

**Friendship:** Caplan (2000) considers altruism as helping and helping others. Of course, only if it is intended to help and help. Inesberg describes altruistic behaviors in this way: "Voluntary behaviors that are intended to benefit others and do not have an incentive to receive foreign rewards." From this point of view, altruism has some kind of ethical aspect. Monroe (1994) describes the type of friendship as follows: "Behaviors that are intended to benefit others, even if they are for the performer to jeopardize their interests, and in this way also puts a high risk to suffer "(Denis, 2004).

**Perspective:** From the perspective of leadership, the vision is a unique and ideal image of the future. GreenLife believes that a servant leader needs to have a sense of ignorance and can predict unpredictability. Finally, the central role of the service leader is to create a strategic vision for the organization. One of the important ways that distinguishes leadership from management is that leaders can create a vision for the future. The vision should be completely inspirational and empowering. The vision brings together members of the organization and brings forth a clear future.

The development of a vision facilitates organizational change and change. Prospects for good leadership are needed (Denis 2004).

**Confidence:** Trust, sustainable confidence is based on the integrity, ability, or personality of a person, or in other words, the trust is: the enthusiasm and interest of one group in the sensitive actions of the other group. Establishing and maintaining trust in the organization is necessary and necessary. Trust is the root of leadership and one of the most important factors in the influence of the follower of the leader is the effectiveness of leadership and productivity (Harati and Pourzazat, Gholipour, 2009).

**Serving:** Serving is at the heart of the servant's leadership. Leaders show service to others in their attitudes, behaviors and values. The good leader is someone who serves others in order to serve others (Cartoon, 2000).

**Empowerment:** empowerment is: empowering others to lead a servant, including effective listening, creating meaningful feelings in people, emphasizing teamwork and valueing affection and equality. Empowerment is an essential and vital factor in the effectiveness of the organization. Empowerment emphasizes teamwork and reflects values of love, interest and equality. For empowerment, leadership behavior should lead to followers and their attraction rather than guidance. The goal of empowerment is to create successful leaders at different levels of the organization (Denis, 2004). The existence of an atmosphere of trust leads to information sharing, commitment to decisions, outsourcing behaviors, improving employee morale and increasing innovation, and helping effective organization leadership. Hence, management thinkers are trusted as an important factor in collaboration and conflict, leadership styles, Management assumptions about employees, organizational change and development, participation, communications and social contracts (Championship, Nadi, 2011). In the past 15 years, trust has become a vital element in the success of organizations in the focus of organizational studies. GreenLife also said that trust in serving a servant is vital. Leading servants are trusted because they believe in their subordinates, they accept them, and they are also in pain. Trust and respect are the highest conditions that a community can create through its services. Servant leaders create trust in the following ways:

- Through empowering employees
- Involve employees quickly
- Respect for commitments and compatibility
- Improving coaching skills and raising risk aversion
- Appropriate management style
- And through lending based on merit and honesty (Winston, Joseph, 2005). It is worth noting that

although employees' trust in leaders has been gained in empirical research, trust among colleagues has been neglected. In a study by researchers, the role of group leaders as an effective third party in the workplace has been studied on the formation of trust between colleagues, and since teamwork is conditional on interpersonal relationships, the trust between highly-qualified colleagues Importance (Lava, Leiden, 2008). Because the trust between colleagues brings benefits to organizations, including increasing the effectiveness of teamwork (when colleagues trust each other, collaboration and coordination in the work team increases in such a way that it increases the effectiveness and the decision Improves teamwork), employees are more inclined to do their job the best they can. (In teamwork, bonuses are often distributed to the entire team, trusted employees tend to work harder because they are not inclined to be encouraged and rewarded for their work) and employees are more willing to help each other (Employees who trust each other are more likely to help each other because they know that this behavior will be in the near future in the opposite way). It is also worth noting that a trusted team is built on trust. Each member of the team must build confidence, build confidence through their actions and speeches, and strive to maintain it. Each member of the team needs to be able to trust their teammates in order to remain committed to the team and its goals. Team members must have confidence that their teams are qualified and can successfully accomplish tasks related to the team's success. In this study, trust in team level or interpersonal trust (trust among team members) has been investigated; that is, the individual believes in the confidence and confidence of the other party and how far the other side cares for the interests of the team and the teams working as Organizational units are considered (Costa, 2001). Camings and Bromley (1996) believed that when a person trusts his team to believe that his team tries to behave in good faith in accordance with its obligations, is honest in its negotiations and commitments, misuse of others He does not even have the opportunity to do this. Also, trust and existence in the organization is a competitive advantage (Foster 2004). They have an important role in creating, maintaining and developing trust, so that when the leader of the team of a work team shows his trust in his employees, the trust of the employees increases (Lava, Leiden, 2008). Therefore, according to Based on the above, one can expect that service leader has a significant effect on organizational health with the role of mediator of team work. The most significant changes in today's organizations are the shift from individual work to teamwork (Burch, Anderson, 2003). Teams are an important part of an organization's function. They

can act as factors affecting the effectiveness of organizations or create problems for the organization and limit organizational success (Kasipo, 2008). A team consists of: two or more individuals who are mutually interacting with a consistent pattern of relationships and having shared goals, in such a way that the existence of all members of the group is necessary to meet the individual, individual, and its members needs (True, 2001). The presence of teams in the organization led to the formation of a high willingness to study teams and the effectiveness of the team as the ultimate goal of team formation was among the most important axis of these studies (Creek Man, Tesco, Rossen, 2001). One of the main issues in determining the effectiveness of a team is the definition of the concept itself and, consequently, the identification of its dimensions and components that play a decisive role in assessing its effectiveness. In typology studies, various types of teams (such as teamwork, project teams, and management teams) are identified based on indicators such as task characteristics, team selfmanagement levels, team composition, complexity of required skills, and other cases. (Quiddom, Bryant, Baktay, Gholipour 1996). Therefore, in proportion to each type of team, effectiveness can be defined and measured in a different way. Given the fact that the teams in this study are of a kind of work, recent studies have provided objective and subjective methods for assessing the effectiveness of working teams (Dalgado, China, Romero Martinez, and Martiner, 2008). Due to the lack of uniformity of the research teams, in order to evaluate the team's effectiveness, only the mental approach has been used, which has been presented by Batman et al. (2002). In this model, six dimensions are identified: synergy, functional goals, skills, resource utilization, innovation, and quality. Each of these dimensions is described as follows:

**Team Synergy:** An understanding of the goal that is shared among the team members and leads to greater efficiency than the total individual members' individual effectiveness.

**Functional Objectives:** The existence of clear and clear operational goals, which is established by the team and continuously monitored.

**Skills:** It is pointed out that the team members are adequately trained and competent to do their work; there is also flexibility in the use of skills.

**Use of resources:** All resources, including people, buildings and equipment, are used effectively and as far as possible.

**Innovation:** The team is continually looking for ways to improve and improve products and work systems.

**Quality:** There is a high level of awareness of customers and standards are defined and monitored.

So far, various factors affecting the effectiveness of the team have been identified in various studies. Among these, some studies such as Gladystein (1984), Woodcock (1989), Hercokawa and Quinton (1995), and Lafasto and Larson (2001) have influenced the leadership role on effectiveness. Team approved. Leaders by showing leadership behaviors can increase the level of team members' satisfaction and improve team performance. However, empirical research that specifically addresses the relationship between servant leadership and team effectiveness is small.

Irving (2004, 2005) and Irving and Langtubam (2007) have found a meaningful relationship between service leader and team effectiveness in their studies.

Previous hypotheses, the relationship between servant leadership, trust in the team and team effectiveness. On the other hand, it can be admitted that organizations can expect team effectiveness through a leader's style of service through trust in the team. Hence, based on theoretical foundations, trust in the team plays an intermediate role in the relationship between the leader's leadership and the team's effectiveness.

#### *Research methodology*

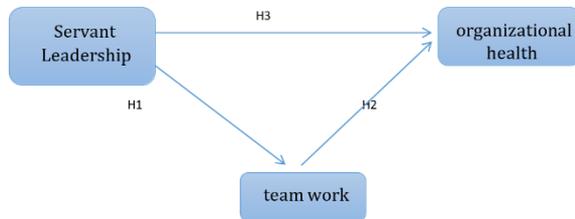
This research, in terms of its purpose, applied and in terms of the method of conducting research, is an analytical survey research. The statistical population of this research is all employees of Social Security Organization of Khuzestan province in the year 96-97, of which 120 people. The sampling method was proportional to the size of the class which was considered by the social security organization of the Social Security Organization of Khuzestan province. Attending faculty members in Social Security Organization of Khuzestan province for questionnaire distribution, teacher cooperation, and accountability rate of 75%.

**Data gathering tool:** In this research, after a library study and Internet search, a standard questionnaire was developed which was set up in the 5th Likert spectrum. To determine the reliability of the questionnaire, Cronbach's alpha coefficient was used. The results are as follows:

A 20-item questionnaire, designed by Patterson (2003) and Dennis (2004), was used to measure the leadership of the servant and its dimensions. A standard questionnaire was used to assess organizational culture and a standard questionnaire was used to measure team work.

### Conceptual model of research

By studying the research structures and their relationships with the help of the research background, the integrated model presented in general and in detail in the form of Figures 1 and 2 are considered as follows. In these models, servant leadership and its dimensions are considered as independent variables.



**Figure 1.** General Conceptual Model of Research Research hypotheses

Servant leadership has a significant effect on organizational health with the role of mediator of teamwork in the social security organization of Khuzestan province.

- There is a meaningful relationship between service leader and teamwork.
- The team plays a mediating role in the relationship between service leader and teamwork.

### Analysis of data and research results

Structural equation modeling is a comprehensive approach to testing assumptions about the relationships between observed and non-existent variables (Hooman, 2008). In this study, structural equation modeling using partial least squares method and SPSS software have been used to test the hypothesis and fitness of the model. The main advantage of this method is that this kind of modeling requires less sample than Laserle (Visual Watson, 2001). Indeed, SPSS does not have a sample size limitation, and the selected sample can be equal to or less than 30, in which case the results are valid (Terry, Gray, 2003). Using SPSS model, standard regression coefficients for paths can be obtained by determining the coefficients for the internal variables and the size of the indicators for the conceptual model (Vino, 2010). To test the normality of the variables, the test (K.S) was used to confirm the normalization of the variables. By verifying the normal variables, a parameter regression test was used for analysis. Here, since direct and indirect effects between variables should be investigated, then the regression analysis was used to calculate the total effect.

In the first test, the variable of servant leadership as an independent variable and team work as a dependent variable in which this test shows a

meaningful relationship between these two variables.

In the second test, the variable of leadership and teamwork of both independent organizational health as an associated variable in this team work test has a meaningful relationship with organizational health, but there is no meaningful relationship with the leadership of the servant. In this test, teamwork has had a significant negative effect on the leadership of the servant and there is a lack of correlation and a negative relationship. The two-step method of Haland (1999) and also SPSS software was used for partial least squares modeling to determine the fitness indexes of the model. One of the main indicators or criteria for determining the validity of the model is to calculate the absolute, relative and fit indices of the external and internal models (Hooman, 2008). Each of these indicators is closer to one and more than 0.5, indicating that the model is better fit (Zhang, 2009). Table 1 shows the results of calculation of model validation indices.

**Table 1.** Structural Model Fitness Maturity Indices

Partial model	General model	Indicator type
0/593	0/598	Absolute Indicator
0/680	0/592	Relative index
0/988	0/998	Exterior Model Index
0/688	0/593	Indoor model index

As can be seen in the table above, the values of all the indices are within the acceptable range.

### Test of research hypotheses

Table 2 shows the results of testing the hypotheses according to the research hypotheses.

According to Table 2, the standardized coefficient between servant leadership and the effectiveness of the team is equal to 421/0 and is statistically significant (0,000). Therefore, the main hypothesis is confirmed. That is, the servant leadership as a single variable has a positive and significant effect on the effectiveness of the team.

Also, from its sub-hypotheses, only sub-hypotheses 1, 2, 3, 5, and 6 were confirmed for less than 5%, and the rest (sub hypotheses 4 and 7) were rejected. Also, the second main hypothesis of the present study was confirmed with a path coefficient of 489/0 and with a significant level of 0/100;

that is, it was found that organizational health has a significant effect on team effectiveness.

The third main hypothesis, which investigated the significant effect of servant leadership on team effectiveness, was confirmed by the significance level of 0.001 and the path coefficient of 311/0, and

only the second hypothesis was rejected. The main fourth hypothesis of the research, which examined the indirect effect of servant leadership on team effectiveness through trust in the team, was determined by the fact that two direct service leadership leads have a significant effect on the

team's trust and trust in the team's effectiveness. Therefore, the result The indirect route of service leader's influence on team effectiveness also has a significant effect on trust in the team and this hypothesis also emerged.

**Table 2.** Assumptions Test Results

Result	meaningful	Test statistic	Path coefficient	Theories	
Confirmation	0.000	6.020	0.421	Servant leadership has a significant effect on trust in the team between the people	H 1
Confirmation	0.010	2.606	0.268	Serving trust in the team between people has a significant impact	H 1-1
Confirmation	0.009	2.658	0.352	Humility and modesty on trust in the team between people has a significant effect	H 1-2
Confirmation	0.005	2.841	0.368	Reliable trust in the team between people has a significant effect	H 1-3
Reject	0.640	0.468	0.067	Affection on the trust in the team between the people has a significant effect	H 1-4
Confirmation	0.000	4.573	0.588	Moral affection has a significant effect on trust in the team between the people	H 1-5
Confirmation	0.000	3.384	0.358	Empowerment has a significant effect on trust in the team of people	H 1-6
Reject	0.990	0.012	0.001	The perspective on trust in the team between people has a significant effect	H 1-7
Confirmation	0.000	7.822	0.489	Trust in the team has a significant effect on the team's	H 2

				effectiveness	
Confirmation	0.000	4.987	0.311	Servant leadership has a significant effect on team effectiveness	H 2
Confirmation	0.025	2.680	0.245	Serving has a significant effect on team effectiveness	H 3-1
Reject	0.812	0.239	0.027	Humility and humility have a significant effect on team effectiveness	H 3-2
Confirmation	0.015	2.366	0.140	Reliability has a significant effect on team effectiveness	H 3-3
Confirmation	0.018	2.388	0.283	Measurement has a significant effect on team effectiveness	H 3-4
Confirmation	0.000	3.951	0.444	Moral affection has a significant effect on team effectiveness	H 3-5
Confirmation	.049	2.415	0.137	Empowerment has a significant effect on team effectiveness	H 3-6
Confirmation	0.000	3.874	0.310	The outlook has a significant impact on the team's effectiveness	H 3-7
Confirmation			0.206	Servant leadership has a significant impact on team effectiveness through trust in the team	H 4

### Comparison of the studied variables

#### *Comparing the level of teamwork effectiveness*

Since the employees of the social security organization of Khuzestan province were considered as the studied classes in this research, one of the objectives of the research was to compare the mean of several societies by comparing the level of team effectiveness, trust in team and leadership of the servant These communities have been dealt with.

Since the level of significance is more than 5% (0.071), it was found that each social security organization as the teams did not differ in terms of the level of team effectiveness.

#### *Subtype variables or team work hypotheses*

- 1.Incompetent communication H0 There is no relationship.
- 2.Significant coordination H1 shows the relationship with the positive.
- 3.directionSignificant interactive support H1 shows the relationship with the positive direction.

4. There is no relation to the proper leadership of the disproportionate H0.11
5. Insignificance correlation H0 There is no relationship.
6. A meaningful decision, but negative for H1 shows the relation with the negative direction.
7. There are no specific goals for H0.

### Conclusion

The management of the servant in the social security organization is of great importance. Considering that the managers of the Social Security Organization are considered as the main factors in decision making in the organization, their attention to their skills and managerial capacities and their strengthening can significantly affect the success of the higher education system of the country.

On the other hand, the Social Security Organization, like other organizations, needs new leadership methods instead of traditional leadership methods. Therefore, in government agencies, the value of an effective leadership style is very high. Perhaps it is in the diagnosis of such a leadership style that many social security organizations use servant leadership programs.

On the other hand, widespread use of the team and achievement of team effectiveness are among the most important goals of today. In this regard, explaining leverage to make work teams more effective is necessary to achieve this goal. In this research, service leadership and organizational health have been introduced as strong levers in promoting and improving the team's effectiveness. In this way, Investigating the effect of servant leadership on organizational health with the role of mediator of teamwork among employees of Social Security Organization of Khuzestan province. In the following, the results of each research hypothesis are presented:

1. Incompetent communication H0 There is no relationship.
2. Significant coordination H1 shows the relationship with the positive direction.
3. Significant interactive support H1 shows the relationship with the positive direction.
4. There is no relation to the proper leadership of the disproportionate H0.
5. Insignificance correlation H0 There is no relationship.
6. A meaningful decision, but negative for H1 shows the relation with the negative direction.
7. There are no specific goals for H0.

### Limits and suggestions

Due to the influence of organizational leadership, it is suggested that the social service provider's leaders, through respect, showing sympathy to the organization's staff, and the ability to establish

open, honest, and open-minded relationships, will inspire the spirit of interpersonal trust in Employees of the organization keep alive.

It is also suggested that managers, through rewarding and encouraging employees, develop good relationships in the work teams of organizations and help improve interpersonal trust, thus improving the team's effectiveness of the organization's staff. Given the confirmation of the effectiveness of the leadership of the team on the effectiveness of the team, it is recommended that the team help the leaders of the working teams to improve their awareness that their perceptions can influence the beliefs and behavior of the team members. Paying attention to this when it comes to the performance of the team is low. Team leaders should use their influence to help co-operate more quickly with team members. Also, it is suggested that managers of organizations who had lower level of trust and effectiveness of the team than other organizations in social security organizations of Khuzestan province, in accordance with the above suggestion, in order to improve, increase the level of trust and effectiveness of team of organizations Take steps themselves.

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