SURVEYING THE RELATIONSHIPS BETWEEN LEADERSHIP STYLES, ORGANIZATIONAL HEALTH AND WORKPLACE BULLYING

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ABSTRACT

Numerous studies and surveys have been done to investigate about leadership, organizational health, and workplace bullying, but fewer researches have been found on the relationships between them. Also, the purpose of this research is to survey the relationships between leadership styles, organizational health and workplace bullying. In addition, the study was conducted in the form of a survey, with data being gathered via questionnaire. Data was collected from 235 employees of a transportation company. Path analysis was conducted using Lisrel program. The finding revealed that there are relationships between leadership styles, organizational heath and workplace bullying. So, practical implications are discussed for the improvement and development of leadership behaviors in order to have a healthier organization and thus we can solve problem of workplace bullying.

Keywords: Leadership styles, Transformational leadership, Transactional leadership, Laissez-fair leadership, Organizational health, Workplace bullying

INTRODUCTION

The difficulty in researching concepts such as leadership, organizational health and workplace bullying is that these terms are hard to define and to measure because of the disagreement among theorists. Organizations need a healthy environment, healthy employees and leaders who have an appropriate leadership style to be successful. Highly motivated employees are considerably more productive. As a result, the role of leader has become as an important aspect in the organization (Gholamzadeh, 2012, p.23). Also, increasing employee's job satisfaction can decrease the incidence of turnover and absenteeism. So, many researchers found relationships between leadership styles and organizational outcomes (Givens,2008).

In order that companies achieve a long term success, they need to create a healthy environment. In a healthy organization there is an effective communication between colleagues and leaders (Hoy & Feldman, 1987). Besides, employees in a healthy organization are innovative (Kimpston & Sonnabend, 1975). Also there is a relationship between the leadership acts and creating a healthy organization (Hoy & Tarter, 1997; Hoy & Miksel, 1991). Thus, understanding the charcteristics of healthy organization can help to detect and solve problems.

Human capital is widely recognized as the key, integrated with the success of the organization. In fact one of the most significant current discussions of practitioners and researchers about causes and cures of stress and workplace dissatisfactions is workplace bullying. Also, the study of workplace bullying has been an important and central part of the workplace literature on recent years and has attracted more attentions of media. It has negative and often destructive impact on the employee and employer relationships (Zapf & Einarsen, 2001). On the other hand, many studies examin the impact of

workplace bullying on the individual and organizations (Einarsen & Mikkelsen, 2003). Workplace bullying has negatively affect oganizational outcomes such as decreasing performance, job satisfaction or increasing turnovers and absenteeism (Lutgen-Sandvik & Namie, 2009).

Thus, an appropriate leadership style creates a healthy organization and decrease workplace bullying (Cemaloglu, 2011). This research examines relationships between leadership styles, organizational health and workplace bullying in a transportation company and the results support that there are relationships between leadership styles, organizational health and workplace bullying.

Literature Review And Hypotheses

Leadership

In recent years, there has been an increasing interest in leadership. Also, there are several definitions of leadership but there is no consensus on a definition. For example many people define leadership as a series of specific traits or characteristics while the others define it as comprising of certain skills and knowledge and some people define it as a process. We can say there are some definitions that have a bias toward leadership as a process. For example, "Leadership is defined as the process of influencing the activities of an organized group toward goal achievement"(Rauch & Behling, 1984, p46) or "leadership is a relationship between those who aspire to lead and those who choose to follow" (Kouzes & posner, 2002, p.20). In this research leadership means a process that places an emphasis on social interaction and relationship that includes influencing others in a certain direction (Gholamzadeh, 2012, p.9).

Besides, leadership and management are not the same thing. But they are necessarily linked and overlapded (Gholamzadeh, 2012, p.20). If management and leadership separate from each other it may cause more problems than solveing them. However, many people discuss the differences between leadership and management. Warren Bennis composed a list of differences between leadership behaviors and management behaviors as shown in Table 1.

Table 1 Leadership versus management description (Bennis, 1989, p.139)

Concepts	Behaviors
Management Behaviors	administers, copies, maintains, focuses on system and structure, relies on control, short-range view, imitates, accepts status quo, does things right
Leadership Behaviors	Innovative, original thinking, develops, focuses on people, inspires trust, long-range perspective, originates, challenging, does the right thing

Perhaps there was a time that managers and leaders could be separated from each other. But now where value comes increasingly from the knowledge of employees, they do not just want managers to assign tasks for them or maximize efficiency. They want managers to define purpose for them, to nurture skills, develop their talent and inspire results (Murray, 2012). In fact according to Peter Drucker who identified the emergence of the knowledge worker, "one does not manage people, the task is to lead people and the goal is to make productive the specific strengths and knowledge of every individual" (Drucker, 1999, p.22).

Leadership theories

Over time, a number of theories of leadership have been proposed. Most leadership theories focused on three perspectives: leadership as a process or relationship, leadership as a combination of traits or personality characteristics, or leadership as certain behaviors or as leadership skills.

So, Bryman (1992) clearly divides leadership research into four decades. As shown in Table 2 This brief list begins with the trait approach and ends with the new leadership approach. Traditional leadership theories focused mainly on rational process, but theories of transformational leadership emphasize on emotion and values (Yukel, 1994).

Table 2 Trends in leadership theory and research (Bryman, 1992, p.1)

Period	Approach	Core theme
Up to late 1940s	Trait approach	Leadership ability is innate
Late 1940s to late 1960s	Style approach	Leadership effectiveness is to do with how the leader behaves
Late 1960s to early 1980s	Contingency approach	It all depends; effective leadership is affected by the situation
Since early 1980s	New Leadership approach (includes transformational and charismatic leadership)	Leaders need vision

In Table 3 although different words have been used to describe the new leadership, but all of them have the same meanings and less differences seem to exist between them. In fact differences are in the scope of the concept that the authors used. Some of them focus on leader's vision while the others use it in organizational processes or organizational culture (Den hartog et al., 1995).

Table 3 Major distinctions in recent leadership theory and research (Bryman, 1992, p.107)

Old leadership	New leadership	Sample contributors
Non-charismatic leadership	Charismatic leadership	Conger, 1989; Conger and Kanungo, 1987, 1988; House, 1977; Nadler and Tushman, 1990
Transactional leadership	Transformational leadership	Bass, 1985; Bennis and Nanus, 1985; Peters and Waterman, 1982; Tichy and Devanna, 1990
Management/managers	Leadership/leaders	Bennis and Nanus, 1985; Bennis, 1989; Hickman, 1990; Kotter, 1990; Peters and Austin, 1985; Zaleznik, 1977, 1990
Non-visionary leadership	Visionary leadership	Sashkin, 1988; Westley and Mintzberg, 1989
Non-magical leadership	Magic leadership	Nadler and Tushman, 1989

New Leadership theories

Since 1980s, the transformational leadership approach has grown in public and researchers study more about it. Also, transformation means a process that change and transforms thus transformational leadership transforms individuals through emotions, values, ethics, standards and long term goals (Northouse, 2004). Transformational leadership theory was introduced by burns (1978) and further expanded and refined by Bernard Bass (1985). Bass (1994) introduced Full Range of Leadership (FRL) Model including transformational, transactional and laissez-faire leadership (Northouse, 2004, p.176).

Transformational leadership

Transformational leadership style is characterised in the FRL model by four dimensions. Which include idealized influence, inspirational motivation, intellectual simulation and individualized consideration and they are referred to as the 'four I's' (Northouse, 2004, p.176). Idealized influence (charisma) is a behaviour that arouses strong follower emotions and identification with the leader. Through such behaviour, leaders become role models for their followers and are admired, respected and trusted (Northouse, 2004, p.174). Inspirational motivation includes behaviours that motivates and inspires followers by communicating high expectations and expressing purposes in simple ways which provides meaning and challenge to their followers work (Northouse, 2004, p.176). Intellectual simulation arouses individual and team spirit with enthusiasm and optimism (Northouse, 2004, p.177;

Yukel, 1994). Intellectual simulation involves leaders who stimulate followers to be creative and innovative by questioning assumptions, reframing problems and approaching old situations in new ways (Northouse, 2004, p.177). Individualized consideration includes mentoring, supporting, encouragement and coaching of followers work (Northouse, 2004, p.177; Yukel, 1994).

Transformational leadership can be taught to individuals at all levels in the organization; therefore, it can positively affect on firm's performance (Bass & Avolio, 1990a). It can be also useful in improving team development, decision making groups, quality initiatives and reorganizations (Bass & Avolio, 1994). Overall, transformational leadership let leaders know about a full range of their behaviors, from complete non-leadership (laissez-fair) to transactional and finally to transformational.

Transactional leadership

Transactional leadership emerging from this model include management-by-exception and contingent reward. In fact management by exception(MBE) takes two forms: active and passive. Active MBE occurs when the leader monitors followers performance, deviation from standards and rules and taking corrective action in anticipation of irregularities. Passive MBE occurs when a leader waits passively for mistakes to occur, intervenning only if standards are not met. On the other hand contingent reward involves an interaction between the leader and the follower in which the leader uses rewards, promises and praise to motivate followers to achieve performance levels agreed by both parties (Northouse, 2004, p.179; Bass & Avolio, 1990b; Mester et al., 2003).

Laissez-faire leadership

Laissez-faire or "hands-off" was identified by Bass and Avolio (1994) in the FRL model as a non transactional factor. Laissez-fair also describes leaders who delay decision-making, give no feedback and make little effort to help followers satisfy their needs or to help them grow (Northouse, 2004, p.179).

Such leaders avoid accepting resposibilities, they are absent when they are needed and take no action even when problems become chronic. Laissez-faire leaders are inactive and indicate the absence of leadership and are on the contrary to the active forms of transformational leadership. Also, these leaders make negative effects on subordinate performance (Bass, 1999).

The importance of leadership

Leadership is a definition that is used in building teams to make synergy and to be the ones on top. The leader inspires and motivates people to stay involved in the work. Since employees spend majority of their day time in activities which are influenced by a leader so the importance of leadership is tangible. In addition, the speed of change in today's business environment makes leadership increasingly important (Yukel, 2006; as cited by Kocolowski, 2010). Table 4 demonstrated that leadership leads to in organizational outcomes.

Table 4 organizational outcomes (Givens, 2008)

Outcomes	Characteristics	Related studies
Job satisfaction	1. Stems from follower's perception 2. Responsibility and autonomy in work tasks.	Maeroff, 1998; Nguni, Sleegers, & Denessen, 2006; Emery & Barker, 2007
Commitment	1. Enthusiasm 2. Work experiences, organizational and personal factors serve as antecedents	Allen & Meyer, 1990, 1996; Dee, Henkin, & Singleton, 2004 Nguni, Sleegers, & Denessen, 2006
Trust	1. Essential in relationship between transformational leader and followers. 2. Determines much of the organization's character and influences organizational structure.	Butler, Cantrell, & Flick, 1999; Gillespie & Mann, 2000; Podsakoff, Mackenzie, Moorman, & Fetter, 1990
Motivation	1. Extra effort is an indicator 2. High energy level among followers 3. One of three main domains of follower's development	Hatter & Bass, 1998; House & Shamir, 1993
Organizational citizenship behavior/ Performance	1. Positive benefits for organizations and organization personnel 2. Positive selfless behavior 3. Positive effect on employee performance	Ackfeldt & Leonard, 2005; Bolino, Turnley, & Bloodgood, 2002; Barksdale & Werner, 2001; Nguni, Sleegers & Denessen, 2006; MacKenzie, Podsakoff, & Ahearne, 1998

Also it was shown that stock price of companies perceived to be well led, grew 900 percent versus 74 percent for companies perceived to lack leadership over a ten years (Bennis, 1998; as cited by Gholamzadeh, 2012, p.48). "The truth is that no one factor makes a company admirable, but if you were forced to pick the one that makes the most difference, you'd pick leadership". In Warren Buffet's opinion, "People are voting for the artist and not the painting" (Bennis, 1998; as cited by Gholamzadeh, 2012, p.47).

Organizational health

One of the most significant current discussions of theoreticians and practitioners is the concept of "Organizational health". Organizational health was initially defined by Miles (1969) as an organization's ability to function effectively, to cope adequately, to change appropriately and to grow from within. A healthy organization must display high levels of ten properties which are categorized in three groups.

a- Task needs include: 1-Goal focus, 2-Communication adequacy and 3-Optimal power equalization.

b- Maintenance needs include: 4-Resource utilization, 5-Cohesiveness and 6-Morale.

c- Growth and development needs include: 7-Innovativeness, 8-Autonomy, 9-Adaptation and 10-Problem-solving adequacy (Hoy et al., 1991).

Murphy defines Organizational health with two terms: the economic health of the business and the physical and mental health of the workers. According to Murphy five factors have emerged as predictors of organizational health: employee development, communication, innovation, freedom from conflict and commitment to organizational values (Lim & Murphhy, 1999).

Organizational health also has been used to describe an organization's stability and its ability to face outside influences. Parsons(1953) identified four imperative functions of social systems which are the problem of accommodating to their environment, setting and implementing goals, maintaining cohesiveness within the organization and creating and preserving a unique culture. According to parsons (1967) all organizations have three distinct levels of control over these activities: the technical, managerial and institutional levels (Hoy et al., 1991, p.56).

Hoy and miskel (1991) introduced seven sub-dimensions: organizational integrity, initiating structure, manager influence, resource support, consideration, morale and academic emphasis. According to Hoy and his colleagues, organizational integrity is the ability of the organization to deal with its

environment in a way that preserves the integrity of organizational programs. Initiating structure is defined as the way the manager specifiies standards of performance and work expectations. Manager influence is the manager's ability to influence the actions of superiors. Resource support refers to organizational ability to provide adequate work supplies. Consideration is manager behavior that is friendly and supportive. Morale includes trust, enthusiasm and the confidence of the colleagues. Academic emphasis is focusing on the success by setting goals and high expectations in pursuit of excellence in academics(Hoy & Miskel, 1987, p.237; Hoy, Tarter, & Bliss,1990, Hoy & Miksel, 1991, Cemaloglu, 2011). In the current study organizational health is the ability that an organization adapts to its environment, create harmony among its members and achieve its goals(Hoy & Miksel, 1991; Korkmaz, 2006).

Table 5 Imperative Functions and Organizational Health Dimensions (Hoy et al., 1991, p.58)

Organizational health Dimension	Function	Activity
Organizational integrity	Adaptation	Instrumental
Initiating structure	Goal Achievement	Instrumental
Manager influence	Integration & Latency	Expressive
Resource support	Adaptation	Instrumental
Consideration	Integration & Latency	Expressive
Morale	Integration & Latency	Expressive
Academic emphasis	Goal Achievement	Instrumental

Healthy organization

Some researchers suggest that organizations like other living things may become sick, so it can not reach its objectives (Cemaloglu,2011). In fact in a healthy organization the technical, managerial and institutional levels are in harmony. So, the organization meets both instrumental and expressive needs. A healthy organization is described as an organization that succeeds in dealing with factors from outside of the organization and directing the organization in the attainment of its goals (Hoy & Miskel, 1987, p.57).

Besides, in a healthy organization, employees are protected from outside pressures, communication and interactions between employees, managers and customers are efficient (Hoy & Feldman, 1987). In addition, the measurement of organizational health needs to be a combination of organizational leadership, organizational integrity, interaction, organizational identity and organizational products (Akbaba, 1997; as cited by Korkmaz, 2006).

As the organizations become healthier the degree of trust in manager, trust in colleagues and trust in the organization increase (Tarter & Hoy, 1988). Furthermore managers in healthy organizations are enterprising, assertive and change oriented. Also their employees are more loyal, commited, satisfied and creative. So, healthy organizations create fruitful atmosphere for employees to effectively achieve both employees and organizational goals (Hoy et al., 1991, p.72).

The importance of organizational health

Organizational health become an important component both in practice and research after 1980s. It focuses on relations both inside and outside the organization (Korkmaz, 2006). People working in such an organization will be committed as they see their colleagues who make effort to work towards a better future (Licata & harper, 2001; as cited by Korkmaz, 2006). In adittion, organizational health

results in organizational efficiency (Brookover, 1978). Relevant studies about organizational health are found in Table 6.

Table 6 Organizational health studies (Cemaloglu, 2011)

Outcomes	Findings	Related studies
Successful change plan	Organizational health is as a strong factor in successful planned change.	Clark & Fairman , 1983
innovation	Highlight the relationship between staff characteristics, innovation and organizational health.	Kimpston & Sonnabend, 1975
Healthy climate	Provide a comparative analysis of the concepts organizational health and organizational climate.	Hoy et al., 1990
Robust vision	The relationship between school health and strong school vision.	Korkmaz, 2006
Performance	Uses the concept of an organizational health to evaluate organizational performance.	Huang & Ramey, 2008

Bullying

As we know one of the most significant discussions in the past ten years is workplace bullying. Several reports in German media, talks about employees who are excluded from their colleagues and had to leave the organization because of losing their self-confidence and being under high levels of stress (Cemaloglu, 2011). This phenomenon not only harms employees, but also costs organizations billions of dollars annually (Sypher, 2004). Unfortunately, leaders either do not know the harmful effects of workplace bullying, or they do not know how to effectively intervene (Salin, 2003; as cited by Georgakopoulos et al., 2011).

There are several definitions for bullying (Jenkins, 2011),so different words have been used to describe this phenomenon such as "mobbing" (Zapf, 1999),"emotional abuse" (Keashly, 2002), "harassment" (Hannabuss, 1998) and "bullying" (Einarsen & Skogstad, 1996). Bullying was initially difined by Leyman (1990) a German physician and psychiatrist, who studied on school bullying and expanded it to bullying at work(mobbing). Andrea Adams (1990) introduces this phenomenon as "bullying" through series of BBC broadcasts. As a result of her effort bullying has become an important issue for researchers to study about (Lutgen-Sandvik et al., 2007).

Besides workplace bullying is difined "as a situation in which, over a period of time, one or more persons are persistently on the receiving end of negative actions from one or several others in a situation where the one at the receiving end has difficulties defending against these actions" (Einarsen, 2000; Hoel et al., 1999). So, this definition has some characteristics:

1- frequency which means how often negative acts occurs, 2-duration or period of time which is usually at least six months, 3-intensity the number of different reported negative acts and 4-imbalance in formal or informal power (Einarsen et al., 2003).

Types of workplace bullying

According to Einarsen there are three forms of bullying (Einarsen et al., 2009):

1-Work related bullying: which are the behaviours that create a difficult work situation for the target, like being given unreasonable deadlines, information being withheld, unmanageable workloads and opinions ignored.

2-Personal related bullying: such as being ignored, being gossiped about and rumors being spread.

3-Physically intimidating bullying: such as being intimidated and being shouted at.

For the purposes of this study workplace bullying is a situation when an individual experiences two or more negative acts for at least six months and find it difficult to stop the abuse. Bullies are perpetrators, Targets are those on the receiving end and Witnesses are individuals who never experienced bullying directly (Namie & Namie, 2003, p.3).

Antecedents of workplace bullying

Actually there is not specific reason for people's bully (Einarsen, 1999; Zapf, 1999; Lutgen-Sandvik & Namie, 2009). However, researchers have categoriezed the factors that might increase bullying. See table 7 for individual antecedents:

Table 7 Individual antecedents (Lutgen-Sandvik & Namie, 2009)

	Findings	Related studies
Targets	Men and women are equally likely to report being bullied at work.	Namie, 2007; Rayner, 1997; Zapf et al., 2003
	The higher organizational position, the lower the incidence of bullying.	Hodson et al., 2006
	Appearing too week, anxious, submissive, unassertive is claimed to provoke aggression in others.	Coyne et al., 2000
	Communicating aggressively, rejecting less-ethical group norms and overachieving are suggested as antecedents to being targeted.	Adams & Crawford, 1992
	Targets have lack social, communication skills, low self-esteem and are suspicious of others.	Coyne et al., 2000; Matthiesen & Einarsen, 2007
	Employees who are particularly talented, conscientious and well-liked by others as persons likely to be targeted.	Lutgen-Sandvik, 2006; Namie, 2003; Coyne et al.,2003
	Differences in age, race, gender, ethnicity and educational level may increase bullying behaviors.	Keashly, 1998; Zapf & Einarsen, 2003
Bullies	Bullies seem to be male more often.	Hoel & Cooper, 2000; Zapf et al., 2003
	Supervisors or upper managers are identified bullies in 60 to 80 percent of cases.	Hoel & Cooper, 2000; Lutgen-Sandvik et al., 2007; Namie, 2003; Rayner, 1997
	Bullies behaviors include lack of self control, self- reflection, empathy and perspective-taking.	Douglas & Martinko, 2001

Also, many researchers study about organizational antecedents. In the organization when the bully is a managers or a supervisor that have a positional power it becomes difficult for the targets to defend themselves (Einarsen, 2000). Unfortunately, most studies indicate that the the majority of bullies are in the higher positions in the organization (Namie & Namie, 2003, p.26). See Table 8 for studies which are related to organizational antecedents.

Table 8 Organizational antecedents (Lutgen-Sandvik & Namie, 2009)

	Findings	Related studies
Workplace	Chaotic, unpredictable, high levels of job security, role conflict or strain workers are more likely to report being bullied.	Hodson et al., 2006
	Pressures to increase productivity while decreasing production costs can create enormous stress on managers and employees.	Bassman, 1992
	With the unemployment rates targets cannot simply leave a job.	Cohen, 2010
Organizational culture	Bullying seems more prevalent in work cultures that accept aggression as an aspect of doing business.	Hoel & Salin, 2003
	Win/lose culture is associated with bullying.	Smye, 1998

Consequences of workplace bullying

Workplace bullying often goes unreported because the target feels ashamed (Baron & Neuman, 1998) and sometimes managers ignore or tolerate the bullying behavior deliberately as a management strategy (Sheehan, 1999) that's why the workplace bullying is epidemically increasing. In many cases targets report increased fear, anxiety, helplessness and anger because of the emotional abuse at work and often transfer these feelings into their personal lifes (Einarsen & Mikkelsen, 2003). For additional related studies about workplace consequences see Table9.

Table 9 Workplace bullying consequences (Lutgen-Sandvik & Namie, 2009)

consequences	Findings	Related studies
Targets	Low self-esteem. Low physical and emotional health. Cognitive functioning. Higher levels of anxiety, depression. Suicidal ideation. High blood pressure, high risk of heart disease. Effects on family functioning, relationships and communication.	Price Spratlen, 1995 Duffy, Ganster & Pagon, 2002; Rospenda, 2002 Brodsky, 1976 Namie, 2003 Leymann, 1990 De Vogli, et al.,2007 Jenifer et al.,2003; Rayner et al., 2002; Tracy et al., 2006
Coworkers (secondary targets)	Unstable forces at work, excessive workloads, role ambiguity, work relationship conflict. Higher levels of negativity, stress and decreasing job satisfaction because may be in fear of being the next target.	Jennifer et al., 2003 Lutgen-Sandvik at al., 2007
Organizational	Effectiveness. Because workers fear missing work, they may be present but are not producing at their peak potential. Increased medical insurance. Loss of positive public images. Difficulty to recruitment staff because of the word spreads about employee abusive organization. Turnover and the cost of training new employees are directly linked to operating expenses. Job satisfaction. Absenteeism, earlier retirements.	Zellars et al., 2002 Lutgen-Sandvik, 2006 Bassman, 1992 Bassman, 1992 Lutgen-Sandvik & McDermott, 2008 Lutgen-Sandvik, 2006; Rayner et al., 2002 Einarsen & Raknes, 1997 Lyman, 1996; Namie, 2003

Managing workplace bullying

Several attempts have been made to manage workplace bullying. First of all, the leadership's commitment for correcting and preventing from bullying is very important (Lutgen-Sandvik & Namie, 2009). This means that if workplace bullying mismanaged or unmanaged, it can increase violent and illegal physical acts of aggression (Andersson & Pearson, 1999) and can be costly for both the organization and employees. Actually, there is no single response to solve workplace bullying, but researchers present some solutions for this problem.

Organization can create anti bullying policies which describes the clear definition of bullying and the importance of this issue (Lutgen-Sandvik & Namie, 2009). Such policies should clarify acceptable and unacceptable behaviors in the organization (McKay & Fratzl, 2011) and include some informal complaints that make the target speak without fear of appraisal (Lutgen-Sandvik & Namie, 2009).

The organization can train individuals to recognize and protect from bullying and teach them to have respectful communications (Keashly & Neuman, 2005). In addition, managers must know the signs of bullying and respond quickly to complaints (Rayner et al., 2002; as cited by Lutgen-Sandvik & Namie, 2009) and the results must be reported to the involved parties like witnesses in order to decrease their tension(Lutgen-Sandvik & Namie, 2009).

Leadership, Organizational health and Workplace bullying

Organizational health affects organizational performance therefore concepts such as leadership start to be discussed in organizations(Cemaloglu, 2006). In addition managers who have dynamic, supportive and influential management styles create healthy organizations (Hoy & Tarter, 1997; Hoy & Miksel, 1991, p.68) because they pay attention to workplace bullying so, they will more effectively meet their organizational goals (Keashly & Jagatic, 2003; as cited by Georgakopoulos et al., 2011). While, managers who have authoritarian and laissez-fair management styles can not create healthy organizations. These managers are associated with harassment and bullying problems in their workplaces(Hoel & Salin, 2003; Di Martino, et al., 2003; as cited by Lutgen-Sandvik & Namie,

2009), so they make the situation worse when they fail to prevent the bullying and in this situation unfortunately targets are abused by both the bully and the organization (Keashly, 2002).

As mentioned before leadership is the art of creating a working atmosphere to achieve high performance levels and organizational goals (Manase, 1985). In fact creating such an atmosphere depends on whether the organization has a healthy structure or not. The creation of healthy organizations relates to it's managers(Sergiovanni, 2006). In the other words, leaders who have a deeper awareness about workplace bullying will provide healthy working environment for their employees (Georgakopoulos et al., 2011).

Research conceptual model

According to these explanations, it will be logical to relate leadership styles of managers to the organizational health and bullying.
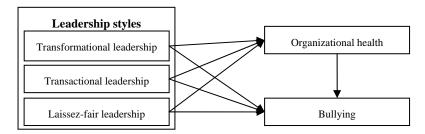

Fig1. Research Conceptual Model

Research Hypotheses

In the present study the following hypotheses will be tested:

H1: There is a significant relationship between transformational leadership behaviors of managers and organizational health and bullying.

H2: There is a significant relationship between transactional leadership behaviors of managers and organizational health and bullying.

H3: There is a significant relationship between laissez-fair leadership behaviors of managers and organizational health and bullying.

H4: There is a significant relationship between organizational health and bullying.

METHODOLOGY

Research Goal

The aim of this study is to identify whether the leadership styles may cause to different levels of organizational health and bullying. In order to, test the assumptions, a field survey was conducted.

Sample and Data Collection

The survey of this study is conducted on 235 employees who were working in a transportation company in Iran in May 2012. The sampling criteria were adults including, 116 females and 119

males. The participants ages ranging from 20 to 59; 33.6 percent were single, 63.4 percent were married and 3 percent were divorced; 87.2 had permanent contracts, 12.8 had temporary contracts; background experience ranged between 6 months to 30 years; 84.3 percent were college graduates.

So, data were collected using questionnaires. Sample size was computed 235 through Cochran's sample size formula for a population amount of 600 employees. 250 questionnaires were distributed. Questionnaires with missing data in about 6 percent were excluded, 235 questionnaires of final data were left.

Research instrument

In order to examine the content validity of questionnaires, it was examined by field experts and in order to determine its reliability and content validity a pilot study of the instruments were done. In a pilot study, the questionnaire was applied to 33 employees outside the sample and corrections were made based upon the feedback received.

Leadership questionnaire is based on the Bass and Avolio full range of leadership model. Also this scale evaluated leadership styles using 35 items distributed in 3 subscales. In this case individuals were asked to respond to each item using a 5 point scale ranging from 0 to 4. Coding was entered into SPSS and the Cronbach's α factor for the transformational leadership instrument was computed about 0.94 and transactional leadership was 0.76 and laissez-fair was 0.61 respectively.

In addition, for organizational health used Hoy et al (1991) OHI questionnaire. The questionnaire was translated to Persian from English and customized for the related company. It has 35 items distributed in 6 subscales. Individuals were asked to respond to each item using a 4 point scale ranging from 1 to 4. Cronbach's α factor for the organizational health instrument was computed 0.90.

Workplace bullying was assessed by Einarsen et al (1994) negative acts questionnaire. Overall the questionnaire was translated to Persian from English. Participants were asked to respond to 29 items distributed in 3 subscales using a 5 point scale ranging from 1 to 5. In general, Cronbach's α factor for the workplace bullying instrument was computed 0.93.

The structural validity was examined using confirmatory factor analysis (CFA) to examine the validity of model and dimensional structure. Lisrel fit statistics chi-square=300.73, df=109, p-value=0.07500, RMSEA=0.067 indicated that these items fit the model sufficiently. Also exploratory factor analysis (EFA) was performed in order to be able to directly inspect whether or not the factor loading matrix possessed the simple structure. The Keiser-Meyer-Olkin (KMO) measures the sampling adequacy. KMO also Bartlett's measures are shown in Table10:

Table10 KMO and Bartlett's test

Concepts	KMO measure of sampling adequacy	Bartlett's test of sphericity	sig
Transformational leadership	0.92	2851.57	0.00
Transactional leadership	0.863	758.20	0.00
Laissez-fair leadership	0.62	102.154	0.00
Organizational health	0.87	4012.65	0.00
Bullying	0.90	3839.34	0.00

The result showed that the KMO criterion indicated that the data set is suitable for factor analysis and Bartlett's test of sphericity was highly significant.

Analyses and Results

In this study, statistical analyses were conducted with the Statistical Package for Social Science (SPSS), version 19. Frequencies analyses, reliability analyses, exploratory and factor analysis were conducted. In addition, Structural Equation Modeling (SEM) was applied, using the Lisrel 8.53 program. Structural equation modeling was conducted to investigate relationships between leadership styles, organizational health and workplace bullying. The result from SEM supports the theoretical model with a x^2 =170.82, df =142. The x^2/df ratio of 1.20 had a value less than 2, indicating an acceptable fit. Also an inspection of the fit indices was considered in the present study showed that they met the criteria recommended: GFI = 0.97, AGFI = 0.96, CFI = 0.95, NFI=0.096 and RMSEA = 0.063. In combination, these fit indices suggest a satisfactory fit to the data. So, examination of the path coefficients for the model indicated the proposed paths were significant (see Figure 2).
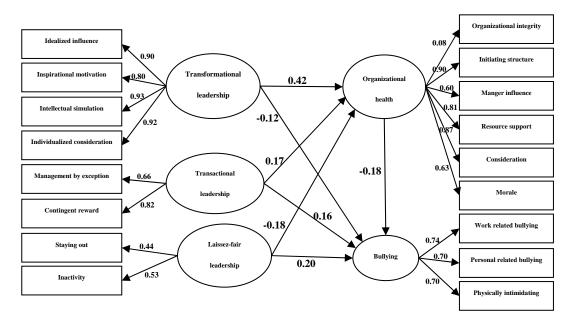

Fig 2. The proposed structural equation model

The results show that transformational leadership, transactional leadership and laissez-fair leadership were associated with bullying directly and indirectly through organizational health. Also bullying was directly related to organizational health (see Table 11). The path from organizational health to bullying was -0.18.

Table11 SEM result

relationship	Standard value(β)	t-value	result
Transformational leadership $\rightarrow$ Organizational health	0.42	5.37	Significant relationship
Transformational leadership $\rightarrow$ Bullying	-0.12	-2.24	Significant relationship
Transactional leadership $\rightarrow$ Organizational health	0.17	2.57	Significant relationship
Transactional leadership $\rightarrow$ Bullying	0.16	2.81	Significant relationship
Laissez-fair leadership $\rightarrow$ Organizational health	-0.18	-2.99	Significant relationship
Laissez-fair leadership $\rightarrow$ Bullying	0.20	2.70	Significant relationship
Organizational health $\rightarrow$ Bullying	-0.18	-2.25	Significant relationship

Workplace bullying is a negative indication for the organization and as a result it disrupts the positive public thoughts (Lutgen-Sandvik et al., 2007). Also it decreases job satisfaction (Einarsen & Raknes, 1997), effectiveness (Zellars et al., 2002), employee's physical and emotional health (Duffy et al.,

2002; Rospenda, 2002) and their self-esteem (spratlen, 1995; all cited by Lutgen-Sandvik & Namie, 2009).

Furthermore workplace bullying increases absenteeism and earlier retirements (lyman, 1996; Namie, 2003), Turnover and additional costs for training new employees (Lutgen-Sandvik & McDermott, 2008), costs of employee's medical insurance (Bassman, 1992; all cited by Lutgen-Sandvik & Namie, 2009). Also it may cause employees to experience higher levels of anxiety and depression (Namie & Namie, 2003) and suicid possibility increase (Leymann, 1990; as cited by Lutgen-Sandvik & Namie, 2009).

Besides researchers found that there is a relationship between leadership styles and workplace bullying. Laissez-faire leadership behaviour is strongly related to bullying (Hauge et al.,2007). Also, Transformational leadership characteristics decrease occurrence of workplace bullying (Cemaloglu, 2011).

The results of this study show that there is a relationship between leadership styles and workplace bullying. So, laissez-fair leadership has the most effect and the transformational leadership has the least effect on occurrence of workplace bullying. Also, a positive relationship was found between transactional and laissez-fair leadership with workplace bullying but a negative relationship was found between transformational leadership style and workplace bullying. Also the results of the factor loading in standardized mode which measures three observed variables for workplace bullying shown that: work related bullying, personal related bullying and physically intimidating bullying all of them have high and positive correlation with workplace bullying.

Initially it is recommended that for preventing from the exposure to workplace bullying it is better to cause employees to be aware of the signs of workplace bullying, the complaint procedure and training them the ways to control it. Also it is recommended that frequently print bullying awareness educational posters and sending them anti bullying emails.

Managers must learn emotional intelligence and transformational leadership behaviors. They must train to coach, encourage and mentor followers. In addition it is necessary to aware them the signs of workplace bullying and train them to prevent and manage it proactively.

Organizational health will affect performance (Huang & Ramey, 2008) and is important in for successful changing plans (Clark & Fairman, 1983; as cited by Cemaloglu, 2011). In addition organizational health makes a strong vision (Korkmaz, 2006). Furthermore, organizational health results in organizational efficiency (Brookover, 1978). Also, researchers found out that there is a relationship between leadership styles and organizational health. Besides, Transformational leadership acts increase organizational health (Cemaloglu, 2011).

The results of this research showed that there is a relationship between leadership styles and organizational health. So, transformational leadership has the most effect but transactional leadership has the least effect on organizational health. Indeed positive relationships were found between transformational and transactional leadership with organizational health and a negative relationship was found between laissez-fair leadership and organizational health.

The results of the factor loading in standardized mode which measures six observed variables for organizational health showed that: initiating structure, consideration, resource support, morale, manager influence all of them have high and positive correlation with organizational health except for organizational integration which have a lower correlation with the organizational health.

It is recommended that it's better to teach managers transformational leadership acts and as a result communications with employees will be enhanced. In a transactional leadership style leaders can become successful temporarily thus training them transformational leadership behaviors can create a

long time success. The organizational health index shows the condition of companies. So, through studying organizational health and identifying influential measures, we can increase the organizational health index and thus we can have a healthier organization.

Workplace bullying takes place in stressful working environment with a destructive leadership styles (Hauge et al., 2007). In this research it was shown that there is a negative relationship between organizational health and bullying and as the result of the significant t-values in Table 11 which is not between -1.96 and 1.96, it shows that all of the leadership styles have significantly affects organizational health and workplace bullying. Therefore this research claims that there are relationships between the transformational, transactional and laissez-fair leadership acts of managers, workplace bullying and organizational health. Also there is a relationship between organizational health and the occurrence of workplace bullying.

CONCLUSION

In general according to Adizes organizations like living organisms, have life cycle. They are born, they grow and develop then reach maturity, they begin to decline and age and finally in many cases they die. As a matter of fact organizations at any stage of the life cycle are affected by external environment as well as internal factors. So, leaders who understand these stages make the organization flexible and controllable in order to be young. They also plan to be always in the growth and maturity stages in order to avoid from falling in to decline and ageing stages. In order that companies can achieve long term success, they need to create a healthy environment. Besides if the organizational health index evaluated periodically, the results will help leaders to know about their status, ensure ongoing progress and prioritize intervention programs needed to improve company's health.

Based on the results of this study, leadership styles affect organizational health. So, by using Multi Factor Leadership questionnaire, companies will find out the personal leadership styles of managers and thus teaching them the principals of effective leadership. Also, they can develop their transformational leadership skills such as giving fast and useful feedback, active listening, motivation, problem solving, communication skills, speaking and nonverbal behaviors to have a healthy organization.

According to the research background, Emotional intelligence quotient of transformational leaders is high compared to other leadership styles. So, the transportation company can offer courses on emotional intelligence skills to develop their five emotional intelligence main areas to increase their emotional quotient. Besides, managers must accept the fact that their function is no more directing and controlling, but in fact they are responsible for mentoring, coaching, facilitating and training employees.

The results also have shown that the workplace bullying decreases in a healthy organization. So, development of organizational health leads to reducing workplace bullying. If there is a high level of workplace bullying in an organization it has impact on effectiveness, performance, job satisfaction, absenteeism and turnover(Lutgen-Sandvik & Namie, 2009). It is better that the transportation company train leaders to be aware of the signs of workplace bullying for managing it proactively. Also it is essential that they make employees know about its signs, the complaint procedure and training them the way to control it. So, in order that companies can achieve long term success they need to develop transformational leadership skills and periodically evaluate organizational health index to have a healthy organization with low level of workplace bullying. In this case, organization meets high level of performance, commitment, job satisfaction and citizenship behavior. So, in brief,

when moving leaders toward implementing transformational leadership behaviors we will expect to have healthy organizations with low level of workplace bullying.

The present study has several limitations. First, there was no document and keep records related to the bullying investigation and complaints within the transportation company. Second, we have little research background that has attempted to explore the relationship between leadership styles, organizational health and workplace bullying. Furthermore, this research had some difficulties. First, in this research because of the time and financial limitations we used the NAQ questionnaire but it is better to use qualitative study methods like structured or unstructured interviews to measure the existence of bullying in the workplace. Second, we had problems with data gathering because many companies did not allow us to gather information related to the prevalence of workplace bullying.

A suggestion for further research would be to use qualitative research techniques. Besides it is required to examine the relationships between leadership styles and cyber bullying. Also it is important to reveals the links between organizational outcomes, bullying and organizational health.

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