

The Impact of Hierarchical Self-Management and Leadership on Team Effectiveness

Abstract

The statistical population of this study includes the staff and experts of the Faculty of Medical Sciences of East Azerbaijan Province. According to Morgan's table sampling, 242 high to low-level experts in two groups (organizational leadership group) (and self-management group) are selected and reviewed for medical teams. The data collection tool is based on the observations that the researcher has collected during the survey of statistical sample individuals and then based on tests Pearson efficacy is analyzed. The results showed by examining such issues as the difference between hierarchical leadership and self-management and the diversity and self-management orientation of teams to achieve organizational goals, and the effectiveness of organizational structure in hierarchical leadership and team self-management; There is a difference between hierarchical leadership and self-management, and the diversity and orientation of teams' self-management in achieving moderating factors are more efficient than hierarchical leadership orientation. Also, in measuring the research hypotheses, the results indicate that; Hierarchical leadership is not effective in achieving the organizational goals of the team, but self-management is effective in achieving the organizational goals of the team, and it is the organizational structure that plays an influential role in both team hierarchy leadership and team self-management. This article measured two groups of people in the faculty of medical sciences one of them was accomplishing its tasks in a self-management manner.

Keywords: *Leadership, Hierarchical leadership, Self-management, Relative moderating goals, Goal orientation.*

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Introduction

The current research aims to investigate the impact of hierarchical leadership versus self-management in teams and seeks to compare the performance of organizational leadership with the performance of self-management versus teams, taking into account diversity in orientation (Toy, 2014). Moreover, to discuss the goals of the organization and their relative effects descriptively and analytically and place the final goal of forming a team in the organization (Pieterse et al., 2011) among the most important axes of this study. The statistical population of this research includes the staff and experts of the Faculty of Medical Sciences of East Azarbaijan province; based on the sampling of the Morgan table (Table No. 1); there are 242 experts from top to bottom in two groups (a group with organizational leadership) (a group with self-management of the organization) (Table No. 3)) are selected and examined for medical teams. The data collection tool is based on the observations the researcher has collected and compiled while asking for opinions from the statistical sample (Table No. 4) and then based on the tests, Pearson effectivity is analyzed. The primary purpose of this research is to investigate the effect of self-management and hierarchical leadership versus self-management in teams: the variety of goal orientations as a moderator of their relative effect (Nederveen Pieterse et al., 2019). In this article, to examine the assumptions of the difference between hierarchical leadership and self-management, the effectiveness of the diversity and self-management orientation of teams to achieve the moderating

factors compared to the orientation of hierarchical leadership, hierarchical leadership is ineffective in achieving the team's organizational goals (Lee & Edmondson, 2017). Self-management is effective in achieving organizational goals (Nederveen Pieterse et al., 2019), the organizational structure is effective in hierarchical leadership, the organizational structure is effective in team self-management, and these findings are reliable (Eva et al., 2021) (Table No. 2).

1. Method of work

1.1. Statistical society

In this research, carried out in 1400, the statistical population includes all associates and experts of the Faculty of Medical Sciences of East Azarbaijan Province, whose number is 650 people. Sampling was of a random type and using the random sampling method, the number of samples to be examined will be selected and examined as a statistical sample (Table No. 1).

2.1. Sampling method

Morgan's table (Table No. 1) was used to determine the sample size. Based on the number of associates and experts of the Faculty of Medical Sciences of East Azerbaijan Province, it

Table No. 1- In Krejcie Morgan Table¹

N	S	N	S	N	S
10	10	100	80	280	162
15	14	110	86	290	165
20	19	120	92	300	169
25	24	130	97	320	175
30	28	140	103	340	181
35	32	150	108	360	186
40	36	160	113	380	181
45	40	170	118	400	196
50	44	180	123	420	201
55	48	190	127	440	205
60	52	200	132	460	210
65	56	210	136	480	214
70	59	220	140	500	217
75	63	230	144	550	225
80	66	240	148	600	234
85	70	250	152	650	242

Table No. 1 determines the sample size in a limited community; in each column, S represents the acceptable sample, and N represents the size of the community.

The sampling method in this research was simple random sampling. Thus, in this type of sampling, each person in the statistical population was given an equal probability of being selected in the sample. In this way, we assumed the number of people in the community to be N and, the sample size to be n, the probability of choosing each person from the community in the sample was equal to n/N . A simple random sample can be selected in two ways: the first way is by lottery and the second way is by using a table of random numbers. In this research, random numbers were used for the statistical sample. This way, the desired community's size is set to N. Then, by the number of digits that make up the size of the population, we meant a one-digit column in the table of random numbers. After that, a starting point is randomly selected for the selection of units. Finally, the selection process started from this point,

was classified in the Morgan table according to the accepted factors. Then a sample of 242 people, including the error, from among the members of the Associates and Experts of the Faculty of Medical Sciences of Azerbaijan Province Eastern was investigated.

and any number smaller than or equal to N was selected as a sample.

2.2. Information collection tools

The data collection tool is based on the observations that the researcher collected and compiled while asking for the opinion of the statistical sample and then based on the effect tests. Pearson's part is analyzed. The questionnaire is in the form of five dimensions (very much, a lot, to some extent, low, very little); each dimension includes the variables of the current research and is formed in five nominal rating scales. Eliot is used. It should be noted that the questions were adapted from Karl Albrecht's method and were developed by the student's questions. In this research, symbolic or formal validity has been used to determine the validity of the data collection tool (Table No. 2).

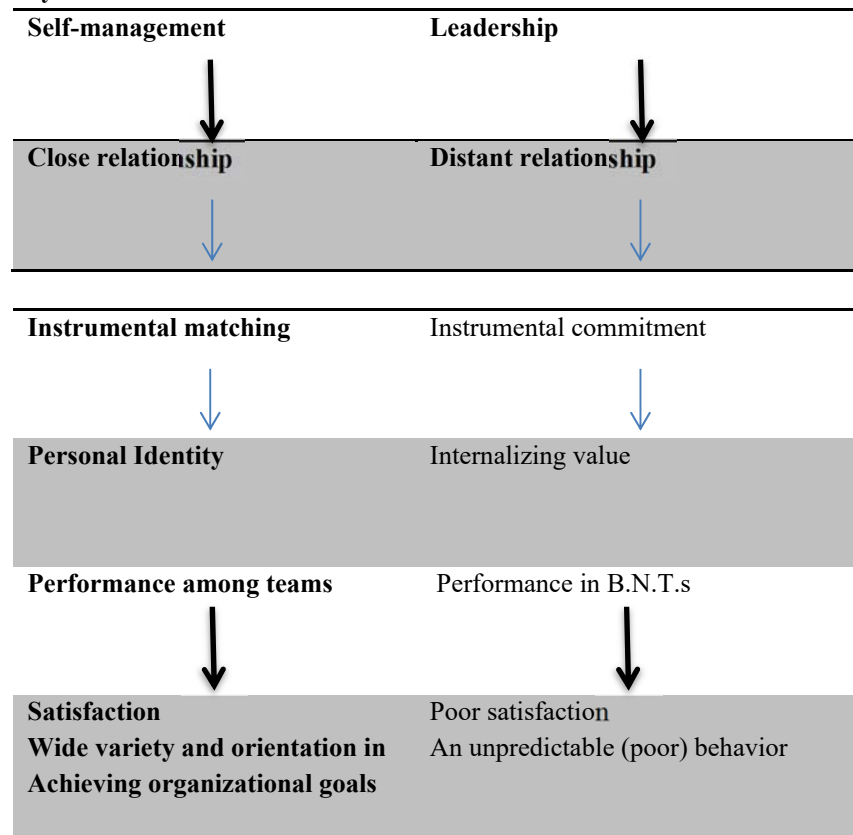
**Table No. 2- Reliability test of questions related to the questionnaire
The influence of self-management and the hierarchy leader versus the Y.T.A's self-government.**

Percentage	Number	
100.0	14	Credit
.0	0	Benchmark error
100.0	14	Plural

In this way, the designed questionnaire was given to professors and academic experts in the field of management to determine whether it measured what it was intended to measure or not. Comment. Cronbach's alpha was used to test the reliability of the questionnaire questions. Based on this, with a preliminary

study on 14 associates and experts of the Faculty of Medical Sciences of East Azarbaijan Province, using spss software, the reliability of the investigated questions was obtained at 86%.

Table No. 3- Research Analytical Mode



3. Results

This section focuses on the analysis of research data (interviews and questionnaires) that describe the results of the debate on the effect of self-management and hierarchical leadership versus self-management in teams: the variety of goal orientation as a moderator of their relative impact (Nederveen Pieterse et al., 2019). Hierarchical leadership versus self-management in teams: Goal orientation diversity as moderator of their relative effectiveness), and In the final part of the chapter, the results obtained from the analysis of the conducted interviews are discussed in the form of information

inference (research hypothesis test) and based on the information and discussions of this section, the conclusions from the analysis are discussed.

Table No. 1 analyzes descriptive statistics of dimensions related to the collected questionnaires.

According to the data from the questionnaires collected for the variable of self-management, the frequency results show that the highest frequency related to options one and two is very high, and the lowest frequency related to options four and five means very little. According to the chart of the answers

obtained from the questionnaires collected for self-management and its dimensions, nearly 89 percent of the respondents agree with the effect of obtained from the data obtained from the questionnaires collected for the leadership

Table No. 4- Questionnaire of Self-management Effectiveness

hierarchy variable(Table No. 4), the frequency results show that the highest frequency related to options one and two is very high, and the lowest frequency related to options four and five means little and very little.

Variable	very much	a lot	To some extent	Low	Very little.
Self-management questionnaire					
When I make a plan, I am determined that I can do it.	87	112	31	7	5
Before I do something, I make a thought about it.	40	98	50	35	19
I avoid it when it seems complicated for me to learn something new.	30	108	55	30	19
I am a self-reliant person in choosing things.	79	59	30	50	24
When I cannot do something for the first time, I try and repeat it enough to do it.	110	55	60	7	10
When something is unpleasant for me, I try so hard to finish it faster.	60	115	40	20	7
When doing the relevant work, I put aside comfort and comfort.	30	145	30	25	12
I am a capable person facing the problems of my life	90	106	24	12	10
When I set an important goal for my work, I will achieve it sooner.	55	95	34	30	28
When I decide to do something new, I enthusiastically do it.	103	109	11	13	6
When something difficult and unforeseen occurs, I can control it.	80	119	29	9	5
I perform my duties with all my excitement.	70	69	54	40	9
Without worrying, I do the relevant matters.	66	113	44	17	2
When you are done, I will try to fix that problem if I am facing problems.	100	112	20	9	1
When something seems complicated, I will not give up on doing it.	111	33	67	18	13
When I try to learn something, if I do not succeed at first, I will not give up on it and try more	90	99	45	5	3
Problems and mistakes make me work more and harder.	145	35	24	26	12
I feel confident about my abilities to do things.	87	77	47	21	10
Leadership Questionnaire					
My manager and supervisor have set high standards for performance with their behavior.	95	55	34	38	20
My manager and supervisor work as hard as they can.	101	99	33	7	2
My manager and supervisor do more than everyone in the training group.	77	122	38	3	2
The administrator and the administrator provide an excellent example of behavior by their behavior.	90	49	65	30	8
The principal and supervisor encourage the department members to present their ideas and suggestions.	86	53	48	35	20
The manager and supervisor pay attention to the ideas and suggestions of the members of the educational group.	100	105	30	5	2

The principal and supervisor give all training group members an equal chance to present their opinions.	110	55	57	15	5
The manager and supervisor suggest ways to improve the performance of the department.	45	150	40	6	1
The manager and supervisor encourage the training group members to solve problems together.	29	141	36	24	12
The principal and supervisor encourage the training group members to exchange information with each other.	106	82	34	19	1
The administrator and supervisor explain the structure and content of the decisions.	77	96	65	2	2
The administrator and administrator explain allocations and related items.	113	114	6	7	2
The administrator and supervisor describe the rules and exceptions for the training group members.	67	103	49	14	9
The manager and supervisor describe their decisions and activities to the department members.	60	134	20	25	3
The manager and supervisor pay attention to the personal issues of the training group members.	99	113	24	5	1
The health of the training group members is essential for the manager and the supervisor.	33	108	48	27	26
The administrator and supervisor treat all members of the training group equally.	90	114	20	16	2
The manager and supervisor spend time patiently addressing the concerns of the members of the training group	112	100	11	10	9

According to the chart, the answers obtained from the questionnaires collected for the variable of the impact of hierarchical leadership and its dimensions show that nearly 70% of the respondents agree with the impact of self-management and hierarchical leadership versus self-management in Teams: The variety of goal orientation has been used as a moderator of their relative effectiveness. In the inferential analysis, to integrate the information and transfer

Table No. 5- Results of hypothesis test 1

the contents more quickly, each of the hypotheses is tested and examined separately and at a confidence level of 95% ($\alpha = 0.5\%$).

Table No.6 shows that the effective coefficient of the difference between hierarchical leadership and self-management equals 0.086.

The	Proposition							the
	Component	Number	Meaningful level	Estimated benchmark error	The adjusted coefficient of determination	Determining coefficient	Correlation rate	
	Hierarchical Leadership	242	0.021	0.22	0.59	0.023	0.86	
	Self-management							

calculated coefficient of determination is 0.023, and the adjusted coefficient is 0.59, which is a fair number and shows a suitable adjustment of effectiveness. Considering that the significance level of the test or the error of the test is less than

Table No. 6- The results of hypothesis test 2

standard, the test is significant; that is, there is a difference between the components of hierarchical leadership and self-management, and self-management strategies are more focused than the strategies of leadership hierarchy.

Proposition

Component	Number	Meaningful level	Estimated benchmark error	The adjusted coefficient of determination	Determining coefficient	Correlation rate
Diversity and direction of the self-directed R.T.T.M.	242	0.000	1.11	0.50	0.022	0.72

the

According to Table No. 6, the coefficient of effectiveness of diversity and self-management orientation of teams equals 0.072. The calculated coefficient of determination is 0.022, and the adjusted coefficient is 0.50, which is a fair number and shows a suitable adjustment of effectiveness. Considering that

Table No. 7- Results of hypothesis test 3

Proposition						
Component	Number	Meaningful level	Estimated benchmark error	The adjusted coefficient of determination	Determining coefficient	Correlation rate
Achieving organizational goals	242	0.001	0.32	0.52	0.033	0.93

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According to Table No. 7, the effective coefficient of hierarchical leadership in achieving the organizational goals of the team is equal to 0.093. The calculated coefficient of determination is 0.023, and the adjusted coefficient is 0.52, which is a fair number and shows a suitable level of effectiveness. Considering that the significance level of the test or the error of the test is less than the standard level, the test is meaningful, which means that hierarchical leadership is ineffective in achieving the team's organizational goals. According to table No. 9, the coefficient of effectiveness of self-management to achieve the organizational goals of the team is equal to 0.097. The calculated coefficient of determination is 0.023, and the adjusted coefficient is 0.52, which is a fair number and shows a suitable adjustment of effectiveness. Considering that the significance level of the test or the error of the test is less than the standard level, the test is meaningful, which means that self-management is effective in achieving the organizational goals of the team. According to table No. 10, the coefficient of effectiveness of the organizational structure in the leadership of the team hierarchy is equal to 0.083. The calculated coefficient of determination is 0.022, and the adjusted coefficient is 0.42, which is a fair number and shows a suitable adjustment of effectiveness. Considering that the significance level of the test or the error of the test is less than the standard level, the test is meaningful; that is, the organizational structure is effective in leading the hierarchy of teams. According to table No. 11, the effective coefficient of organizational structure in team self-management equals 0.097. The calculated coefficient of determination is 0.021, and the adjusted coefficient is 0.99, which is a fair number and shows a suitable adjustment of effectiveness. Considering that the significance level of the test

significance level of the test or the error of the test is less than the standard level, therefore the test is meaningful; that is, the diversity and orientation of self-management of teams are more effective in reaching the moderating factors than the orientation of hierarchical leadership.

is less than the standard level, the test is meaningful; that is, the organizational structure is effective in the self-management of teams.

4. Discussion and conclusion

By considering the performance of organizational leadership compared to the performance of self-management in front of teams and by considering the diversity in the orientation and goals of the organization and their relative effects descriptively and analytically among the employees and experts of the Faculty of Medical Sciences of Azerbaijan Province Sharqi, based on the sampling of Morgan's table, there are 242 experts from high to low level in two groups (the group with organizational leadership) (the group with self-organization management) for medical teams, the results are in line with the hypotheses, and in the direction of realization, The answer to the research problem was in the dimensions of the difference between hierarchical leadership and self-management and the diversity and orientation of self-management of teams to achieve organizational goals and the effectiveness of organizational structure in hierarchical leadership and self-management of teams (Hoppner & Vadakkepatt, 2019). That there is a difference between hierarchical leadership and self-management, and the diversity and orientation of self-management of teams are more efficient in reaching the moderating factors than the orientation of hierarchical leadership (Wincent et al., 2014). Also, in measuring research hypotheses, the results show that; Hierarchical leadership was not effective in achieving the organizational goals of the team, but self-management was effective in achieving the organizational goals of the team, and this is the organizational structure that plays an influential role in both hierarchical

leadership of teams and self-management of teams (Kanat-Maymon et al., 2018). Also, the research results of Anne Nederveen Pieterse in the research " Diversity in goal orientation (Mammassis & Kostopoulos, 2019), team reflexivity, and team performance" show in their research that prerequisites and strategies of self-leadership both influence the central concept of self-leadership with a beta coefficient of 97%, and the central concept of self-leadership affects the results of self-leadership with a beta coefficient of 89%. The organization's foundation is based on cognitive strategies, so it is suggested to know the needs of organizations based on strategic strategies. Since the research results show the practical tools that managers, experts, and leaders use in the era of modernity, it is therefore suggested. In addition to the rational logic and classical teachings of organizations of the modern age, managers, and leaders should be equipped with new thinking tools based on understanding values and emotions and believing in the involvement of various factors in decisions. That management and leadership in the future require a better understanding of the complex relationships inside and outside modern organizations. Leadership to face post-modern organizations and new people requires variable tolerance (Velez & Neves, 2018). In this research, the diversity and creativity among the team members are also paid attention to, which should be cultivated by the leaders of the organizations. The use of these strategies is expected among the managers, who are expected to be accepted and the basis of decision-making based on value and aesthetic thinking and constructive realities.

Implication for nursing management

This article measured two groups of people in the faculty of medical sciences, and one of them was accomplishing its tasks in a self-management manner; However, another group was accomplishing its tasks with a hierarchical leadership process. I try to find which management process could be adequate for medical and nursing tasks that I found that self-management is proper for this type of task and works.

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Resources

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