



Relationship Life Cycle of Organizational and Leadership Styles (Case Study of Kermanshah City Administration, Government Agencies)

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ABSTRACT

This study investigated the relationship between different stages of the life cycle of organizational and leadership styles in the offices of government agencies Kermanshah province. This descriptive study with a quantitative approach and appropriate information gathered from a sample of 402 people. The data gathering tool was a standard questionnaire. Therefore, the model of Miller and Friesen (1984) was used to identify the stages of the life cycle and has had 20 questions, each of the stages of birth, growth, maturity, decline and revival is measured with four items and the leadership model Likert (1961) was used to identify leadership practices. The questionnaire has 27 questions, imperious manner with 7 items, charitable way with 6 items, consultative approach with 6 items and collaborative manner is measured by 8 items. The population of the entire staff of managers and administrative staff, including 27 Department of Kermanshah city with a population of 8526 people. Bartlett test was used to assess reliability. Content validity was used for validity; the questionnaire was sent to a number of professors in the field of research and after the reforms were attempted to distribute it. The results of the tests "Bartlett" calculated for the concept of leadership style equal to 0.702 and for the life cycle of the 0.891 was decided to confirm the adequacy of sampling (more than 0.50). For analyze the software "SPSS" and Amos were used. The results show that organizational life and its dimensions ranging between cycles of birth, growth, maturity, decline and revival and leadership styles include authoritarian, benevolent, consultation and participation, there is a significant correlation between positive effects.

Keywords: Life Cycle of Organizational, Leadership Style, Administration and Government Agencies

JEL Classifications: C32, O13, O47

1. INTRODUCTION

As a constituent people, and to move in the underlying design organization, including resources that has attracted the attention of researchers. Organization scholars have been able to investigate and analyze the organization, tools and different systems provide allows managers to use them with your organization identify problems and difficulties and to solve them. Scientists have been working for the organization like a living organism, consider a career with various stages (Adizes, 1989). Position of the organizational life cycle, an important factor in guiding the organization in the right direction or restore the organization is on the right track (Sepehri and Farnaz, 2007). It causes peer integrated structures and systems of government are not rational on the contrary these systems are structures in which individuals and groups despite efforts

to control it comes to action, that enjoys considerable freedom of action. In this system, a string constant interaction between people and systems is underway (Rahmanseresht, 2014. p. 271). Organizations are faced with numerous and significant changes in the competitive environment which are under pressure to change necessities to achieve success in the business environment (Afkhami et al., 2012). Managers must be able to operate in dynamic environments while manufacturing and executive roles, enjoying the recognition and innovation, to correct and modify the objectives and characteristics of the administrative system in action (Rezaeian, 2008. p. 76). According to expert opinion, attitudes and behavior of staff management organizational structure features a significant effect (Rahmanseresht et al., 2011). According to experts' opinions, attitudes and behavior of staff management organizational structure features a significant effect (Rahmanseresht

et al., 2011). The concept of physiological development life cycle in the life sciences and over time, in other areas, mainly in the social sciences through its compatibility with issues related to the development of civilization, culture and language were used (Freitas et al., 2002). Organizational life cycle theories to account for structural changes and behavioral used. The research related to leadership and management style as a strong and important variable to think about behavior management and its impact on the performance of managers are due to the fact that management practices can change life-cycle process (Adizes, 1996). These methods need to know at any stage of development in order to improve the way organizations manage and to its future growth and consolidation in the market. Despite some organizational life cycle models, model Miller and Friesen (1984) in history studies, are outstanding. The model has five stages of the life cycle that are considered to be: Birth, growth, maturity, decline and revival. Many authors have developed their research in this field and they tried to, know, there is more than one sequence development and it enables companies back to the stages of the life cycle, will (de Faveri et al., 2014). Some experts found, identify the organizational process knowledge through special characteristics or behavior patterns associated with their development stages. Trying to identify specific patterns, such as complexity, formality, organizational structures, decision making and profit criteria specified in many characteristics of the different stages of the life cycle (Greiner, 1972; Kimberly, 1987). Kaufman studies (1990) showed that development organization with general characteristics of the relationship management process, including organizational structure, management style, the red tape (bureaucracy) and the authority and the board. "Scorched earth methods to evaluate the performance of interactive and diagnostic investigation showed leadership to achieve proportionality between the organizations should be coordination. In this area there are gaps between previous research and similar studies. There was a significant relationship between organizational performance apartment available interactive approach and organizational maturity has a positive relationship with organizational performance. The relationship between the life cycle of organizational and leadership styles Likert style in the head offices of government agencies will be examined in Kermanshah province. Here are three major goals to be pursued.

Identify the organizational life cycle stages based on Miller and Friesen (1984) in government offices in Kermanshah province.

- A. Identify leadership practices in the offices of government agencies Kermanshah province.
- B. The presence or absence of the relationship between leadership and way of organizational life cycle stages.
- C. The presence or absence of the relationship between leadership and way of organizational life cycle stages.

The reasons the government agencies for this research are as follows:

1. State agencies symbol of state authority in the provinces are, knowing at what stage of the life cycle with them to manage better organization helps
2. Public sector managers with an understanding of organizational life cycle in your management tasks, leadership style more favorable to operate.

3. Identify the organizational life cycle, applying the right way of managing the organization by the managers, the government is accountable to the people and raise their legitimacy.

Mattos (2008. p. 2) states that the identification and classification of organizational life cycle stages managers in the position, the process of decision-making, organizational development and thus helps in configuring the most suitable system for managing the organization. Given that, the overall objective of this study was to identify the relationship between the various stages of the life cycle of organizational and leadership styles in the offices of government agencies Kermanshah province. Accordingly, the paper is organized in five sections. The first part is an introduction to the subject of the second and third review of the history and significance of the life cycle of organizational and leadership styles will be. The next section deals with methodological choices and in the end the results are analyzed and interpreted finally, conclusions and recommendations for future research are provided.

1.1. Background and Theoretical Framework

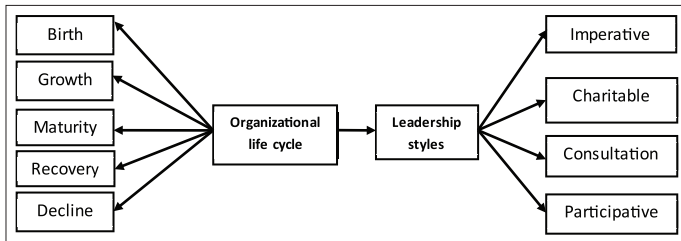
1.1.1. The first part of organizational life cycle

1.1.1.1. Concept and definition of the organizational life cycle

The life-cycle model has long been the most obvious area of interest theorists which are the theorists in chronological order Greiner, Adizes, Gal Brit, Quinn and Cameron, Miller and Friesen, Flam Huvatz and Hanks, therefore, the range can be determined from 3 to 10 stages (Sepehri and Farnaz, 2007). According to Catelli (2001) for open systems and organizations can be found that constantly moves from the outside and inside affected. As a result of the adoption of the concepts of biological science in management, extremely analytical and organizational life cycle assessment model was created. Adapted the concepts of organizational researchers to come back a few decades ago (Greiner, 1972, Quinn and Cameron, 1983). Adapted the concepts of organizational researchers to come back a few decades ago (Greiner, 1972, Quinn and Cameron, 1983). "Life is a logical similarity with the life cycle of living organisms. They are born, they pass from childhood to mature and reach old age and die." Therefore, many authors use the metaphor of the life cycle of organisms in the naming process. There is a clear difference between living and existing organizational life cycle. Stages of human life during the specified time, the organizations do not follow this pattern, but used this analogy. Consideration should be given to differences in interpretation was to avoid errors. Emphasizes the word "youth" means is that it is simply contrary to its low level of control, unable to change. On the other hand, an "old" is manageable but is inflexible and low willingness to change behavior. So when the company is flexible and controllable, neither young nor old. In its youth and maturity level of benefits received is called rich. Identify the stage of development of an organization can understand the relationship between life-cycle management and competitive strategy help. Several authors in the history of organizational life cycle studies have dealt in different ways, life cycle models available have identified. Figure 1 summarizes the model in history studies. In the case of external research can be of Tam and Grey (2016) as "what can be learned from organizational life cycle theory? The concept of action learning in the workplace," noted. The concept of action learning in the workplace, noted in this study, the company features such as business priorities,

management style, limited internal resources and capabilities as factors that affect learning mode of operation is investigated. The results showed that the relationship between them and learning in the workplace is low. “In another study as organizational life and the relationship between interactive and diagnostic methods using the control organizational performance” was carried out on the analysis as moderating effect of organizational life cycle stages of the cycle (birth, growth, maturity and reduce) Miller and Friesen (1984) was emphasized, interactive method results showed a positive relationship with organizational performance in a growth phase and is in the process of revival negative use of diagnostic methods with organizational performance in the revival of positive and negative relationship maturity. In another study, as “lifecycle in organizations: A case study stationery store” was done in order to understand the importance of life-cycle model “transition” organizations, in particular the ten-step model Dyzs emphasized. The results indicate a business that passes through three stages are beginning stages, the expansion (development) and the main foundation (Table 1).

Figure 1: The conceptual model (Miller and Friesen, 1984; Likert, 1961)



In another study by: Rahimi and Saeed (2015) as “the study of organizational life cycle and its effect on strategy” was performed to examine internal and external factors in the development strategy of the organization to identify opportunities, threats, strengths, weaknesses, set goals and different strategies at different levels of their organization and the organizational life cycle and its effect on strategy development focus. The results of two Iranian banks and life cycle assessment analyzing their success at each stage of the life cycle and offers practical solutions in this field. This research undertaken by Campos et al. (2015) as “strategic decision making, entrepreneurial orientation and performance: Organizational life cycle approach” was performed on the factors influencing the decision on entrepreneurial orientation and performance are two of the company stressed. The results show that strategic decision making and control over, the two have different effects. However, in both cases there was a significant relationship between entrepreneurial orientation and performance.

In this study, Miller and Friesen model (1984) to be handled. The reason for it, concept of being caused in large experimental tests also help determine if there is not a single development sequence and organizations can have in the life cycle of return. The dynamics of these organizations to survive and are forced to continuously innovate and change. The world is constantly changing and as Drucker is the only constant in today’s world is changing (Rahmanseresht et al., 2015). Miller and Friesen (1984) elaborated a category that could predict the differences between organizational and environmental features such as differences in strategy, structure or style of decision-making at different

Table 1: The organizational life cycle models

Author/models	Level 1 Beginning	Level 2 Development	Level 3 Maturity	Level 4 Diversity	Level 5 Death
Greiner (1972)	1- Innovation	2 - Orientation	3 - Delegate	4 - Ordination and 5 - Cooperation	-
Von Webeser (2016)	1 - Proof of principle/ prototype 2 - Modelshop 1 - Existence 2 - Survival 3 - Successfully-release 1 - Entrepreneurship level	3 - Inception Production volume 4 - Success, growth 5- Mutation 2 - Recognition of collective ownership	4 - Natural growth 6 - Maturity 3 - Recognize level	5 - Strategic maneuver - 4 - Statecraft	-
Miller and Frisen (1984)	1 - Birth 1 - New business	2 - Develop 2 - Growing	3 - Maturity 3 - Specialization	4 - Rehabilitation 5 - Diversity 6 - Integration	5 - Decline 7 - Decline
Rahimi (2015)	1 - Start 2 - Survival 1 - Creation 2 - Survival	3 - Mutation 4 - Growing 3 - Rapid growth 4 - Maturity	5 - Maturity 5 - Perfection 6 - Stability	-	- 7 - Aristocracy 8 - Primary bureaucracy
Ramezanejad et al. (2010)	Baker and Cullen (1993) on the end of two companies, large and small, young and old were focused. The reorganization of management in companies at different stages of the life cycle was examined				
Kiakujuri (2013)	Study based on the life cycle of Miller and Friesen (1984) to review the official level system management accounting system management accounting in various stages of organizational life cycle developed				
Lyden (1975)	5 - Decline	4 - Renovation	3 - Successfully	2 - Survival	1 - Existence
	The model developed by Miller and Friesen (1984) and was developed for use in any type of organization. We’re trying to relate the life cycle of an organization with performance and competitive strategy				

Source: Marcus (2011) and Sepehri and Farnaz (2007)

stages of the life cycle of an enterprise is useful. Beuren and Pereira (2013) analysis of 15 articles related to organizational life cycle management and monitoring have been published in international journals. The authors observed that the most frequent life-cycle model in international studies analysis is to identify, model Miller and Friesen (1984). Miller and Friesen (1984) after a bibliography, a model of organizational life cycle consists of five stages: Birth, growth, maturity, decline, rebirth and gave. Therefore, the main hypothesis of this study expressed a significant relationship between the life cycle of organizational and leadership styles there. Since Miller and Friesen in your model has five dimensions of organizational life cycle of birth, growth, maturity, decline and revival are considered, in this research, organizational life cycle based on five dimensions described above will be discussed and continue to discuss and express dimensions.

2. THE ORGANIZATIONAL LIFE CYCLE STAGES

2.1. The Birth

The initial stage, called Birth, the company is trying to be possible. The main feature of young companies that are managed by their owners and structure are simple and informal. At this stage, scattered thoughts formed and the need for high levels of creativity. If during this period obligations and the practice is not and is not responsible organization, not be moved. That is where the organization is close to collapse due to the lack of creativity in the management of premature death Scott (1971) calls this stage to stage and survival 241/50; Greiner (1972) calls it the creative process; Lippitt and Schmidt (1967) calls it the birth, have called it the entrepreneurial stage (Miller and Friesen, 1984); Adizes (1989) calls it the process of creating and survive (Sepehri and Farnaz, 2007). In this step the company, the level of product innovation, remarkable service, limited market scope, informal organizational structure, the use of certain raw information in decision-making and the solutions are simple decisions. Therefore, the first sub-hypothesis as there is a significant relationship between the birth and leadership practices arises. Thus the first hypothesis as there is a significant relationship between the birth and leadership styles can be expressed. Thus the first hypothesis as there is a significant relationship between the birth and leadership styles can be expressed.

2.2. Growth Stage

Growth stage, expected the company to establish its sector and in the production of differentiated skills to be successful. Greiner (1972) calls it the direction Downs (1967) for its rapid growth phase and Lyden (1975) for the second stage are introduced. Emphasis added sales growth and resources to achieve the benefits.

Adizes (1989) calls it a rapid growth stage; Kane and Cameron (1983) calls it the common property; Scott and Bruce (1987), it is called development phase (Sepehri and Farnaz, 2007). Overall, application architecture with the limited mandate to the directors and formalization of procedures is created (Miller

and Friesen, 1984). If the idea of the creation and growth of the organization, then optionally determine criteria at the stage of rapid growth, the system provides a chance to grow new ideas and creativity to develop, means the rapid growth of strong investment if the criteria, the initial founders and managers will get out of control (Alizadeh et al., 2008) in a growth phase, financial institutions overcome the problem, they can increase sales and continually progress. At this stage it is very important that enterprises need significant changes in their entrepreneurial strategies. Accordingly, the second hypothesis as a significant relationship between the growth and leadership practices arises.

2.3. Maturity

Maturity by maintaining the level of sales, decreased level of innovation and making more administrative organizational structure is determined. At this point, the goals are homogeneous and efficient. Kane and Cameron (1983) formalization of thought and phase control is strong. Greiner (1972) defines it guided stage, introduced it stable organization. Adizes (1989) calls it perfection and stability; Scott and Bruce (1987). It is called maturity (Sepehri and Farnaz, 2007) New professional managers with the aim of creating and arming the organization to new systems, the quality of attention to the organization to reach maturity. At this stage, the level of innovation is low, decentralized ownership and shareholder dividends worth more to consider (Izadinia et al., 2005). In this case the possibility of changing the goals have to be considered as a change of leadership and professional management to quality, may be outside the founding of the organization. In that case, the co-founder and creative thinking will not be profitable to practice it "divorce" is said to cause premature aging organization (Alizadeh et al., 2008). The third sub-hypothesis as a significant relationship between maturity and leadership practices arises.

2.4. Reduction Stage

The rebirth of the elaborate stage structure (statecraft) by Kane and Cameroon (1983), the third stage Scott and Bruce (1987) and the coordination Greiner (1972). At this stage, the product and the market are varied and extended company structure part to accommodate more complex and more homogeneous markets in the fall. The emphasis is more complex control and planning systems. Money and financial resources into controlling systems, the emphasis on formality, dress forms, people are concerned about organizational life, is the motto do not traditionally go forward and create new moves. Innovation is a very system it is possible to obtain the markets or new products to seize young companies do. At this stage, the presence of executive power in the organization is essential that the organization is able to birth ideas to implement. If at this stage only to increase executive power, as other factors such as creativity to be forgotten, death in infancy and childhood to be reached that will stop the growth of the system and hope to grow the system is lost. The fourth sub-hypothesis as a significant relationship between the restoration and leadership practices arises.

2.5. The Decline

In the final stage or dissolution, the market is stagnant and inactive, external challenges and a lack of earnings due to reduced innovation, and lead to the demise of the company.

Downs (1967) it reduced phase (slowing), called it the fourth stage (Miller and Friesen, 1984). Adizes (1989) calls it the initial stage of aristocracy and bureaucracy with the weakening of the executive power, negative bureaucratic organization with a full and complete bureaucracy, only to follow the administrative system, is created and the system has become much subsystems and maximum distance from the environment arises. If there is no control in the organization and the organization wants to do effective work, the first obstacle is the organization's own internal systems, at this stage, instead of customer relations and instead motto is common practice in organizations. The organization will reach the point of death (Alizadeh et al., 2008). Companies with this recession will begin to decline. Buy products for customers is weak due to the lack of appeal. Due to the lack of innovation and external challenges, profitability is reduced, which in turn caused a shortage of financial resources. Growing opportunities is very little if any growth opportunities (Alizadeh et al., 2008). Abatecola (2013) key factors for organizational survival or failure of an organization linked to different stages of the life cycle and focuses on organizational adaptation. According to this hypothesis fifth as meaningful relationship between the restoration and leadership practices arises.

3. ORGANIZATIONAL LEADERSHIP PRACTICES

3.1. The Concept and Definition of Leadership

The term dates back to 1300 years of leadership, according to research conducted before Christ returns and a long history. Over the years, the leader in defining and summarized in various forms (Afjeh, 2006). Obviously, their performance is subject to the influence of community leaders and effective leadership, many times in the history of each country on a national scale and on a local scale in the past, each organization will be clearly displayed (Fiedler and Shemerz, 2003. p. 2). Site in any way their organizations manage the growing complexity of skills, but today, success is not possible without the use of leadership styles appropriate, for this reason, past, present different attitudes about leadership, this approach include the long-standing attitudes and behavioral attitudes that include Michigan leadership studies, Ohio, network management, group dynamics and leadership studies at the University of Ohio and numerous other studies. By Hersey and Kenneth theory that leadership position is raised, a model of leadership that is provided between the psychological development of subordinates. In addition, grows with the kind of commitment that is to be measured (Amirkabiri et al., 2006). Leadership in the organization as separate and independent from management has not been raised, but it is one of the major tasks (Alvani, 2005. p. 4). The task of the leader or the highest person responsible, goal setting and procedures, coordination between various departments and establishing links between them in a series of works, to achieve this leadership should accept the thoughts and opinions in the comments and advice included within a coherent structure (Rahmanseresht, 2014. p. 235). In any organization, management style is very important for the manager. Managers who to trust its employees and their participation in decision-making and create an environment in which employees

feel the prestige, honor, character, safety and security, they can do the job in terms of quantity and quality to deliver the highest degree of usefulness (Tali, 1995). Leaders of the main tasks, make a good impression on the people who lead them and this happens to be a leader, positive ring and release the best energy in members (Afkhami et al., 2012). Review of the definitions provided by the authors makes it clear that many writers manage to agree on this issue, following leadership influence the process in an attempt to reach a target group or individual activities in a given situation. This definition of leadership led to this point, we note that the functions of leaders, followers and position (Hersey and Kenneth, 1998). Leadership as a task manager, process of influencing and directing the activities of the working group defined the virgin the importance and role of manager since it is clear that organizations can overcome problem of obstacles and meet their needs, manpower them together and take steps to ensure the system's overall objectives and it is certain that such cooperation can only element which has the task of leadership to improve and develop management (Sadeghi et al., 2016) according to the contingency, a position that leadership plays an important role in it is applied. Effective leadership depends on leadership positions apartments available will be dependent on situational factors (Griffin, 1996. p. 374). Good leaders with diverse methods to motivate employees through individual attention to the needs of people felt their ability to adapt to new conditions create (Sadeghi et al., 2016), researchers believe effective leaders behave in a non-effective or less effective behavior is different leaders and effective managers in all situations are the same behavior (Griffin, 1996. p. 375). In a study by Khan et al. (2016) entitled "Effects of leadership style on job satisfaction project manager on construction projects in the region" KP "in Pakistan, to evaluate the effect of transformational leadership and interactive way on job satisfaction in the construction sector projects in the region" "KP" Pakistan have paid. The results show that both transformational leadership and interactive way significant and positive relationship with job satisfaction. Transformational leadership has greater effect on job satisfaction of employees in the construction area "KP" Pakistan, in another study by Mekraz and Gundala in 2016 as "leadership style and performance retail stores (grocery): A case study in off retail discount chain" was conducted to understand leadership styles and how they impact retail discount chain store managers in leadership style have been on store performance. His performance based on four indicators, i.e., turnover in retail store employees, rating customer service, inventory shrinkage and net profit margin measured. The results showed a negative correlation between leadership style transformational and average staff turnover rate, but weak negative correlation between the leadership and the staff turnover is interactive.

In another study by as "the effect of leadership practices, work environment and job satisfaction on the performance of employees - University of S, M, IP, N, O Surababa" Done, the work environment affects performance, relationship between job satisfaction and performance.

In another study by Sawsanand and Dosa in 2016 as "the effect of transformational leadership process of innovation through knowledge sharing" was the transformational leadership as the

most important factor affecting the emphasis is on innovation and knowledge sharing. This leadership style increased goal-directed behavior is the follow-up and thus increase the effectiveness and innovation for the organization. The results indicated that sharing knowledge is central to the relationship between transformational leadership and innovation process and in the context of transformational leadership training, promote knowledge sharing activities, is ideal and the process of innovation in higher education institutions in Iraq is effective. In another study by Alkahtani in 2016 titled “the effect of leadership on organizational commitment: The moderating effect of emotional intelligence” was performed, organizational commitment consists of three parts normative, affective and continuous commitment as factors that affect employee engagement is emphasized. Occupational factors (features, reward systems) and environmental factor (social and physical environment) is. The results indicate occupational factors (features, reward systems) and environmental factors (social and physical environment). The results indicate, leaders of the intelligence relationship between leadership and organizational commitment and increases system. In another study by Khuong and Dang (2016) as a result of leadership practices on motivation in auditing firms in Vietnam Ho Chi Hijani Min was emotional, to assess the overall effect on motivation leadership practices are emphasized. The results showed that leadership style has a great effect on lines and expansion of employee motivation. Another result of the study show that between interested cultural leadership, relationship-oriented leadership and ethics-based contingent reward leadership or motivation of employees there is a positive relationship.

Thus, the importance of leadership style and personality traits in the topics of concern to policy makers in each country, including the, However, without the use of human resources managers alone cannot motivated and capable to achieve organizational goals but wisely and thoughtfully can help us to develop leadership and management problems in current societies (Sadeghi et al 2016). With the recognition of the life cycle stages can to change his leadership style and management practices instructs specialized construction crews maximum performance in the organization. The characteristics of the organization that may be able to replace leaders include explicit plans and objectives, regulations and practices, united and cohesive work groups, there is a reward exact structure and the physical distance between supervisors and subordinates. Basic research, alternative leadership approved the deal. But more research did to identify other potential alternatives and their effect on. Leadership effectiveness is essential.

3.2. A Variety of Leadership Styles

Resis Likert based on early studies, University of Michigan, extensive research has provided a general pattern used by manager qualified management and efficiency in comparison with that of other managers a model discovering (Hosseini-Nasab et al., 2012). The aim is to achieve a leadership behavior that result is increased performance and effectiveness. Resis and Jane Likert typology, describes four types of management system the terms of three dimensions: Leadership, organizational climate change is employee satisfaction (Likert and Likert, 1976). Autocratic style and traditional emphasis on duty manager or leader to tell their

subordinates what to do and how to do it, this conservative style authoritarian and non-democratic authority and style leader or manager, in this genre, director of the division of responsibility for his leadership and his subjects, and they will participate in planning and implementation. In this genre, style-oriented or relationship-oriented liberal employee also said partnership. Some scientists believe that the management of the different leadership styles between these two modes from which to style their names. Middle managers are some aspects of a job in the style of conservative management and other aspects of participation (Rezaeian, 2008) the studies were identified two categories of workers and employees oriented. In the behavior of workers, the leader turned his attention to the work of subordinates and do the work described methods and aims effectiveness in accomplishing tasks. Employee behavior-oriented, enthusiastic leader who united to create a working group and ensure that employees are satisfied with the performance of their duties and the main attention is focused leader to employee welfare (Afjeh, 2006). To achieve the goals of the organization, managers accordance with the terms of place and time as well as their moral character, style or ways to apply (Sadeghi et al., 2016) which features and characteristics of each group will be explained below:

- A. Authoritative manner: In this type of decision management system is adopted by high-level managers and is communicated to the lower hierarchy, organizational decisions are not subordinates, Organization through fear and intimidation to force people to work in this kind of system people are not involved in team work (Hosseini-Nasab et al., 2012). In this style, please do not trust the staff scoping is done at the top level organization. This type of leadership do not trust subordinates, all aimed at the helm of the organization is carried and transmitted through the chain of command down (Kurdish, et al., 2015).
- B. Charitable manner: In this type of system by those in managerial decisions still to be taken of the firm, rewards and punishments to motivate employees used, data may be transferred from subordinate to senior managers but not limited to information that managers are willing to hear it (Hosseini-Nasab et al., 2012). In this leadership style simultaneously shows high attention to the issues of labor and employee) Hersey and Kenneth 2008. p. 243). Major decisions taken at the top organizations in the process of delegating control to some extent is given to individuals (Rezaeian, 2008). Some of the framework decision is taken at a lower level. Some practical rewards and punishments to motivate employees is used.
- C. Advisory practices: In this type of system through subordinates, rewards and incentive companies have to take some decisions, managers are advantageously opinions and ideas on using their hands, but still the major decisions taken by top managers not attending . Communication up and down the hierarchy flow stalk participate in the work force are used for motivational force (Kurdish, et al., 2015). Management significantly to its employees trust and confidence Dard.kht major policies and decisions taken at a high level, but there is two-way communication between managers and employees (Rezaeian, 2008).
- D. Collaborative method: Administrators have complete confidence in their subordinates, communication between

subordinates and superiors is very high, subordinates are fully involved in the decision-making process, expressing their opinions freely on their hands, channels of communication in horizontal, vertical and diagonal flow and decision-making power is broadly throughout the organization (Rezaeian, 2008. p. 428). In this kind of system there are a lot of teamwork, all members of the organization are responsible for achieving the goals. Employees through economic rewards in the decision of each decision fishes and achieve their incentive targets (Hosseini-Nasab et al., 2012). This style is strongly pro-employee and neglect, in this leadership style comments and suggestions received from employees is widely However, the final decision on devolution denied) Hersey and Kenneth, 1998. p. 243). Is one of unity, communication between the groups in addition to high and low flow (Kurdish, et al., 2015). Studies show managers who have the personality trait extraversion go this far better relationship with employees Endo also people who have minimal compatibility with a high position, work independently to engage in various situations and are sufficiently self-reliant, have confidence in their judgments and decisions in relation to their sense of responsibility, cheerfully accept criticism and be opposed when the decisions and opinions, are not discouraged (Sadeghi et al., 2016). Fong research also showed that personality traits, potential factor in career success and personal qualities of idealism and conscience go along with participatory management style success factor boss (Sadeghi et al., 2016).

4. THEORETICAL FRAMEWORK

The theoretical framework of the schematic model that shows relationships between concepts and variable and as mentioned earlier appropriate conceptual model is a model in which the questions and hypotheses show as well. For this purpose, organizational life cycle indices, Miller and Friesen (1984) with dimensions of birth, growth, maturity, revitalized and decline (deterioration) led procedures Likert (1971) with the authoritarian aspects of grammar, charitable, counseling and participation is used. In the model, organizational life cycle is considered as the independent variable there is also associated with leadership styles between each dimension of organizational life cycle on leadership practices as sub-hypothesis is examined and analyzed (Figure 1).

4.1. Theories

The main hypothesis:

Life cycle statistically significant correlation between organizational and leadership styles have a positive effect or a negative effect there secondary hypotheses:

1. Organization and leadership styles is a significant relationship between birth a positive or negative effect there
2. Significant correlation between the growth of organizations and leadership styles have a positive or negative effect there
3. Significant relationship between maturity and leadership styles have a positive effect or a negative effect there
4. The relationship between the regeneration organization and leadership styles have a positive effect or a negative effect there

5. Significant relationship between the decline of organization and leadership styles have a positive effect or a negative effect there.

5. METHODOLOGY

Government offices in Kermanshah province with a strong and well-trained forces as a symbol of sovereignty seeks to provide quality services to their clients and customers. According to cholera incentives for better service quality, 27 were selected for study Administration. The study of the managers of the administrative support staff selected government agencies. Number of staff (27 executive) 8526 adherents. The sample size is based on a sample of 370 people who were sampled randomly. Standard data gathering tool was a questionnaire. With regard to the distribution of more questionnaires, the total number of questionnaires was returned. Study is applied and descriptive research methods. To measure the life cycle of organizational life cycle inventory Miller and Friesen were used. The questionnaire has 20 questions, each of the stages of birth, growth, maturity, decline and revival is measured with four items. Standard Likert questionnaire was used to measure leadership practices this questionnaire has 27 questions that imperious manner with 7 items, charitable way with 6 items, consultative approach with 6 items and collaborative manner is measured by 8 items. Bartlett test was used to assess reliability. Content validity was used for validity, this questionnaire was sent to a number of professors in the field of research and after the reforms were attempts to distribute it. The results of the tests "Bartlett" calculated for the concept of leadership style to the 0.702 and for the concept of life cycle 0.891 times was decided to confirm the adequacy of sampling (more than 0.50) is. Thus, research findings indicate the need for reliable research tool. Hypotheses analysis was performed using the software SPSS 21 and Amos 21.

6. FINDINGS

6.1. Descriptive Statistics

Distribution of research data on demographic variables (gender, age, occupation, education, job title and experience) of the questionnaire research has been summarized. It can be seen from the 400 people who participated in this study limitations of the gender dimension as 68 percent of 272 men and 128 are women, equivalent to 32% of the total sample (Table 2).

After the age of 45 is equivalent to 11.3% of the total sample <30 years, 191 people equivalent to 47.8% between 30 and 40 years and 164 people equivalent to 41% of the total sample more than 40 years old. The results of data analysis indicated that the equivalent of 3.8% of the total sample of 15 people with secondary school degree, 22 degree, equivalent to 5.5%, 196 people equivalent of 49% undergraduate and 167 people equivalent of 41.8% the total sample has a bachelor's degree. Job title 27 managers, 24 deputy equivalent to 6%, equivalent to 297 people equivalent of 74.3%experts and 52 people equivalent to 13% in response to this question have chosen other options. It can be seen from 400 people who have participated in this

Table 2: Frequency distribution of respondents by demographic variables

Variable	Frequency (%)
Sex	
Male	272 (68)
Female	128 (32)
Age	
Less than 30	45 (11.3)
30-40	191 (47.8)
More than 40	164 (41)
Work experience	
1-5	26 (19.5)
5-10	35 (26.3)
15-10	43 (32.3)
20-15	27 (20.3)
25-20	2 (1.5)
Education	
Diploma	15 (3.8)
Associate degree	22 (5.5)
Bachelor	196 (49)
MA	167 (41.8)
Job title	
Manager	27 (6.8)
Assistant	24 (6)
Expert	297 (74.3)
Other	52 (13)

study 26 people equivalent to 19.5% between 1 and 5 years, 35 people equivalent to 26.3% between 5 and 10 years, 43 people equivalent to 32.3% among 10-15 year, 27 people equivalent to 20.3% between 15 and 20 years and 2 people equivalent to 1.5% of the total sample equivalent work experience between 20 and 25 years.

6.2. Testing Hypotheses

Structural equation model was used to analyze the data. For eight overall assessment index model Chi-square, root mean square error of approximation, root mean square residual, goodness of fit, adjusted goodness of fit index, normative fit index, comparative fit index, incremental fit index is used. Table 3 shows the parameters of the model. According to the results and comparison with the acceptable range can be acknowledged all of the above model fit indices were in the acceptable range and therefore optimum model fit the data. The fitness of the final version is approved organizational life cycle (Figure 2).

Table 4 shows the model parameters. According to the results and comparison with the acceptable range can be acknowledged all of the above model fit indices were in the acceptable range and so the optimal model fit the data. After the final model fitness is approved methods of leadership (Figure 3).

In order to evaluate the appropriateness of factors extracted, reproduced correlation matrix can be used. The correlation matrix between the time they are using the extracted factors were calculated and compared them with the relationships between variables is key (Table 5).

6.3. Structural Equation Modeling (Center Model)

In the following structural equation modeling will be discussed in the standard estimate, the multivariate normal distribution

Figure 2: Measures of organizational life cycle variables in the standard estimate

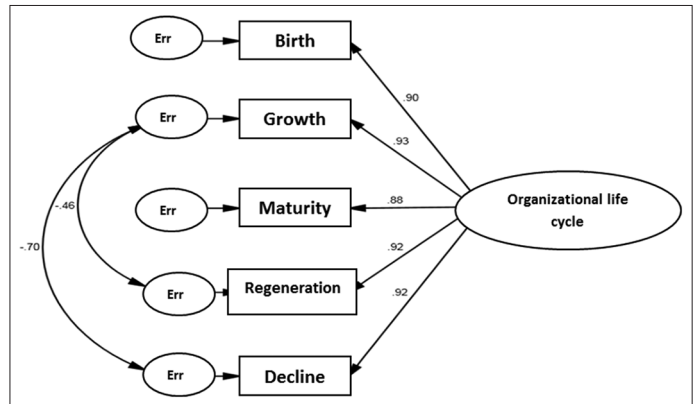
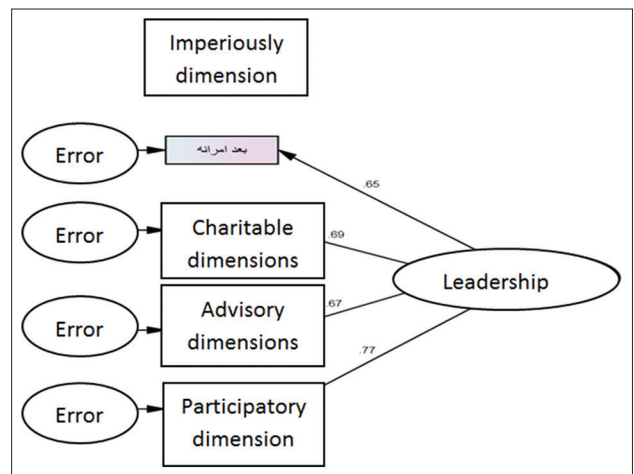


Figure 3: Measures of leadership style variable in a standard estimate



of data and disregard the argument that the researcher can lead him to erroneous conclusions, such a situation can be traced to the fact that the most common method of maximum likelihood parameter estimates and standard errors are based on assumptions of multivariate normality. Since the study multivariate normality assumption does not hold in order to compare different models with the same data and to select the most appropriate of them can be used autonomously. As a method of self-sampling with replacement based on the opening of a sample (sample is assumed to represent the community), in situations where multivariate normality assumption is violated can be a more accurate estimation parameters and standard error to help them.

The effect of independent variables (birth, growth, maturity, reclamation, decline and life cycle) on the dependent variable show leadership practices. As the results indicate that the independent variables, thus has the effect of 25, 45, 8, 13, 17 and 37% on their leadership practices (Table 6).

Results hypotheses can be seen in the Table 7. The Table 7 shows the model parameters. According to the results and compare it with the desired range provided in the Table 7 can fit every model in the range is acknowledged and so the optimal model fit the data. Therefore fit structural equation model is approved. It should be noted that the model is derived from saturated.

7. CONCLUSION

Identification and classification of organizational life cycle stages to positions of managers and specialists, the process of decision-making, organizational development, organizational leadership and thus helps in configuring the most suitable method for managing the organization. As the study hypotheses using structural equation modeling (Figure 4) can be seen, the results

show the life cycle of organizational and leadership styles are significant, and this relationship is 37% in this case, that a change in organizational life cycle approaches to leadership and management of the organization change, so that the need for managers and experts scope of this important concept and irrefutable.

In addition, among the components of organizational life cycle of birth, growth, maturity, decline and revival and there was

Table 3: Parameters measured variable model of organizational life cycle

Subject	Result	Amount	Desirable range	Result
Chi-square test	Accepted	$0 < \frac{\chi^2}{df} < 5$	1.590	$\frac{\chi^2}{df}$
Root mean square error of approximation	Accepted	RMSEA<0.05	0.038	RMSEA
Root mean square residual	Verification model	RMR≥0	0.005	RMR
Goodness of fit	Verification model	GFI>0.9	0.995	GFI
Modified goodness of fit index	Verification model	AGFI>0.85	0.975	AGFI
Normalized fit index (Bentler-Bonet)	Verification model	NFI>0.90	0.998	NFI
Comparative fit index	Verification model	CFI>0.90	0.999	CFI
Incremental fit index	Verification model	IFI>0.90	0.999	IFI

Table 4: The indices measure the variable model of leadership style

Subject	Result	Amount	Desirable rang	Result
Chi-square test	Acceptable	$0 < \frac{\chi^2}{df} < 5$	1.132	$\frac{\chi^2}{df}$
The root mean square error of approximation	Acceptable	RMSEA<0.05	0.019	RMSEA
Root mean square residual	Verification model	RMR≥0	0.025	RMR
Goodness of fit	Verification model	GFI>0.9	0.995	GFI
Modified goodness of fit index	Verification model	AGFI>0.85	0.978	AGFI
Normalized fit index (Bentler Bonet)	Verification model	NFI>0.90	0.994	NFI
Comparative fit index	Verification model	CFI>0.90	0.999	CFI
Incremental fit index	Verification model	IFI>0.90	0.999	IFI

Table 5: Open correlation matrix generated on the basis of factor loadings

Component	Organizational life cycle					Leadership styles			
	Birth	Growth	Regeneration	Regeneration	Decline	Imperiously	Charitable	Advisory	Collaborative
Load factor	0.93	0.91	0.92	0.93	0.92	0.75	0.78	0.77	0.82

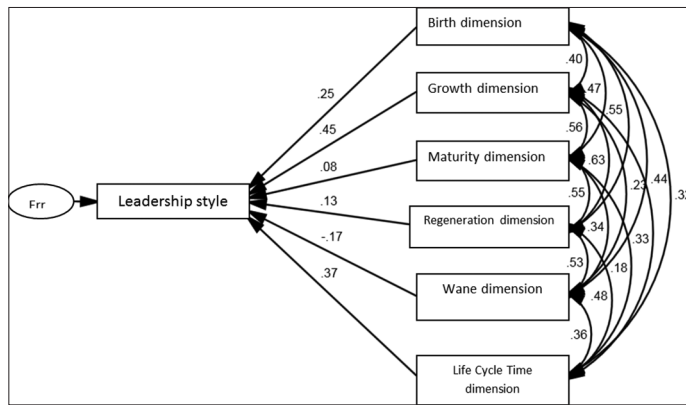
Table 6: Hypothesis using structural equation modeling

Assuming of results	Significance level	Impact	Theories
Birth of a positive or negative effect on leadership practices	25	0.000	Confirm
Growth of the way of a positive or negative effect	45	0.000	Confirm
Maturity of the organization’s leadership practices a positive or negative effect	8	0.003	Confirm
Rehabilitation of the leadership practices a positive or negative effect	13	0.000	Confirm
Decline led the way for a positive or negative effect approval	17	0.000	Confirm
Life cycle of the organization’s leadership style has a positive or negative effect confirmed	37	0.000	Confirm

Table 7: Indices, structural equation model

Subject	As an indicator	Amount	Desirable range	Result
Chi-square test	Confirm model	$0 < \frac{\chi^2}{df} < 5$	0	$\frac{\chi^2}{df}$
The root mean square error of approximation	Accepted	RMSEA<0.05	0	RMSEA
Root mean square residual	Confirm model	RMR≥0	0	RMR
Goodness of fit	Confirm model	GFI>0.9	1	GFI
Modified goodness of fit index	Confirm model	AGFI>0.85	1	AGFI
Normalized fit index (Bentler Bonet)	Confirm model	NFI>0.90	1	NFI
Comparative fit index	Confirm model	CFI>0.90	1	CFI
Comparative fit index	Confirm model	IFI>0.90	1	IFI

Figure 4: SEM the standard estimate



a significant positive correlation between leadership practices and among the components of component referred to “grow” a strong relationship highest effect (45%) on the way “leadership” because of the importance and sensitivity of the growth of the organization. Accordingly, for the achievement of the “growth” according to the style of “leadership” compatible with this step is necessary. It should be noted that there is a weak relationship is between “maturity” and “leadership” which means that at the stage of “maturity” because of the relative stability and less intimidation faced a weak relationship with the “leader” is. After the component of “growth” component “birth” significant impact (25%) has led the way. It means that guide the organization in the “birth” is an important and vital part of domain experts and managers must pay attention to it. After the component “birth” component of the decline and revive the average effect (17%) and (13%) on leaderships methods Preservation or restoration of this situation and prevent the decline is based on leadership style that stage. In the end, it is recommended that senior managers and experts of province the issue of organizational life cycle and its components to achieve their strategic and operational plans pay special attention.

The results obtained are presented the following proposal:

- Staff organizations Kermanshah province by recognizing the existence of their organization and apply correct methods of leadership in order to efficiently move its headquarters office.
- Due to the effect of policy decisions by the central organization of the General Staff Department, officially reduction of administrative organizations, to remedy any ambiguity regarding transparency around the decision-making helps to better understand the life cycle and on leadership style is effective in organizations.
- Pay attention to issues such as complexity, formality and focus, it is necessary to know the organizational life of staff and actions will facilitate leadership style and leads to innovation and value creation by the staff of the commission which has led to the organization functions.
- Access criteria and rules established norms of human behavior in terms of the continuity and consistency of the organization’s managers apply proper governance and accountability of the executive agencies.

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