



Original Article (Qualitative)

Presenting a Quantum Leadership Model to Establish Organizational Civilization in the Iranian Higher Education System

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Receive:

11 November 2024

Revise:

04 December 2024

Accept:

04 February 2025

Keywords:

Quantum leadership,
organizational
civilization,
Behavioral
capabilities,
Structural strategies,
Contextual barriers

Abstract

The aim of this study is to present a quantum leadership model to establish organizational civilization in the Iranian higher education system. The research method is fundamental in terms of its purpose, and qualitative in terms of its implementation method, with inductive-deductive logic. Based on purposive sampling, the statistical population of the study includes 11 experts and managers of Islamic Azad University as well as members of the university's faculty. Semi-structured interviews were used to collect data. A coding-based data-driven approach was used to analyze the data. The research findings consist of categories arising from the data-based approach include causal factors (structural factors, behavioral factors, contextual factors); strategies (structural strategies, behavioral strategies, contextual strategies); challenges and obstacles to quantum leadership (structural obstacles, behavioral obstacles, contextual obstacles); the governing context (structural capabilities, behavioral capabilities, contextual capabilities); Quantum leadership characteristics (extrapersonal, intrapersonal); Organizational civilization characteristics (behavioral, structural); Consequences of organizational civilization (consequences for the higher education system, consequences for society and the country). The results of this study showed that by implementing the model obtained in this study, we can witness positive consequences in terms of implementing quantum leadership in order to establish organizational civilization in the country's higher education.

Please cite this article as (APA): Heydari, R., Rezaeekelidbari, H. and Chaman Zamin, M. (2025). Presenting the quantum leadership model in order to establish organizational civilization in Iran's higher education system. *Management and Educational Perspective*, 6(4), 49-66.

Publisher: Research Center of Resources Management Studies and knowledge-based Business

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<https://doi.org/10.22034/jmep.2025.498847.1465>



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Extended abstract

Introduction

Creating new knowledge has long been one of the main functions of universities, and the greatest effort of the academic community is to promote knowledge and strengthen intellectual capital by utilizing existing informational, intellectual, and human resources; therefore, universities must identify, extract, and utilize these resources using new and appropriate leadership and management methods. One of the new concepts of the third millennium is quantum leadership (Razi & Nadi, 2021). The twenty-first century is witnessing an era that can be called the quantum age in terms of technology. Traditional beliefs about management and leadership and the nature of the organizational environment have been limited by the influence of a mechanistic, deterministic, and reductive worldview. Current thinking about leadership has necessitated the use of new models, dimensions, and skills; that are more appropriate for responding to the complexities of the quantum age and empower organizational leaders to perform their duties more effectively (Hamzepur, 2018). The goal of quantum leadership is to increase the power and effectiveness of managers and employees, which tries to use the concepts and principles of quantum theory as a guide to describe and explain organizational phenomena and solve management problems. On the other hand, effective management and organizational excellence of universities and the existence of precise management and leadership systems are the inevitable necessities and needs in an efficient and effective system (Norozzadeh et al, 2020).

The preservation and protection of the organization's civilization by managers and the existence of extensive organizational social capital are clearly among the criteria of organizational civilization. A civilized organization, depending on how civilization is defined, requires its own strong foundations; the main foundation of which is definitely formed by the founders and leaders of the organizations; followed by senior managers, middle managers, supervisors, experts, and finally employees to decorate and maintain this structure (Mirsapasi, 2008). The lack of establishment of organizational civilization in organizations, especially in higher education and the Ministry of Science as the source of scientific and cultural developments, which is a pioneer in the field of producing civilizational knowledge and developing the global culture of Islam, can bring irreparable challenges. If the source of developments and changes does not base its priority on order, politeness, ethics, and social justice, it will certainly deviate from its main path and goal; and achieving predetermined perspectives will be out of reach. Therefore, in this research, we seek to answer the question: what is the quantum leadership model for establishing organizational civilization in the Iranian higher education system?

Theoretical Framework of Quantum Leadership

Quantum leadership is a style of leadership that seeks to increase trust, security, dynamic communication, and learning; and to reduce vertical communication and increase horizontal communication in the organization. The framework and structure of the quantum organization include reciprocal and fluid communication between the leader and followers, which can be defined through an organization with trust, value, spirituality, learning, dialogue, and thinking together (Rozbeh et al, 2021).

Organizational Civilization

The organizational civilization perspective as a perspective towards organizational excellence or in the words of Mirsapasi (2008) is a complementary measure of organizational excellence that focuses on observing ethics and civil rights in the organization. Organizational



civilization plays a key role in organizational change and helps the organization to evaluate itself and the environment and to revive its strategies, structures and processes. Organizational development also helps organizational members to stop superficial changes and change the values that guide behavior in the organization (Xu et al, 2018).

Cai et al, (2024) investigated the causal relationship between quantum leadership and employee innovation performance from the perspective of organizational sustainability. These results show that quantum leadership has a positive effect on innovation performance. Organizational intelligence and knowledge sharing have multiple serial mediating effects on quantum leadership and innovation performance. In addition, the interaction between innovative culture and knowledge sharing improves employee innovation performance. Therefore, this study elucidates the causal relationship between quantum leadership and innovation performance through theoretical and valid research models. It lays the foundation for the sustainable development of organizations in the future.

Bogale & Lemi (2024) examined organizational civilization: A systematic review. The findings emphasize the significant impact of organizational civilization on workplace dynamics, influencing employee interactions, treatment, and management. The dimensions often examined in organizational civilization are: innovation, teamwork, outcome orientation, masculinity, participation, and power distance. This review pays attention to the existing literature on the creation and modification of organizational civilization and uses three distinct perspectives: functional, leader characteristics, and culture transmission. Cultural orientations are classified into four main groups: workplace orientation, business orientation, system orientation, and group orientation.

Research Methodology

The research method is fundamental in terms of its purpose, and qualitative in terms of its implementation method, with inductive-deductive logic. Based on purposive sampling, the statistical population of the study includes 11 experts and managers of Islamic Azad University as well as members of the university's faculty. Semi-structured interviews were used to collect data.

Research findings

A data-based approach based on coding was used to analyze the data. Research findings consist of categories arising from the data-based approach include causal factors (structural factors, behavioral factors, contextual factors); strategies (structural strategies, behavioral strategies, contextual strategies); challenges and obstacles to quantum leadership (structural obstacles, behavioral obstacles, contextual obstacles); governing context (structural capabilities, behavioral capabilities, contextual capabilities); characteristics of quantum leadership (extrapersonal, intrapersonal); characteristics of organizational civilization (behavioral, structural); consequences of organizational civilization (consequences for the higher education system, consequences for society and the country). The results of this study showed that by implementing the model obtained in this study, positive outcomes can be seen in terms of implementing quantum leadership in order to establish organizational civilization in the country's higher education.

Conclusion

The present study was conducted with the aim of presenting a quantum leadership model in order to establish organizational civilization in the Iranian higher education system. The results of this study are consistent with the results of Cai et al, (2024), Bogale & Lemi (2024), Balcioglu & Bilgen (2023), Ali sofi & Salami (2023), Hajizadeh Majdi et al, (2023), Geok &



Bilal Ali (2021), Ahmadian et al, (2021), Rozbeh et al, (2021), and Noruz Zadeh et al, (2019). Cai et al, (2024) showed that quantum leadership has a positive effect on innovation performance. Organizational intelligence and knowledge sharing have multiple serial mediating effects on quantum leadership and innovation performance. In addition, the interaction between innovative culture and knowledge sharing improves employees' innovation performance. Therefore, this study clarifies the causal relationship between quantum leadership and innovation performance through theoretical and valid research models. It lays the foundation for the sustainable development of organizations in the future.

According to the results of this study, the following suggestions are made:

-In order to strengthen the structural factors affecting quantum leadership in the higher education system, strategies such as creating flexibility in the structure and tasks of the organization, developing and improving intra-organizational communication between personnel and leaders, moving towards learning and agility of the organization, and creating up-to-date and appropriate changes in the organization and process management are suggested.

-In the context of strengthening the structural strategies of quantum leadership, it is suggested that policies be considered to create changes from within individuals instead of changing the organization and utilizing new behaviors and skills; in other words, it is necessary for the effectiveness of the quantum leader, leaders to strive to create constructive changes in the mindset and perceptions of individuals and to apply and promote new and up-to-date organizational skills to carry out the affairs of the organization.