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THE INVESTIGATION OF TRANSFORMATIONAL LEADERSHIP EFFECT ON THE EMPLOYEES' ORGANIZATIONAL CITIZENSHIP BEHAVIOR WITH MEDIATING ROLE OF JOB SATISFACTION IN QAEMSHAHR DEPARTMENT OF EDUCATION

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ABSTRACT

With regard to the importance of transformational leaders in today's organizations, investigation of organizational citizenship behavior as an important factor for the organization effectiveness, and also creating the conditions for organizational job satisfaction, the objective of this study was to investigate transformational leadership effect on the employees' organizational citizenship behavior with mediating role of job satisfaction in Qaemshahr Department of Education. The population included all employees in Qaemshahr Department of Education who were 5000 people; of whom, 357 employees were selected as the sample of the study based on Morgan table. The instruments of this study were questionnaires. Using Cronbach's alpha, the reliability of the questionnaires was calculated as more than 0.7. The experts' and the supervisor's comments were used for determining the validity of the instruments. LISREL software and the structural equation model were used for data analysis. The results indicated that the effect of the transformational leadership on citizenship behavior of the employees in Qaemshahr Department of Education is confirmed. Moreover, the moderating role of job satisfaction is effective with regard to the effect of the transformational leadership on citizenship behavior.

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Introduction

Any organization would succeed if these organizations can apply the skills, abilities and the individual and group features of their own employees in the regard of goals of organization. Nowadays, one of the considerable matters in the management of human power is to provide the employees' requirements for the purpose of stimulating them to improve the quality of their job and taking more advantage of human power in the organization. From long time ago, one of important difficulties of the managers of human resources is the perception of stimulating factors of the employees and then the improvement of their performance. Meanwhile, the individuals who have no enthusiasm and motivation for doing their obligations; do the most damage in the goals and programs of the management; because the motivation of the individuals has direct relationship with their efficiency and performance (1). For the purpose of competition in the world scene, providing the requirements and expectations of the customers and the adjustment with the changing nature of the job, the organizations are intended and make effort to select the employees who act more than their roles and obligations determined in their job (2).

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The citizenship behavior of trend of the employees to do the behaviors which exceed the formal necessities of their roles and stations has been recognized as one of the main elements of the organizational citizenship behavior (3). In other words, the organizational citizenship behavior is a set of voluntarily and optional behaviors which are not regarded to be a part of formal duties of the employees, but are done by them and resulted in the effective improvement of the roles and duties of the organization. One of the important factors which can apply the behaviors, attitudes and interactions of the employees in the regard of better presentation of the services, is the organizational citizenship behavior. Accepting this matter that the organizational citizenship behavior is subordinated to the individual, causes that we conclude that the organizational citizenship behavior is a feature related to the personality and so, is a factor that (whereas it is worth for the organization) the management and control of that work is not easy. Of the other concepts expressed in the regard of organizational citizenship behavior, is the concept of the citizenship behavior of the employees that has been defined as the positive measures of some of employees for improving the efficiency and consistency in the job environment exceed the organizational and occupational duties and necessities (4). The job satisfaction can be defined as the emotions of one individual about his/her job or occupational experience which is related to the current and past experiences and also the existent substitute. The job satisfaction is the general attitude of an individual toward his/her job (5).

In the changing situation of the competition market, the organizations can remain in the competition that has the efficient and transaction oriented leadership and managers and or the long- term landscape. With regard to this matter that the transformational leadership is considered to be one of the future and necessary needs of the organizations and societies, the study of effective parameters in the style of transformational leadership for the purpose of identification of characterized features and effective environmental features and the perception of manner of relationship between the characterized behaviors and the behavior of transformational leadership is a necessary affair (6). The transformational leadership is a basis and foundation for long- term organizational changes that provides the situation for the organizational system to achieve the higher goals. The transformational leaders prefer the efficiency to the productivity and try to use the human resources of the organization with regard to their own and employees' emotions (7).

The leadership behaviors is one of the effective factors in the organizational citizenship behavior that has been divided into two categories: 1- transformational leadership behaviors (basic transformational behavior, identification of landscape, creating proper model, improving acceptance of group goals, higher performance expectations and intellectual stimulation). 2- Transactional behaviors (contingent reward and punishment behaviors, non- contingent) (8). The transformational leaders help their followers to look at the old issues from a new viewpoint and stimulate them to make exorbitance effort. The transformational leaders persuade their followers to think exceed the personal goals and interests and pay attention to the bigger team, organizational, national and or global goals. These leaders, by presenting future landscape, affect their followers in such a way that they think the landscape belongs to them and make more effort to achieve that. These leaders can move the organizational set toward the intended landscape by coordinating the employees and creating consistency in the system (9).

These leaders try to transfigure the behavioral features and transcendental ideals such as freedom, justice, equity, peace and humanity concerning them. The goal of transformational leadership exceeds providing the instant needs.

Mousavi Hosseini (5) studied the relationship between the transformational leadership and the job satisfaction of employees of Health and Treatment Center of Hashtroud. The results of this study showed that there was a meaningful relationship between the ideal effect, mental stimulation, inspirational stimulation, individual considerations and transformational leadership style and job satisfaction of the employees. Taheri in a research titled study of relationship between transformational leadership and organizational citizenship behavior with regard to interference role of empowerment of employees revealed that there is a positive meaningful relationship between the transformational leadership and structural empowerment and psychology of the employees and also the organizational citizenship behavior. Also, the intermediacy role of variable of empowerment in the relationship between the transformational leadership and the organizational citizenship behaviors was meaningfully confirmed. Kartuno studied the intermediacy role of job satisfaction in the relationship between the transformational leadership and the organizational citizenship behavior in the rural banks of Sorbonne. In total, 128 members of employees of rural bank were studied in about at least five years. The proper random sampling and the analysis techniques were applied in this research. The results of Structural Equation Model (SEM) confirmed the intermediacy role of job satisfaction of the employees in the relationship between the transformational leadership behavior and the organizational citizenship behavior.

According to the researches done in recent years and with regard to the importance of the transformational leaders in today organizations and also the study of organizational citizenship behavior as one of important factors in the efficiency of the organizations and also the situation of creating the job satisfaction in the organization, a few researches have been done in Iran about the relationship between these variables. So, the present research aimed to study the effect of transformational leadership on the organizational citizenship behavior of the employees with the intermediacy role of job satisfaction in Qaemshahr Department of Education.

Method

This is an applied descriptive survey. The population included 5000 people of Qaemshahr Department of Education employees. Using Morgan table, 357 employees were selected as the sample of the study and the population members were selected based on availability sampling. A questionnaire was used to quantitatively analyze the information, eliminate the limitations related

to the generalization of the results, and also more precisely access the information. The questionnaire variables included transformational leadership, citizenship behavior, and job satisfaction. The scoring of the questionnaire is based on the 5-point Likert scale including completely disagree, disagree, no idea, agree, and completely agree. In this study, Cronbach's alpha was used to measure reliability. To examine reliability, the questionnaire was first distributed among 30 people and its Cronbach's alpha was calculated via SPSS software. The validity of the instrument was already confirmed by the experts since this questionnaire is a standard instrument. In this study, the questionnaire validity was also confirmed by the supervisor.

Two methods of descriptive and inferential statistics were used in the present study. In descriptive statistics, the study variables were described using frequency and percentage; Bartlett's test, KMO index, and structural equations were used for hypothesis analysis. The T-test value or t-value was used to investigate the significance of the relationship between variables. If the value of the factor loads observed with t-value is less than 1.96, the relationship is not significant since the significance is investigated at the error level of 0.05.

Findings

SPSS 22 and LISREL 8.5 software were used for statistical data analysis in this study. Among all 357 participants of this study, 67.2 percent (240 people) were male and 32.8 percent (117 people) were female. The results indicated that 14.6 percent (52 people) of the participants had a diploma, 26.9 percent (96 people) had an associate's degree, 37.8 percent (135 people) had a bachelor's degree, 17.4 percent (62 people) had a master's degree, and 3.4 percent (12 people) had a Ph.D. degree. Furthermore, 27.2 percent (97 people) of the participants were 25-35 years old, 30 percent (107 people) were 36-45 years old, 26.6 percent (95 people) were 46-55 years old, and 16.2 percent (58 people) were 56 years old and above.

As it is seen in table 1, the value of KMO for the variable of transformational leadership, citizenship behavior, and job satisfaction respectively equals 0.879, 0.849, and 0.862; these numbers indicate the sufficiency of the data related to the variable of transformational leadership for doing factor analysis. The Bartlett's test significance level of 0.0000 for the variable of transformational leadership, citizenship behavior, and job satisfaction shows that the study variables are appropriate for discovering factor structure and it would be useful to do factor analysis for available data.

Table1. The Results of KMO Index and Bartlett's Test for the Variables of Transformational Leadership, Citizenship Behavior, and Job Satisfaction 1207/095

Variable	KMO			Coefficient
	Bartlett's sphericity test	Chi-square		
Transformational leadership		Chi-square	1576.161	0.879
		df	28	
		sig	0.000	
Citizenship behavior		Chi-square	2798.882	0.849
		df	28	
		sig	0.000	
Job satisfaction		Chi-square	1207.095	0.862
		df	21	
		sig	0.000	

The measurement model of transformational leadership, the measurement model of citizenship behavior, and the measurement model of job satisfaction in the significance state are shown in diagrams 1, 2, and 3, respectively. According to the following diagram, the t-value and the coefficients and parameters obtained from the measurement model of the said variables show that all coefficients are significant because the t-value of each of them is more than 1.96 (less than -1.96).

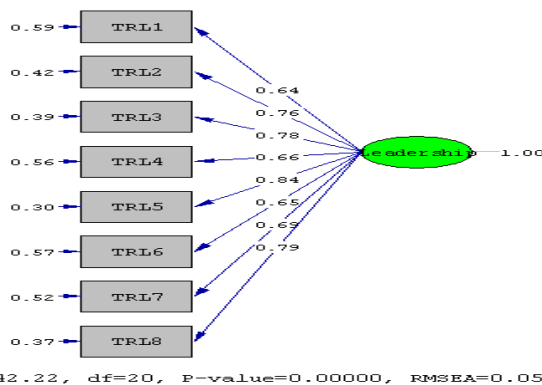
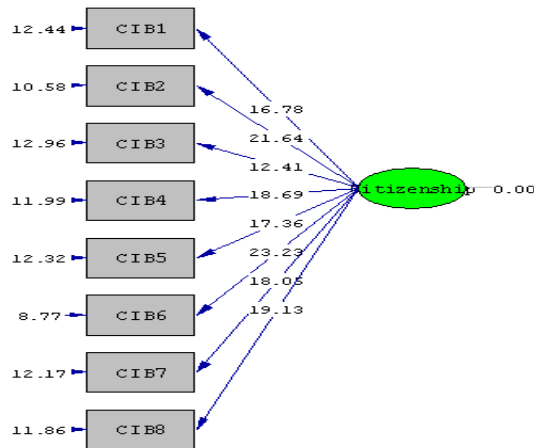
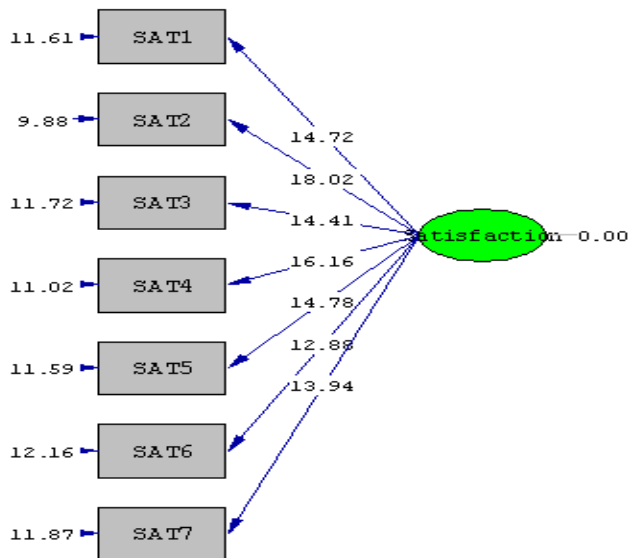


Diagram1. The Software T-value Estimation, the Variable of Transformational Leadership



Chi-Square=56.63, df=20, P-value=0.00000, RMSEA=0.071

Diagram2. The LISREL Software T-value Estimation, the Variable of Citizenship Behavior



Chi-Square=43.04, df=14, P-value=0.00000, RMSEA=0.076

Diagram3. The Software T-value Estimation, the Variable of Job Satisfaction

Table 2 indicates that transformational leadership has a significantly positive effect on job satisfaction and the organizational citizenship behavior; job satisfaction has also a significantly positive effect on the organizational citizenship behavior.

Table2. The Results Obtained from Research Variable Testing

Path	Path coefficient	Sig	Confirm or reject
transformational leadership → job satisfaction	0.41	6.70	confirm
transformational leadership → organizational citizenship behavior	0.14	2.42	confirm
job satisfaction → organizational citizenship behavior	0.37	5.78	confirm

The moderating role of job satisfaction is measured in this section. Sobel Test is a frequently used test for testing the effect of a moderating variable. It is used for the significance of the moderating effect of a variable in the relationship between two other variables and is calculated by the following formula:

$$Z - value = \frac{a \times b}{\sqrt{(b^2 \times s_a^2) + (a^2 \times s_b^2) + (s_a^2 \times s_b^2)}}$$

a is the value of the path coefficient between independent and moderating variables, b is the value of the path coefficient between moderating and dependent variables, S_a is the standard error related to the path between independent and moderating variables, and S_b is the standard error related to the path between moderating and dependent variables. According to the results

obtained from table 3, the z-value is more than 1.96 at the confidence level of 99% which shows the moderating role of the variable of job satisfaction.

Table3. The Results of Sobel Test

a	b	S _a	S _b	z-value
0.41	0.37	0.06	0.06	4.55

In addition to Sobel Test, a statistic called VAF¹ is used to determine the indirect effect strength through moderating variable. It takes a value between 0 and 1; the more this value is close to 1, the stronger the moderating variable effect would be. In fact, this value measures the ratio of the indirect effect to the total effect. It is calculated through the following formula:

$$VAF = \frac{a \times b}{(a \times b) + c}$$

a is the value of the path coefficient between independent and moderating variables, b is the value of the path coefficient between moderating and dependent variables, and c is the value of the path coefficient between independent and dependent variables. According to the results in table 4, the value of the indirect effect strength through moderating variable of job satisfaction is 0.52. Therefore, in general, the fourth hypothesis stating that job satisfaction has a moderating role with regard to the transformational leadership effect on the organizational citizenship behavior is confirmed.

Table4. The Result Obtained from Testing the Indirect Effect Strength Determination through Moderating Variable of Job Satisfaction

a	b	c	VAF
0.41	0.37	0.14	0.52

Discussion and Conclusion

The final step of the study is of the most basic and fundamental steps of the study. The exact analysis and proper conclusion of data and the collected information are of great significance since they are regarded as a basis for the future planning in the organization or the population of the study. In fact, the results should be so reliable that the population of the study can trust their correctness; they should be able to comprehensively plan and achieve predictable results so as to correct the shortcomings. The results of the present study regarding gender frequency indicated that 67.2 percent of the participants were male and 32.8 percent of whom were female. The results of the frequency distribution of the participants' educational level showed that 14.6 percent of the participants had a diploma, 26.9 percent had an associate's degree, 37.8 percent had a bachelor's degree, 17.4 percent had a master's degree, and 3.4 percent had a Ph.D. degree. The results of the frequency distribution of the participants' age indicated that 27.2 percent of the participants were 25 to 35 years old, 30 percent were 36 to 45 years old, 26.6 percent were 46 to 55 years old, and 16.2 percent were 56 years old and above. According to the results, z-value was higher than 1.96 and it indicates the moderating role of the organizational citizenship behavior. According to the results, the value of the indirect effect strength through the moderating variable of organizational citizenship behavior equals 0.52.

The results of the investigation of the effect of the transformational leadership on job satisfaction in Qaemshahr Department of Education employees indicated that transformational leadership has a significantly positive effect on the employees' job satisfaction; this is consistent with the results of the studies conducted by Kartuno, Negi Deiman, and Mousavi Hosseini (5). In the results of structural equation modeling (SEM), Kartuno has proven the moderating role of the employees' job satisfaction in the relationship between transformational leadership behavior and organizational citizenship behavior. Negi Deiman confirmed in his analysis that transformational leadership considerably affects job satisfaction and organizational commitment. Mousavi Hosseini investigated the effect of leadership style on job satisfaction of the employees in health system and proved that there is a significant relationship between transformational leadership style and the employees' job satisfaction.

The results of the investigation of transformational leadership effect on organizational citizenship behavior in Qaemshahr Department of Education employees indicated that transformational leadership has a significantly positive effect on organizational citizenship behavior. The results of this study are contrary to those obtained by Maharani which indicated transformational leadership does not affect organizational citizenship behavior. However, the results are consistent with those of the study conducted by Taheri which showed that there is a significantly positive relationship between transformational leadership and organizational citizenship behavior; it was also shown that the variable of empowerment has a moderating role in the relationship between transformational leadership and organizational citizenship behavior. The results of this study are also consistent with the studies done by Yaaqubi (9) and Rodríguez. Yaaqubi proved that there is a significant relationship between transformational leadership style and organizational citizenship behavior. Rodríguez indicated that transformational leadership style

¹ Variance Accounted For

predicts the organizational citizenship behavior aspects and actually showed that transformational leadership style has a higher prediction power on organizational citizenship behavior.

The results of the investigation of the effect of organizational citizenship behavior on job satisfaction in Qaemshahr Department of Education employees indicated that organizational citizenship behavior has a significantly positive effect on job satisfaction. This is in line with the results of the studies done by Kartuno, Maharani, and Yaaqubi (9). In the results of structural equation modeling (SEM), Kartuno has proven the moderating role of the employees' job satisfaction in the relationship between transformational leadership behavior and organizational citizenship behavior. Maharani indicated that organizational citizenship behavior has a moderating role regarding the effect of job satisfaction on the employees' performance. Using Pearson's correlation, Yaaqubi showed that there is a significant relationship between transformational leadership style, organizational citizenship behavior, and job satisfaction.

The results of the investigation of the effect of job satisfaction regarding the effect of transformational leadership on organizational citizenship behavior in Qaemshahr Department of Education employees indicated that job satisfaction has a moderating role regarding the effect of transformational leadership on organizational citizenship behavior. The results of this study are in line with those obtained by Negi Deiman, Kartuno, and Maharani. Negi Deiman analyzed the results of the questionnaire distributed among Surakarta educational personnel and professors and showed that transformational leadership and organizational climate affect job satisfaction, organizational commitment, and organizational citizenship behavior (OCB); job satisfaction and organizational commitment has a significantly positive effect on organizational citizenship behavior. In the results of structural equation modeling (SEM), Kartuno has proven the moderating role of the employees' job satisfaction in the relationship between transformational leadership behavior and organizational citizenship behavior. Maharani has proved that organizational citizenship behavior has a moderating role regarding the effect of job satisfaction on employees' performance.

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