

Investigation of relation between the dimensions of transformational leadership and employees' job satisfaction in Qazvin traffic

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ABSTRACT

Transformational leadership is one of the leadership paradigms in organizational psychology that has been extensively investigated. Transformational leadership increase the satisfaction of subordinates and trust to their leadership, especially enhances their emotional commitment. The leaders, who show positive transformational behaviors, create a set of positive results in an organization. On the other hand, outstanding organizational performance cannot be made through ordinary people's effort. One of the reasons for success of large organizations is that they have staffs who will try beyond their official duties. It means that they have staffs that have job satisfaction. The results show that there is a positive relation between transformational leadership and job satisfaction. The present study was conducted to investigate the relation between the dimensions of transformational leadership and employee' job satisfaction in Qazvin traffic. In this regard, we investigate the effect of dimensions of transformational leadership on job satisfaction and by using Kolmpgorov-Sminorv test and ANOVA, we investigate the relation or lack of relation between them. And finally, it was clear that all dimensions of transformational leadership are effective on job satisfaction.

KEYWORDS: Transformational leadership, Job satisfaction and Traffic

1. INTRODUCTION

In today's competitive business environment, the major concerns and straggles of organizations are in line with survival, development and inclusive development. In order to achieve this goal, managers seek to identify and optimize use of sources and funding that this work needs great cost and efforts. So the winner of this fight will be the managers who use the mentioned capital in an effective, most efficient and possible way. The major resources of each company is their human, financial and technical resources and certainly the human capital determines the post and by other organization, because it is human resource that employed other resources by its abilities or programming. The leadership discussion and its effect of organization effectiveness have a long history and experts in this field investigate and discuss about it, so far. The start point of leadership issues was in line with personality theories, these theories have argued about the objectives of great leaders. And based on them, leader is described by internal attributes that born with them. After personality theories, behavioral theory and contingency theories are expressed. With this explanation that was the focus of behavioral theories that usually effective leadership show what behaviors from them. But in contingency theory, identifying situation and act in line with it were considered as the key factors for success. In recent years and in a conscious return to the ideas and the approach of leadership's document, theory of charismatic leadership, servant leadership, excellent leadership, transactional leadership and transformational leadership, a particular change have been theorized. The details of recent theories are that they seek to use factors that drive individuals, internally to act effective. One of the leadership theories that have been used in related studies to job satisfactions. And it has a strong basis in strong motivational theories is a transformational leadership. Transformational leadership is a part of new leadership paradigm and its shows a process that transforms individuals and it is associated with moral characters and long-term goals, evaluating effective stimuli on followers, satisfying their needs and how to deal with them as complete persons are some operations of this type of leadership. Transformational leadership induce an insight to the followers and motivate them to achieve the wonderful things or beyond the expectation. On the other hand, military traffic organization provides many services for people and daily it deals with many clients. Therefore the topic of employee satisfaction is very important, and it is one of the effective components of transformational leadership style. But there is a problem that Do the transformational leadership style influence on employee satisfaction in this organization? And by what dimensions, transformational leadership influence on employee satisfaction? Now, to investigate these questions, the purpose of this study is to investigate the dimensions of transformational leadership on job satisfaction of staffs in Qazvin traffic.

LITERATURE

Theoretical basis of research

Transformational leadership

The style of bronze transformational leadership is investigated by many researchers and under different titles [8]. In general, these studies expressed the behaviors and characteristics of transformational leadership as follows:

Cordiality and sympathy, need for power, eloquence and good expression skills, intelligence and attention to others. These leaders are able to motivate the followers, they have the ability to inspire and achieve the commitment of followers and they can change the beliefs, norms and the objects of individuals and the norms of an organization. Transformational leaders create this impression among subordinates and we see them as human and they help to individuals to see problems in a new way [6]. According to the theory of transformational leadership, a leadership needs to use internal actors to perform the necessary duties for organization and achieve to his desired goals. In this regard, the goal of transformational leadership is to ensure that the path to goal obviously is perceived by local actors, and overcome on potential barriers and urges the actors to reach the predetermined goal [1]. So, the transformational leadership is who establish a positive relation with the subordinates to promote the performance of employees and organizations. And it encourages employees to go beyond the personal needs and work in line with the desires of group and organization. Transformational leadership motivate their subordinates to do what they can [9]. Leadership discussion and its effect on organization effectiveness have a long history and have already been studied and discussed by experts in this field. The start of leadership topics was with personality theories, these theories have argued about the traits of great leaders. According to the internal attributes that the leadership born with them it is described, after personality theory, behavioral theory, then contingency theories were investigated with this explanation that behavioral theories focus on this issue that effective leadership usually exert what behaviors, but in contingency theory, identifying situation and act along with it were the key factors for management success. In recent years and a conscious return to ideas and the approaches, the theories of leadership documents, charismatic leadership theory, servant leadership, excellence leadership, transactional leadership theory and transformational leadership, a particular change have been made in theorizing. The characteristics of recent theorize are that they are seeking to factors that motivate the individuals, internally to do effectively. One of the leadership theories that are documented in studies related to employee's job satisfaction and it has a strong motivation theories and it is transformational theory. Transformational theory is a part of new leadership paradigm and demonstrates a leadership process and transforms people and it is related to values, moral characters, and long-term goals. Evaluation effective stimuli on followers, their need satisfaction and how to deal with them as complete person are the functions of this leadership. Transformational leadership induces an insight to followers and inspires them to achieve a wonderful things or above their expectations. About the factors and constituent elements, transformational theory and its dimension, the authors and researchers had different comments that are presented in table 1.

Table 1.Dimensions of transformational leadership from different viewpoints

| Theorists | Dimensions |
|-----------------------------|---|
| “Bis” (1985) | Idealized influence, encourage thinking, inspired motivation, attention to people |
| “Bis and Olivies” (1995) | Charismatic details |
| “Benis and Nancy” (1985) | Attention to views and opinions, valuing to communication, personality development and creating confidence |
| “Conger” (1989) | Understanding the situation and designing perspectives, empowering others, creating effective relation, promoting commitment and confidence |
| “podsakoftal” (1990) | View expression to extensive goals, expecting high performance, individual support, encouraging to think |
| “Ghent et al “ (1996) | Promoting a shared vision, empowering others, path encouraging and planning |
| “Pounder” (2001) | Creating opportunities perspective, effective communication, creating a spirit and enthusiasm and self-management |
| “RaphrithiedGriffin” (2004) | Inspired motivation, innovation, effective management, attention to peoples and encourage thinking |
| | Inspired communication, encourage thinking, support leadership, employee recognition |

According to table 1, in this paper, the dimensions of transformational leadership are considered from the “Bis and Olive” perspective as a conceptual framework of transformational leadership. So, these aspects will be discussed:

1-attention to individuals: leadership treats as a mentor and trainer with their followers and subordinates and develops them and entrusting them and deal with them by their merits.

2-Encourage to thinking: the leadership encourages the thinking scope and male people for thought and inference.

3-Inspirational Motivation: the leader creates hope among followers and introduces future vision as a clear and accessible object and encourages people to raise their expectations.

4-Idealized influence: such leaders in addition to create self-confidence among followers irritate them to try in order to reach extraordinary results, and they have many efforts and in this path, they show devotion. This is the idealized influence of leader among followers.

Job satisfaction

What is job satisfaction, why it is important? And what role it plays in people's career? In large and small organizations, the level to achieve job satisfaction among employees is different. Many active organizations in western countries are trying to focus their employee's satisfaction. “Woodman” believes that job satisfaction is an effective, positive obtained of evaluation or

job experience. And it is a concept with different dimensions, aspects and factors that we should consider their set. Among these factors, we can cited to the attributes of employee, type of work, work environment and work human relations [2]. And he says job satisfaction means a degree of positive feelings and attitudes that people have toward their jobs. “Shafi Abadi” believes that when a people say that he has a high job satisfaction, this means that he really likes his job and feel good about his job. And values for the job, the results of research show that people with higher job satisfaction and in term of physically and mentally, he is in good condition. “Gety” says that job satisfaction is extent and work environment meet the individual demands. So, job satisfaction can be defined as a best aspect of evaluation process. And it investigates what one people has and what demands [14]. The management thinkers, scholars and human capital authors about the issues such as managing the personnel matters, human capital management, and a new problem of maintenance of human capital, told during recent year and they have conducted many researches. Human capital management and staff’s affaires have a history of human social life and it has been developed over many centuries. Job satisfaction is a result of employee’ perception that provides the content and context what is valuable for employee. In another word, job satisfaction is a positive emotional state that is the outcome of job evaluation of individual’s experience. This positive feeling helps great to people’s physical and mental health. In an organizational term, the high level of job satisfaction reflects the so favorable organizational climate that can lead to attracting and survival of employees. Various studies about job satisfaction show that factors such as organizational factors, environmental factors, job content, external environment and nature of job and individual characteristics and motivational factors influence on job satisfaction. Some organizational factors which are the source of job satisfaction include: salary, promotion and enterprise policy. Environmental factors include supervision style, working groups and environmental conditions.

Transformational leadership and Job satisfaction:

Bas (1985) stated that transformational leadership can lead to a performance beyond the expectations in organizational environments. Research has also demonstrated experimentally that there is a positive relation between transformational relation and job satisfaction. Researches also show that there is a positive relation between transformational leadership with employee commitment, low levels of job stress, and satisfaction with the leader, creativity, emotional [4].transformational leaders influence on beliefs, values and goals of their followers and leave an extraordinary effect on their followers. They transform the whole organization through their words and deeds. The followers of these leaderships have a sense of trust and loyalty to them. The influence of transformational leaderships is through words, dialogue, insight and inspiration to others [12]. Transformational leaders are lovely people who identify their subordinates, emotionally and employers will try and increase their efforts when work with support and transformational leaders. In addition, transformational leaders gather a goal and ideal perspective for a company that its employees are gathered to do successful purposes through emphasizing and interest in the organization. The employers who work for transformational leaders often have motivations beyond their official duties for the benefit of increased motivation, in addition when the transformational leaders foster close, warm and supportive and developed relations. In that case, employees will tend to say a high level job satisfaction. In general, managers who have poor relations with their employers or become familiar with them later and when the employers consider their staffs as ignorant and incomplete peoples, it will be less likely to have job satisfaction [10].

Conceptual model of research:

For formulating research hypothesis, each researcher needs a conceptual model that based on it, during identifying the variables of hypothesis, the relation between these variables and their conceptual and operational definition should be explained. On this basis and according to the components of transformational leadership (ideal properties, ideal behavior, inspiration motivation, intellectual motivation) and then by Bas and Olive, this work was conducted and also the job satisfaction and the job satisfaction which is done based on scientists patterns such as Vataman, Chandan and Getty, we provide the conceptual model of research and its assumptions.

However, according to the conceptual model of research, questions and research hypothesis are as follows:

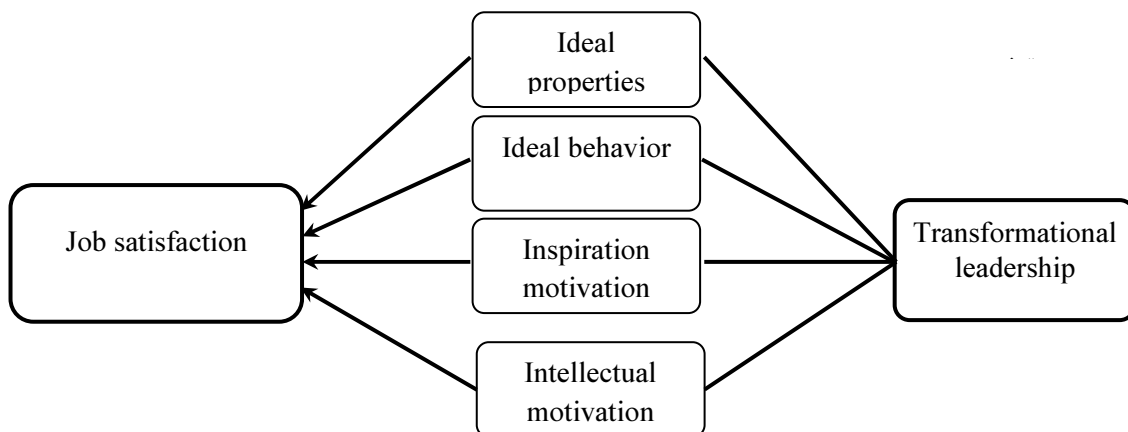


Fig. 1.Research Conceptual model

Research hypothesis

Hypothesis 1:

H0: the effect of attention to people's dimension on job satisfaction in traffic is higher or equal with average limit.

H1: the effect of attention to people's dimension on job satisfaction in traffic is not higher or equal with average level.

Hypothesis 2:

H0: the effect of encouraging thinking of job satisfaction in traffic is higher or equal with average limit.

H1: the effect of encouraging to though about job satisfaction in traffic is not higher than average limit.

Hypothesis 3:

H0: the effect of inspired motivation on job satisfaction in traffic is equal with average limit.

H1: the effect of inspired motivation of job satisfaction in traffic is not higher than average limit.

Hypothesis 4:

H0: the effect of idealized influence on job satisfaction in traffic is higher or equal with average level.

H1: the effect of idealized influence on job satisfaction in traffic is not higher than average limit.

RESEARCH METHODOLOGY

To investigate the aspects of research type in terms of methodology and purpose, based on research classification, this research is an applicable research. And it investigates and explains the dimensions of transformational leadership on job satisfaction in Qazvin traffic. And based on research type, this research is a survey type form the research classification view. Because it seeks to identify the relation between variables and the method for data collection is field type. Also, we use the library studies, the tools for gathering information is questionnaire. In this research, to prove the assumptions, T-test and anova test are used and for significance, Sminorv test is used and we use SPSS software.

The statistical population of the present study is the staffs of Qazvin traffic at different levels. And to determine sample, we use morgan table. Statistical population in traffic is 200 peoples. And according to this study, the statistical sample is 130 persons due to Morgan table and to ensure, we distribute 160 questioners.

Data Analysis

Descriptive statistics

Table 2.Sex of respondents

| sex | number | Percent |
|--------|--------|---------|
| Male | 121 | 81.75 |
| Female | 27 | 18.25 |
| total | 148 | 100 |

Table 3.The age of respondents

| age | number | percent |
|-------|--------|---------|
| 20-35 | 39 | 26.4 |
| 36-45 | 50 | 33.8 |
| 46-60 | 59 | 39.9 |
| Total | 148 | 100 |

Table 4.Education level of respondents

| Education level | number | Percent |
|-----------------|--------|---------|
| Under diploma | 10 | 6.8 |
| Diploma | 27 | 18.2 |
| Under bachelor | 42 | 28.4 |
| BS | 53 | 35.8 |
| MS and higher | 16 | 10.8 |
| Total | 148 | 100 |

Table 5.Type of contract of respondents

| Type of contract | number | percent |
|------------------|--------|---------|
| Official | 43 | 29.1 |
| Contractual | 81 | 54.7 |
| Contract | 24 | 16.2 |
| total | 148 | 100 |

The normal test of Data

To test the normality of data, Kolmogorov-smirnov test is used. This test is a consistent distribution test for quantitative test, a normality test of a distribution is one of the most common tests for small samples that researcher suspects to its normality, the basis of this method is on difference between the cumulative frequency of observations with the expected

value under null hypothesis. Null hypothesis implies on normality of a data distribution. In this case, if the P-value is lower than error level (here 5%), then the H0 hypothesis is rejected and sample distribution is not normal. Otherwise, we can claim that the distribution is normal and H0 is rejected. So, for collected data from questionnaire, we can express the following assumptions:

- H0: data distribution in variable is normal.
- H1: data distribution in variable... is not normal.

Table 6.the obtained results of Kolmogrov-smirnov test results

| Variable | K-S test statistic | P-value | Error level | The condition of H0 |
|----------------------|--------------------|---------|-------------|---------------------|
| People’s attention | 1.4 | 0.84 | 0.05 | confirmed |
| Encouraging to think | 1.301 | 0.668 | 0.05 | confirmed |
| Inspired motivation | 1.623 | 0.61 | 0.05 | Confirmed |
| Idealized influence | 1.117 | 0.165 | 0.05 | Confirmed |

As it can be seen from the results of tests, H0 hypothesis is confirmed based on the sample’s normality. Therefore, we can argue that data distribution in sample is normal.

The results of research hypothesis

Hypothesis 1:

H0: the effect of attention dimension on job satisfaction is higher or equals the average limit, in traffic.

H1:the effect of attention dimension on job satisfaction is not higher or equals to average limit.

$$\begin{cases} H_0: \mu \geq 3 \\ H_1: \mu < 3 \end{cases}$$

Table 7.Statistical test results

| variable | The number of respondents | average | Standard deviation | P_value |
|---------------------|---------------------------|---------|--------------------|---------|
| Attention to people | 148 | 3.08 | 0.398 | 2.357 |

The results of this test show that in 95% confidence level, because the P-Value is calculates and have an amount equal to 2/357 and this number is higher than error level 2/357, so the hypothesis H0 based on there is a relation between attention dimension to people and job satisfaction in traffic is accepted and H1 hypothesis, or the hypothesis of lack of relation is rejected. Also, by considering the obtained average (3/08) which is higher than (3), we can understand about the effect of attention to people on job satisfaction.

Hypothesis 2:

H0: the effect of encouraging thinking of job satisfaction in traffic is higher than or equals to average limit.

H1: the effect of encouraging thinking of job satisfaction in traffic is not higher than average limit.

$$\begin{cases} H_0: \mu \geq 3 \\ H_1: \mu < 3 \end{cases}$$

Table 8.Statistical test results

| variable | The number of respondents | average | Standard deviation | P_value |
|----------------------|---------------------------|---------|--------------------|---------|
| Encouraging to think | 148 | 3.08 | 0.354 | 3.301 |

The results of this test show that in 95% confidence level, because the calculated P-value has a value equals to 3/301 and this number is higher than error rate (0/05), the hypothesis H0 is accepted based on there is a relation between encouraging to think and job satisfaction in traffic and, so H1 hypothesis or lack of job satisfaction to think about job satisfaction in traffic is rejected. Also, the obtained average (3/4) which is higher than (3), we can understand that there is a relation between the effect of encouraging to work and job satisfaction.

Hypothesis 3:

H0: the effect of inspired motivation on job satisfaction in traffic is equals with average level.

H1: the effect of inspired motivation on job satisfaction in traffic is not higher than average.

$$\begin{cases} H_0: \mu \geq 3 \\ H_1: \mu < 3 \end{cases}$$

Table 9.Statistical test results

| variable | The number of respondents | average | Standard deviation | P_value |
|-------------|---------------------------|---------|--------------------|---------|
| Job factors | 148 | 3.01 | 0.362 | 0.454 |

The results of this test show that in confidence level 95%, because calculated P_value is equal to 0/454. And this number is lower than 0/05 error, hypothesis H0 is accepted based on there is a relation between inspired motivation on job satisfaction in traffic and hypothesis H1 or lack of relation between inspired motivation on job satisfaction on traffic. Also,

the obtained average (3/01) which is higher than average (3), we can understand the effect of inspired motivation on job satisfaction.

Hypothesis 4:

H0: the effect of idealized influence on job satisfaction in traffic is higher or equals with average limit.

H1: the effect of idealized influence on job satisfaction in traffic is not higher than average limit.

$$\begin{cases} H_0: \mu \geq 3 \\ H_1: \mu < 3 \end{cases}$$

Table 10.Statistical test results

| variable | The number of respondents | average | Standard deviation | P_value |
|---------------------|---------------------------|---------|--------------------|---------|
| Idealized influence | 148 | 3.07 | 0.343 | 2.614 |

The results of this test shows that in confidence level 95%, because the calculated P_value is equals to 2/614, this number is lower than (0/05) error rate, hypothesis H0 based on the relation of idealized influence on job satisfaction in traffic, is accepted and hypothesis H1 or lack of relation of idealized influence on job satisfaction in traffic is rejected. So, the obtained average (3/07) which is higher than (3), we can understand the effect of ideal influence on job satisfaction.

The results of ANOVA test

Respondents' gender

To investigate the influence of the gender of experts and managers on index, the following hypothesis is presented and table 4-10 shows the result of ANOVA test.

H0: the gender of respondents has no effect on factor.

H1: the gender of respondents has effects on... factor.

Table 11.Statistical test results

| hypothesis | F | Significance level | Error level | The result of test |
|-------------------|-------|--------------------|-------------|--------------------|
| First hypothesis | 1.014 | 0.435 | 0.05 | H0 accepted |
| Second hypothesis | 1.165 | 0.307 | 0.05 | H0 accepted |
| Third hypothesis | 1.114 | 0.355 | 0.05 | H0 accepted |
| Fourth hypothesis | 0.844 | 0.627 | 0.05 | H0 accepted |

To investigate the effect of expert's age and manager's age on indexes, the following hypothesis is presented that table 4-13 shows the results of ANOVA test.

H0: the age of respondents has no effect on....

H1: the age of respondents has effect on

Table 12. Statistical test results

| hypothesis | F | Significance level | Error level | The result of test |
|-------------------|-------|--------------------|-------------|--------------------|
| First hypothesis | 0.723 | 0.701 | 0.05 | H0 accepted |
| Second hypothesis | 1.653 | 0.068 | 0.05 | H0 accepted |
| Third hypothesis | 0.696 | 0.741 | 0.05 | H0 accepted |
| Fourth hypothesis | 0.517 | 0.928 | 0.05 | H0 accepted |

To investigate the effect of education experts and managers on indexes, the following hypothesis is designed and table 12-4, the result of ANOVA test is showed.

H0: the educational level of respondents has no effect on factor....

H1: the educational level of respondents has effect on factor....

Table 13.Statistical test results

| hypothesis | F | Significance level | Error level | The result of test |
|-------------------|-------|--------------------|-------------|--------------------|
| First hypothesis | 1.291 | 0.435 | 0.05 | H0 accepted |
| Second hypothesis | 0.914 | 0.551 | 0.05 | H0 accepted |
| Third hypothesis | 1.192 | 0.298 | 0.05 | H0 accepted |
| Fourth hypothesis | 0.747 | 0.732 | 0.05 | H0 accepted |

Type of contract of respondents

To investigate the effect of the type of contract and managers on indicators, the following hypothesis can be presented and table 14-4 shows the results of ANOVA test.

H0: the type of contract of respondents has no effect on ... factor.

H1: the type of contract of respondents has effect on factor.

Table 14. Statistical test results

| hypothesis | F | Significance level | Error level | The result of test |
|-------------------|-------|--------------------|-------------|--------------------|
| First hypothesis | 0.64 | 0.778 | 0.05 | H0 accepted |
| Second hypothesis | 1.466 | 0.127 | 0.05 | H0 accepted |
| Third hypothesis | 0.817 | 0.623 | 0.05 | H0 accepted |
| Fourth hypothesis | 0.617 | 0.857 | 0.05 | H0 accepted |

The results of ANOVA test to influence on type of contract of respondents on each of indexes

Summary and Conclusion

In this study, we present these hypotheses that the proposed dimensions influence on employee satisfaction. After distributing questionnaires and analysis which we have in this field, we obtain the following results.

Table 15. Statistical test results

| variable | The number of respondents | average | Standard deviation | P_value |
|---------------------|---------------------------|---------|--------------------|---------|
| Attention to people | 148 | 3.08 | 0.398 | 2.357 |

Table 16. Statistical test results

| variable | The number of respondents | average | Standard deviation | P_value |
|----------------------|---------------------------|---------|--------------------|---------|
| Encouraging to think | 148 | 3.4 | 0.354 | 3.301 |

Table 17. Statistical test results

| variable | The number of respondents | average | Standard deviation | P_value |
|---------------------|---------------------------|---------|--------------------|---------|
| Inspired motivation | 148 | 3.01 | 0.362 | 0.454 |

Table 18. Statistical test results

| variable | The number of respondents | average | Standard deviation | P_value |
|---------------------|---------------------------|---------|--------------------|---------|
| Idealized influence | 148 | 3.07 | 0.343 | 2.614 |

Practical suggestions

By using these results, we can have a proper planning to improve the satisfaction of human resources and in this regard, the further suggestions can be investigated:

1-enriching the job: the considered responsibilities, jobs can be such the individual sense of identity and their existence is considered valuable. In many cases, in order to increase efficiency, the division of tasks can be done so the jobs become so simple and without content and by doing these works, they feel that lost their identity. Therefore, enriching jobs and inclusion of job responsibilities with their content is one of the methods to increase the job satisfaction among people.

2-the proportion of people with jobs: there are so evidences that show, the related benefits are results of accurate and proper selection of peoples. If the work requires to we manage an independent unit within a large trading company, we should seek a success-oriented individuals. But, if the desired work will be a vacancy management post in a bureaucratic organization and we should select a candidate for it and his need for power is high and his need to belong is low.

3-the use of targets

Managers must ensure this problem that employers should have identified and inviolable purposes and however, they should consider to feedback and how the goal realization proceed. In addition, the people's participation in setting goals has a major role in creating motivation. But the employees don't have achievable goals and they will reduce their effort. Managers should ensure that employee ensure that their efforts can lead to goals. In other word, the employees should have the ability to do work and they should confirm the investigation process that through it their performance will be measured.

4-individualisation the compensation: since the employees have different needs, and for one people can be used as reinforcement, and for others it is not helpful. Managers should use their awareness about individual difference and monitor on rewards.

5_link of rewards with performance: managers should qualify the reward to the type of performance.

Rewarding to factors expect performance can lead to promote those factors and not necessarily the performances eliminating the ambiguity about the wages are presented among employees and identifying the reward of every one is one of the measures that motivates the rewards.

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