

Evolutionism and Transformational Leadership Behavior Effect on Organizational Citizenship Behavior in Rasht Industrial City Factories

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ABSTRACT

Leadership for all organizations is important to reach goals. Researchers say that leadership is affecting ability on workers attitudes, abilities and believes to reach goals. As organizations face traditional management acts evolution and development becomes important to determine leader high performance and evolutionism characteristics. In today comparative work world, main worries are about stability and development. In line this main purpose, managers should consider and use workers by correct leadership method that are organization asset. Such workers have citizenship behavior and seek additional duties and responsibility acceptance, obey organization laws, positive attitude development, patience and problems to learn. Studies have indicated that using evolutionally leadership method causes organizational citizenship behaviors increasing. In this line in this research has tried to consider which leadership method affects on organizational citizenship behavior creating and increasing.

KEYWORDS: evolutionally leadership, transformational Leadership, organizational citizenship behavior.

1. INTRODUCTION

As leadership is a key factor to improve organization performance, organization success or failure depends on leadership effectiveness on all levels (Duckett & Macfarlane, 2003). Although leadership has been a main subject among researches but considerable social changes in two past decades have made more important effective leadership.

During 20 century have formed different theory and models to consider effective leadership characteristics. During 20 years ago has shown much attention to study new leadership models. Many first leadership definitions persist on rational and cognitive processes. In addition before leadership models because couldn't explain all leadership methods and behaviors have criticized. In response to such criticisms appeared evolutionism and transformational leadership concepts (Bass & Avolio, 2004). As organizations face traditional management acts evolution and development is important to determine leader's high performance and evolutionism characteristics. First and the most important determinant to make decision are creating constructive work condition to realize work identity in workers.

Leaders should respond workers questions by suitable leadership method such as (Who am I? Who am not I? What is my personality? What interests and talent I have and beside these items what future, job and social position I determine?) These questions if don't respond well and / or individual talent and ability couldn't lead by leaders all workers face nonentity, frustration, insufficient, internal and social dissatisfaction (Bass & Steidlmejer, 2001)

Effective leaders considering and development has known as first organization activity. Studies results indicate that using evolutional leadership method cause leaders become effective and efficient (Brown & Etal, 2000).

Bronze believes that only evolution creating leaders could plan necessary and modern ways for new organizations, such leaders cause basic changes and dominate on organization changes (Strang, 2005). Such leaders are effective due to several causes: they could join all their followers and change their aims and believes.

They provide future view therefore they could infuse workers to common in view. Such leaders infuse followers to do extra work. So on present comparative and changeable conditions using evolutional leadership method is more suitable for all organizations (Arnold & Loughlin, 2010).

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Problem explanation

Leadership is important for all organizations to reach important goals. Theorists have explained different leadership methods. One of the most new methods evolutionary – transformational leadership methods has planned by Bass and performed by Bass and Alovio.

Bronze (1978) at first, distanced evolutionary and transformational leaders. Evolutional leaders rise follower's needs and motivations and cause considerable changes in individuals, group and organizations. Transformational leaders mark followers present needs and have much attention to cambium (reward to performance, mutual support and mutual business) (Batman and Dragan , 1983) .

Evolutional leadership needs 4 items or factors to form this theory. These factors include:

Purposeful leading: in this sens individual has charismatic leader characteristics, is followers dependable. Followers know him as a model and try to be like him.

Inspiration motivation: leader motivates workers to believe purpose and its availability by try. Such persons are optimism about future and purpose availabilities.

Mental motivation: Leader motivates workers mentally; such leaders encourage followers to solve problems creatively.

Individual observations: leaders assess follower's sense needs. Such leaders recognize individual's needs and help them to raise skills to reach certain purpose (Organ, 1988).

Transformational leader is needed for leader – member relationship that reward gets versus performance. Such leader's transformation type conducts through felicity rewards and management (Padsakoff, 2000). Workers cooperation increases in organization problems and make suitable organizational environment. Organizational citizenship behavior raises workers performance quality by affecting on internalization factors such as organizational commitment , job satisfaction , decreasing job leaving purposes , decreasing job absence and destructive behaviors and also persisting on externalization factors improvement such as job satisfaction , service quality and customers loyalty (Castro et al , 2004) .

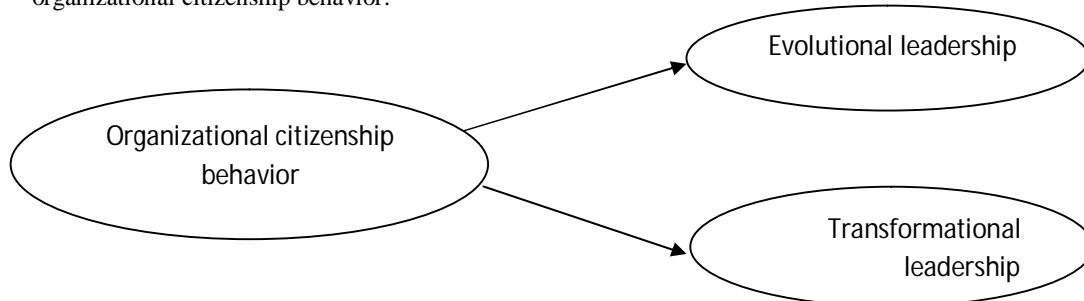
Workers cooperation in organizations problems in citizenship factored. Any worker is a citizen. Citizen is an individual in relation to a government and leadership system that has civil – political rights and has some duties against government and organizations. According to Jean explanation organizational citizenship workers causes work leaving decreasing and workers absence. Organizational citizenship behavior during recent years has mentioned as an effective factor to reach workers commitment and significant researches have concerned on effective factors knowing to rise these behaviors and common factors have known such as group norms , organizational structure and culture as area variables to develop these behaviors (Yaghoobi , et al , 1389) .

When organizations leaders have justly behavior with workers this behavior results in higher commitment to organization, in other hand individual that feel organizations leaders have not justly behavior more leave organization and / or have low commitment. Also researches indicate that there is an important relation between leader – member and includes results such as followers satisfaction, function clarity, full satisfaction, organizational commitment and organizational citizenship behavior (Hassani Kakhoni and Gholipoor , 1389) .

Researches indicated that there is a positive relation between evolutionary leadership with workers commitment, low stress, job satisfaction, leader satisfaction, creativity, emotional intelligence and organizational citizenship behavior (Karambayya, 1989).

Evolutional leaders, workers often motivate to formal duties for organization benefit. They close, supportive and developed relationship raise by leaders. Due to that workers want to provide high organizational citizenship behavior (Kormaz & Arpaci, 2009).

Following model is suitable to show evolutionary and transformational leadership method with organizational citizenship behavior:



Evolutional and transformational leadership methods relation analytical model by organizational citizenship behavior (Sanoori , Rezaee , 1389)

Hypotheses:

1 – There is a positive and meaningful relationship between workers evolutionary leadership method and organizational citizenship behavior.

2 – There is a negative and meaningful relationship between transformational leadership and organizational citizenship behavior.

METHOD

At all , in this study have seek this question response that is there relationship between evolutionary leadership and transformational leadership and organizational citizenship behavior 2 To reach this response and regarding to before researches results there are 2 hypotheses :

1 – There is a positive and meaningful relationship between workers evolutionary leadership and organizational citizenship behavior.

2 – There is a negative and meaningful relationship between transformational leadership and organizational citizenship behavior.

This study statistical collection is Rasht industrial city factories workers and staff that are 14657 ones. As Rasht factories members from 70 factories are 14657 ones, case mass has assessed by Moorgan table 375 ones. At first gave 400 questionnaire but many of them were unusable and gave them in second time but in 300 numbers and 393 ones collected in two times. Available impossible sampling used for sampling. Data has collected by Bass and Avolio questionnaire and Moorgan questionnaire and to analyses data a used Pearson correlation coefficient test and SPSS software that certified two hypotheses and there is a positive and meaningful relationship between evolutionary leadership and organizational citizenship behavior and there is a negative and meaningful relationship between transformational leadership and organizational citizenship behavior.

Finding:

Research hypotheses test results:

1 – There is a positive and meaningful relationship between evolutionary leadership and organizational citizenship behavior.

Correlation coefficient between evolutionary leadership and organizational citizenship behavior
Correlations

		Organizational behavior	citizenship	Evolutional leadership
Organizational citizenship behavior	Pearson Correlation	1		.537**
	Sig. (2-tailed)			.000
	N	393		393
evolutional leadership	Pearson Correlation	.537**		1
	Sig. (2-tailed)	.000		
	N	393		393
result	Meaningful level	Correlation coefficient	number	variables
Hypothesis certify	0.00	53.7 percent	393	Evolutional leadership and organizational citizenship behavior

Regarding to table observe that Sig = 0.000 < 0.05.

Due to this certify hypothesis on 95 % confidence, and this relationship is meaningful. Also according to this table correlation severity between 2 variables evolutionary leadership and organizational citizenship behavior is 453.7 percent that explains direct relation between 2 variables. In one hand determinant coefficient between 2 variable could predict dependant variable 28.8 % .

2 – There is a negative and meaningful relationship between transformational leadership and organizational citizenship behavior.

Correlation coefficient between transformational leadership and organizational citizenship behavior.

		Organizational citizenship behavior	transformational leadership
Organizational citizenship behavior	Pearson Correlation	1	-.293**
	Sig. (2-tailed)		.000
	N	393	393
Transformational leadership	Pearson Correlation	-.293**	1
	Sig. (2-tailed)	.000	
	N	393	393
result	Meaningful level	Correlation coefficient	number variables
Hypothesis certify	0.00	- 29.3 %	393 transformational leadership and organizational citizenship behavior

Regarding to table sig = 0.000 < 0.05. Due to this certify hypothesis on 95 % confidence and relation is meaningful. Also could say correlation severity between 2 variables is – 29.3 that there is a direct relation between 2 variables. On one hand determinant coefficient between 2 variables is 0.085 that indicates independent variable could predict dependant variable 8.5 %.

Conclusion:

Regarding to obtain results in today competence to improve workers work and increases that organization efficiency. As leaders have light view to future and seek organization changes and development is suitable method for all today organizations. Bass and Avolio (1993) have defined evolutionary leadership as leadership that when create leader motivates interest among coworkers and followers that have new view.

Evolutional leaders create organization view awareness and develop coworkers and followers for higher ability and potential levels. Such leader motivates coworkers and followers to regard to benefits of group. Evolutional leadership explains a process to change individuals and it is related to long – term values and moral characteristics and goals. Motivated and effective assessment on followers, meeting their needs and knowing them as complete individuals are such leadership acts.

Such leaders provide a view to followers that motivate them to reach extra things and realize that as themselves view and goal. Organizations and organizations leaders could not develop collective ration effectiveness without individual's interest.

But involuntary cooperation workers provide their try and energy to develop their abilities. So if leaders do not conduct these behaviors there are negative results. Study results indicate that evolutionary leadership has a positive relationship to organizational citizenship behavior and increase this behavior among workers but transformational leadership has negative relationship and decreases this behavior.

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