

## **Investigating the Relationship between Transformational Leadership and Organizational Civic Behaviors with respect to the Mediating Role of Job Enrichment (Case Study: Employees of branches of Ghavamin Bank in Golestan Province)**

**Maryam Safari**

Department of Management ,AzadshahrBranch,Islamic Azad University, Azadshahr ,Iran  
safari maryam2009@gmail.com

### **Abstract**

This study explores the relationship between transformational leadership and organizational civic behaviors with respect to the mediating role of job enrichment (Case study: Employees of branches of Ghavamin Bank in Golestan Province). The population of the study was all the employees of branches of Ghavamin Bank in Golestan Province that the population size is 150 people. According to Kerjesi and Morgan's table, size of the sample is 108 people and simple classified random sampling was chosen for sampling from the population. To analyze the data, structural equations method with smart-pls software was used. The results of the research showed that there is a significant relationship between transformational leadership and diversity of tasks; there is a significant relationship between transformational leadership and conceptualizing of tasks; there is a significant relationship between transformational leadership and importance of tasks. There is a significant relationship between transformational leadership and job autonomy. There is a significant relationship between transformational leadership and the presence of feedback in the job. There is a significant relationship between the diversity of tasks and organizational civic behaviors. There is a significant relationship between conceptualizing of the duties and the organizational civic behaviors. There is a significant relationship between the importance of organizational duties and organizational civic behaviors. There is a significant relationship between job autonomy and organizational civic behaviors. There is a significant relationship between the presence of feedback in the job and organizational civic behaviors. There is a significant relationship between transformational leadership and organizational civic behaviors.

**Keywords:** Transformational Leadership, Organizational Civic Behaviors, Job Enrichment

## **Introduction**

Organizational civic behavior and its related structures such as underlying performance, community-friendly behavior (socially-desirable behavior), transpersonal behavior, non-prescriptive (non-imperative) behavior and organizational spontaneity in industrial and organizational psychology and organizational behavior are of great interest to various researchers and theorists (Stone – Romero, 2008). Organizational civic behaviors, work behaviors of employee in the areas of helping others, working longer hours, working holidays for the organization, doing things and work beyond work standards, tolerance of job deficiencies and shortcomings of organization and being activate in the organization's activities is beyond formal roles and responsibilities (Golparvar and Vakili, 2010). Studies show that there are many predictors for these behaviors at the individual and organizational levels. One of the important variables at the organizational level for these behaviors is the leadership style and the other (at the job level) is job characteristics (Golparvar et al., 2014).

On the one hand, leadership is one of the most influential factors on employee behavior in work environments. In recent years, various researchers have paid much attention to transformational leadership. Transformational leaders are linked in a variety of ways to organizational civic behaviors. The leaders, by inspiring their employees, provide the field of self-interest excellence and perceived limitations for achieving goals consistent with the goals of the community and the group (work team) and organization (Sparrowe et al., 2006). On the other hand, one of the intermediary variables for transformational leadership with organizational civic behaviors is job characteristics (job enrichment). The job characteristics in the first formulas proposed by Hackman and Oldham are considered as the main characteristics of the richness or absence of a job, which has five components (the diversity of tasks-meaningfulness of duties-the importance of tasks-autonomy in the work-the presence of feedback in the job) (Hackman and Oldham, 1980). Job enrichment leads to the emergence of positive emotional states such as meaningfulness and merit, and consequently, increasing organizational civic behaviors such as transpersonal co-operation, helping out, double-doing work, and others (Higgs and Rowland, 2011).

Today, in banks, human resources are considered as the most valuable assets of the organization, and each bank, like other organizations, cannot survive without this valuable resources. Therefore, recognizing the needs, motives, tendencies and factors of satisfaction and un-satisfaction is not only a necessary condition for the continuation of the process, but also it is necessary for the adoption of proper policies

and appropriate strategies. Organizational civic behaviors, although they are not part of the role of employees in the organization, but these behaviors contribute to the effective performance of the organization. Considering the importance of organizational civic behaviors in advanced countries and the effects of such employee behaviors on the performances of employees, it is imperative that managers of Ghavamin Bank in order to not fail stay behind of the competitive atmosphere of the banking industry, pay more attention to those factors which cause to improve the organizational civic behaviors in the bank. As stated above, two factors of transformational leadership and job enrichment have a significant effect on increasing organizational civic behaviors in the organization. Therefore, since such research has not been carried out at Ghavamin Bank of Golestan Province, the main question of the research is that whether there is a significant relationship between the transformational leadership and organizational civic behaviors with respect to the mediating role of job enrichment in Ghavamin Bank of Golestan province?

### **Theoretical foundations of research**

#### **Transformational Leadership**

Transformational leadership refers to a kind of leadership in which leaders have divine blessings and provide spiritual impulses for their followers and lead them by direct influence on their hearts. Transformational leaders create a dynamic organizational vision that often necessitates the transformation of cultural values to reflect innovation. Transitional leadership also seeks to establish a relationship between individual and collective interests to allow subordinates to work for transcendental goals (Hamidianpour and Zariaei, 2014, p. 25). Transformational leaders use optimism, intelligence attraction, and many other personal abilities to enhance the aspirations of others and transfer individuals and organizations to a higher level of performance. Because the success of any organization depends on guidance and leadership along with organizational dynamism and flexibility, on the other hand, the high level of expectations of the clients of organizations and the accelerating changes in the role of transformational leadership in organizations have a privileged position. Transformational leaders direct the attention of followers to collective goals and to stimulate high-level employee motivation, encourage them to pursue organizational goals. Bass and Avolio (1998) argue that transformational leadership emerges when the leader develops the interests of the staff, informs them to accept the mission of the group and provokes employees to go beyond their own interests for the benefit of the group (Farahani, 2014, P. 31).

## **Organizational civic behaviors**

Although the term organizational civic behavior was first introduced by BatmanWargan, but this concept came from Barnard's writings about the willingness to collaborate and the studies of Katz Vekanabout performance and spontaneously behaviors and beyond the expectations of the role. The terms used in describing such behaviors in recent decades include: pre-social behavior, organizational transpersonal behavior, and ground-based performance. Although each of these concepts has different meanings, they generally refer to the same concept that these are activities related to the role of individuals in the organization, which goes beyond the job expectations and job description is done by the person, and although the system of official reward does not recognize these behaviors, but they are effective for good performance of the organization. Initial research in the field of organizational citizenship behavior was more about identifying employee responsibilities or behaviors, but was often ignored by formal evaluations. Although these behaviors were inadequately measured or even neglected in traditional occupational performance assessments, they were effective in improving organizational effectiveness. The organ believes that organizationalcivic behavior is an individual and voluntary behavior which is not directly designed by official remuneration systems in the organization, but it nevertheless improves the effectiveness and efficiency of the organization. For example, a worker may not need to work overtime and stay in the workplace for long time, but in spite of this, in order to improve current affairs and facilitate the organization's workflow, he/she stay in the organization more than formal working hours and help others. These behaviors are beyond the job description of individuals and they are done voluntarily by individuals to improve their activities and achieve organizational goals. This definition implies that organizational civic behavior should be voluntary in the first place, that is, it is not a predetermined task, nor part of the official duties of the individual. Also, the benefits of organizational citizenship behavior have an organizational aspect, that is, these benefits are in the interest of the organization and organizational citizenship behavior has a multifaceted nature;that is, it may show itself in different ways. According to these definitions, human being as an organizational citizen is expected to serve the purposes of the organization more than the requirements of its role and beyond the formal duties. In other words, the structure of organizational civic behavior seeks to identify, manage, and evaluate the transpersonal behaviors of the employees who work in the organization and their organizational effectiveness improves (Bidarian et al., 2013).

Apelbaum (2004) considers organizational citizenship to be an insightful and precautionary behavior that is not as a central part of the formal job of employees, but it is an indicator that increases effective and efficient performance in the organization (Sharifi et al., 2013).

### **Job enrichment**

According to the increasing competition of organizations and environmental changes, organizations are looking for ways to achieve competitive advantage through their human resources. In this context, job enrichment could be considered as a good way. Job enrichment leads to providing more job responsibilities and challenges for employees. Job enrichment provides employees with the opportunity to make decisions in their work. The concept of job enrichment was introduced in 1968 by the American psychologist at the University of MIT, Herzberg, and job enrichment is not merely to increase the duties of a job (diversification) or creating job opportunities. Proponents of these approaches believe that job enrichment may lead to a reduction in employee unwillingness, but the ultimate result must be an increase in incentives among employees. The goal of job enrichment is to maximize interest and job challenges. This will be achieved by providing a job with the following characteristics.

- Employee's job must be a complete job. So that an employee feels that a job has a series of tasks and activities that ultimately leads to a tangible or understandable product or result in the organization.
- The job is diverse and involves decision-making responsibility and has control on the output of the job as much as possible.
- The job has a direct feedback feature to determine how far the employee has been able to perform the duties of the job (Golparvar et al., 2014).

### **Researchbackground**

Golparvar et al. (2011) conducted a research entitled "Structural model of transformational leadership components, job enrichment and organizational civic behaviors", and based on research results, job enrichment for the relationship between personal support, the pattern of intelligent role and expectation of optimal performance plays a role as an intermediate variable with organizational civic behavior. Group goals as the first dimension of transformational leadership are directly related to organizational civic behavior. Personal support, in addition to indirectly relationship with organizational civic behaviors through job enrichment, has a direct relationship with these behaviors.

Qureishi(2014) conducted a research entitled "The relationship between transformational leadership and organizational citizenship behavior", and the results showed that there is a significant relationship between transformational leadership style and organizational citizenship behavior. In addition, all components of transformational leadership have a significant relationship with organizational citizenship behavior. Also, multivariable regression analysis showed that among transformational leadership components, ideal behaviors and individual considerations have the greatest impact on organizational behavior.

Chamariah et al (2015) conducted a research titled "the effect of transformational leadership on organizational citizenship behavior and employee performance", and the results showed that transformational leadership has a significant effect on organizational citizenship behavior and also organizational citizenship behavior influences employees' performance, as well as transformational leadership has a significant effect on employee performance.

Amber(2012) conducted a research titled "investigating the relationship between transformational leadership style and employee organizational citizenship behavior with respect to the mediating role of organizational identification in American trading firms". Results showed that there is a significant relationship between transformational leadership styles and organizational citizenship behavior with respect to the mediating role of organizational identification in American trading firms.

### **Research Hypotheses**

- 1- There is a significant relationship between transformational leadership and the diversity of tasks.
- 2- There is a significant relationship between transformational leadership and meaningfulness of tasks.
- 3- There is a significant relationship between transformational leadership and the importance of tasks.
4. There is a significant relationship between transformational leadership and independence in the work.
- 5- There is a significant relationship between transformational leadership and the presence of feedback in the job.
- 6- There is a significant relationship between the diversity of tasks and organizational civic behaviors.
- 7- There is a significant relationship between the meaningfulness of the duties and the organizational civic behaviors.

8. There is a significant relationship between the importance of duties and organizational civic behaviors.
9. There is a significant relationship between independence in the work and organizational civic behaviors.
- 10- There is a significant relationship between the presence of feedback in the job and organizational civic behaviors.
11. There is a significant relationship between transformational leadership and organizational civic behaviors.

#### 4.1 Conceptual model of the research

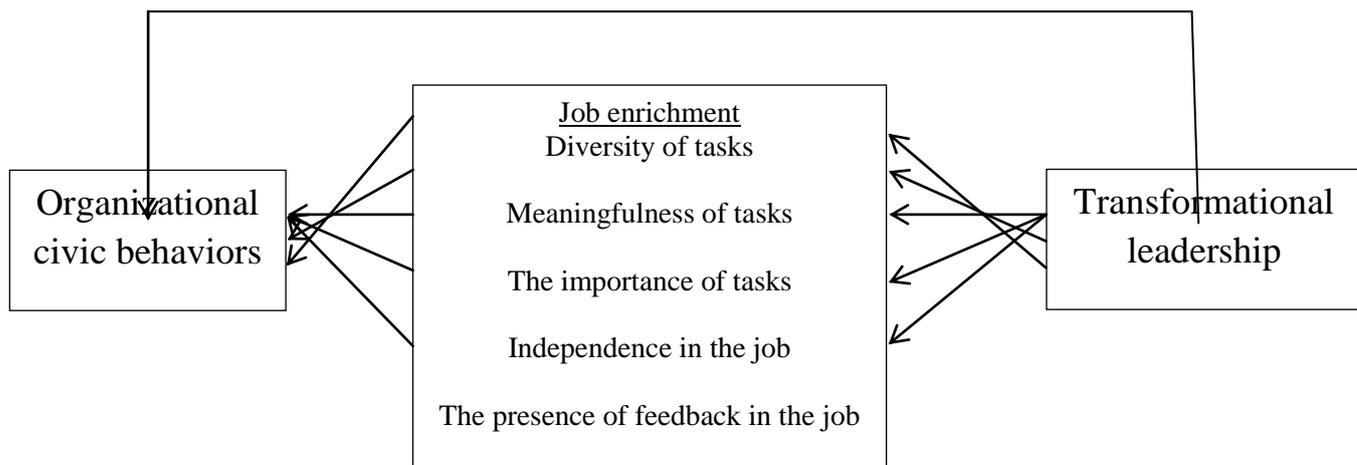


Figure (1): Conceptual Model of the Research

#### Methodology

This research is an applied research in terms of the goal because the result of the research in the population is applicable and also this research is testable in other communities. This study is descriptive in terms of method because the research have not been manipulated in the descriptive model are analyzed as they are. This study is a survey (field) study in terms of data collection, because sampling is done from the community. This study is a correlational study in terms of measurement, because the relationships between variables are measured. The population of the study was all the employees in branches of Ghavamin Bank in Golestan Province that the population size is 150 people. According to Kerjesi and Morgan's table, size of the sample is 108 people and simple classified random sampling was chosen for sampling from the population.

In this study library method was used for data collection and theoretical and field methods and information were used for purposes and assumptions and information through a standard questionnaire transformational leadership which has 14 questions,

organizational civic behaviors standard questionnaire has 5 questions and job enrichment standard questionnaire has 15 questions. Data were also collected from sources such as books, magazines, the Internet, and journals. In the present study, in the inferential statistics level, the structural equation method using smart-pls software was used.

## Findings

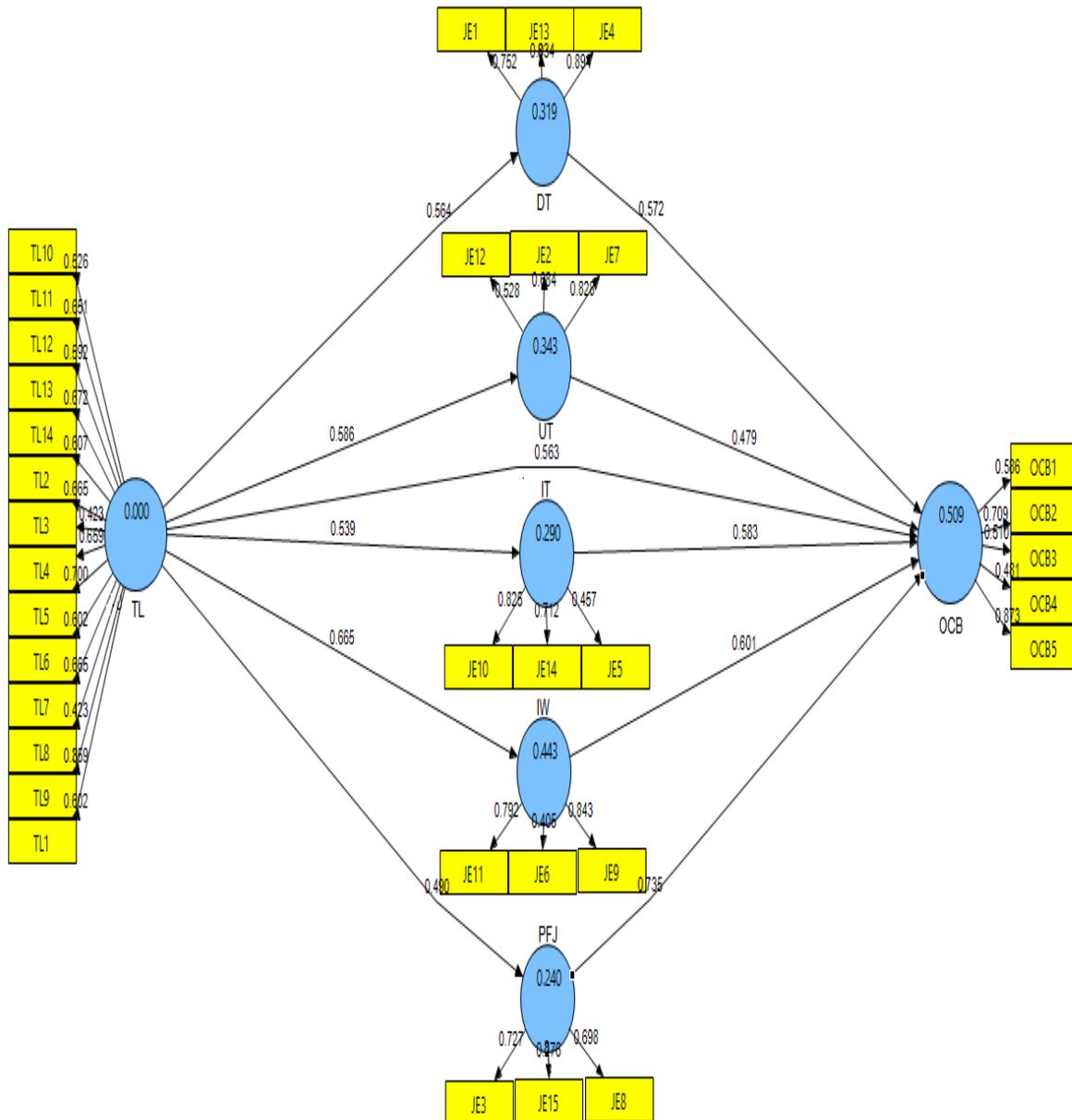


Figure 1: Structural model of research with standard coefficients

The index value for appropriateness of the coefficients of factor loads is 0.4. In the above Figure, all the coefficients of the factor loads of the questions are greater than 0.4, which indicates that this criterion is appropriate.

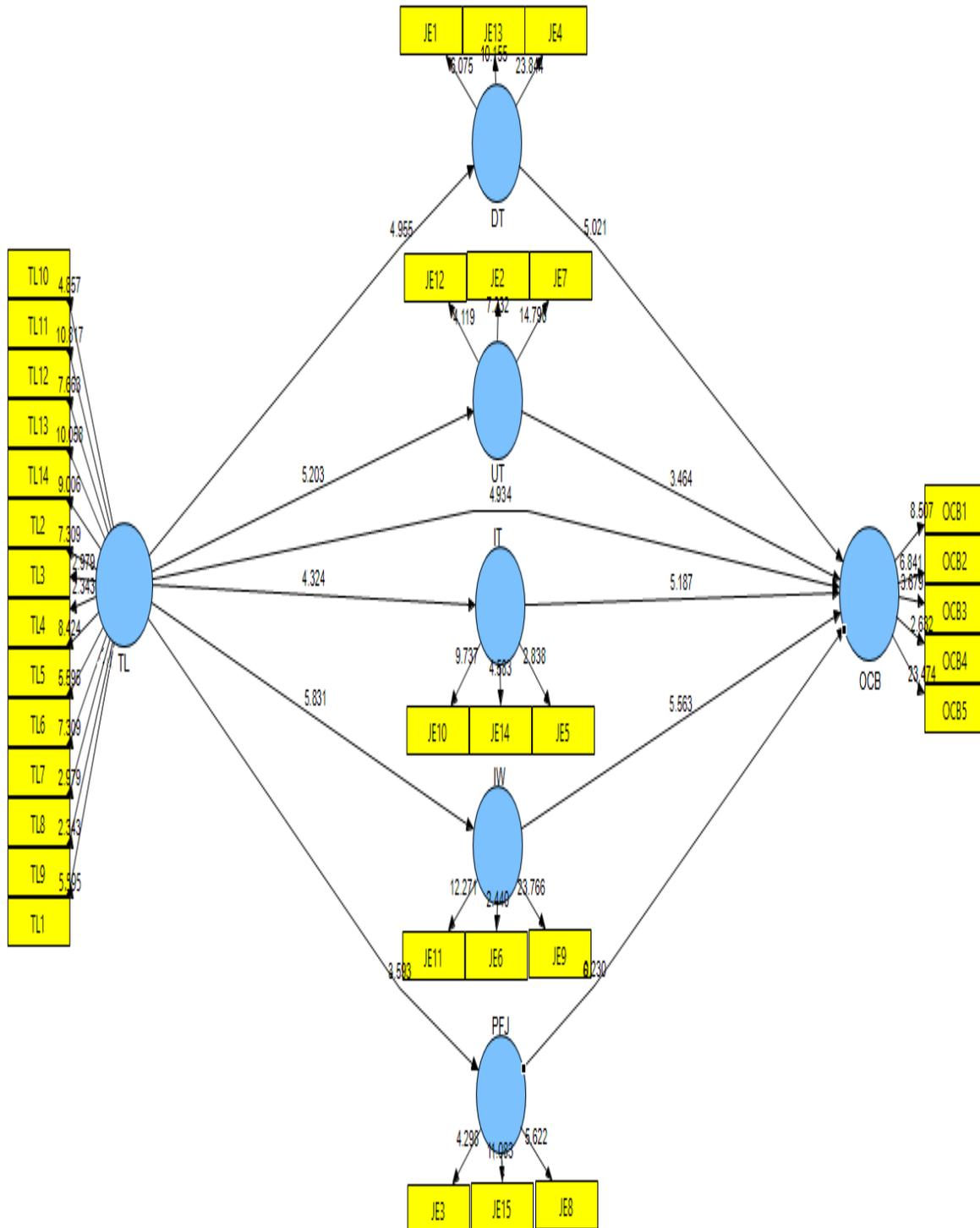


Figure 2: Structural model of research with significant coefficients

As shown in Figure 2, the values of T-values are greater than 1.96, indicating that all path coefficients in the Figure 1 are significant at the error level of 0.05.

Table 1- The results of direct relationship and significance coefficients of hypotheses of research model

| Test result | Significance | Path coefficient | Structural path  | Hypothesis |
|-------------|--------------|------------------|--|------------|
| Accepted    | 4.955        | 0.564            | Transformational Leadership - Variety of Tasks                       | First      |
| Accepted    | 5.203        | 0.586            | Transformational Leadership – Meaningfulness of the Tasks            | Second     |
| Accepted    | 4.324        | 0.539            | Transformational Leadership – The Importance of the Tasks            | Third      |
| Accepted    | 5.831        | 0.665            | Transformational Leadership - Independence at Work                   | Fourth     |
| Accepted    | 3.593        | 0.490            | Transformational leadership - the presence of feedback in the job    | Fifth      |
| Accepted    | 5.021        | 0.572            | Diversity of Tasks - Organizational Civic Behaviors                  | Sixth      |
| Accepted    | 3.464        | 0.479            | Meaningfulness of the Tasks - Organizational Civic Behaviors         | Seventh    |
| Accepted    | 5.187        | 0.583            | The Importance of the Tasks - Organizational Civil Behaviors         | Eighth     |
| Accepted    | 5.563        | 0.601            | Independence at work - Organizational Civic Behaviors                | Ninth      |
| Accepted    | 6.230        | 0.735            | the presence of feedback in the job - Organizational Civic Behaviors | Tenth      |
| Accepted    | 4.934        | 0.563            | Transformational Leadership - Organizational Civic Behaviors         | Eleventh   |

## **Discussion and conclusion**

In the present day, the process of changing and diversifying the tools used in the flow of life is increasing every day. The pace of changes is such that no human being predicted such changes in the last century. Global competition and growing business in the East and West in developed and developing countries have created a highly unstable atmosphere for all businesses. To cope with this uncertain environment and continuous changes, the need for people in the role of leader is strongly felt. Obviously, traditional leadership will not survive in the third millennium, and the world will need transformational leaders. Transformational leadership measures give companies the ability to upgrade their performance while competing in a turbulent and unpredictable environment. When transformational leadership components are used as complementary to other leadership measures, it can become a source of competitive advantage for the company, and the use of this competitive advantage can make a significant contribution to strategic competition and achieve higher returns in the short and long term. In fact, without effective transformational leadership, the likelihood that the company will be able to achieve superior and even more satisfying performance when faced with the challenges of the global economy is diminishing. One of the reasons for the success of large organizations is that they have staffs who are working beyond their official duties; that is, they have staffs who display organizational civic behaviors. Given the ever-increasing competition of organizations and environmental changes, organizations are looking for ways to achieve competitive advantage through their human resources. In this context, job enrichment could be considered as a good way. Job enrichment leads to providing more job responsibilities and challenges for employees. Job enrichment allows employees of organizations to have the necessary authority to make decisions in their work. The results of this study showed that there is a significant relationship between transformational leadership and organizational citizenship behaviors with respect to the mediating role of job enrichment in Ghavamin Bank of Golestan province, which is consistent with the results of Golparvar et al (2014), Qureishi (2014), Chamaraihet al (2015) and Amber (2012).

## **Suggestions**

Managers of the Ghavamin Bank of Golestan Province consider each employee as having different needs, abilities and creations differently from others, and in addition to being treated as a member of the organization, respect as a person.

Since the statistical population of this research is Ghavamin Bank of Golestan Province, and its duties and activities are specific in this bank, and employees are

obligated to perform their duties in accordance with predetermined instructions, on the other hand, the bank must keep pace with progress. To move technology and make the necessary changes in their activities and duties, so the use of new technology is recommended in raising the level of corporate affairs. In this regard, the need to attend in training courses and participate in seminars can enhance the employee from day to day learning new phenomena and cause a variety of tasks and motivation in the staff.

To provide feedback, it is suggested that each staff at the end of the day present a report to their supervisor on their performance and receive feedback from their daily activities in order to enable them to work through their work. This feedback, given directly and quickly to the employee, can have many positive impacts and help the employee to evaluate their work on a daily basis and correct errors, improve performance, and be more aware of his/her next day's activities. It is also suggested that the general procedures for doing business be trained in advance to all employees in order to enable the employee to assess the correctness of the work and, by taking feedback from the work itself, strengthen his/her organizational civic behavior.

The way in which the bank operates in such a way that employees can not enjoy full autonomy and freedom of action because activities are based on guidelines that are set up by the management and they are the only ones that execute it, so the activities are done according to specific instructions or under the direct supervision of each department, while giving freedom to practice how to perform tasks, and providing opportunities for employing individual judgment and initiative in the staff, can be very effective in enhancing organizational civic behavior.

Due to the wide range of activities and tasks, it is not possible for an employee to carry out an activity from beginning to the end, but each employee is responsible for part of the work, and in order to maintain the integrity of the activity that can be done, a working group can be created for that activity and by preserving the identity of the task, individuals can get a clear understanding of the whole activity.

The importance of the task depends on the intellectual foundations and beliefs of each individual, which is an external factor and is beyond the control of the organization. In this regard, the initial choices for recruiting the most appropriate individuals, as well as the processes of socializing the staff after entering the organization, can be considered as ways of aligning individuals with the values of the organization. In this case, relative assurance can be made that organizational functions are considered by the members to be valuable. Also, in training courses for each staff member at the beginning of the recruitment period, as well as every few years, organizational culture and organizational socialization are used to express the sensitivity and

importance of the work to the employees and the missions and goals of the organization are to inform each employee in order to achieve their goals and missions, and inform the staff that although their work may be minor, each of them can play a very important role in attracting has a customer and plays an important role in improving the quality of customer service and ultimately plays an important role in economic development.

## References

- I. Bidarian, Sh., Jafari, P., Ahmadi, F.2013. The Relationship between Organizational Trust and Organizational Citizenship Behavior among Employees of Islamic Azad University, Science and Research Branch of Tehran, Leadership Quarterly and Educational Management, Seventh Year, No. 2.
- II. Hamidianpour, F., Zaraei, R. 2014. Investigating the Relationship between Transformational Leadership Style and Organizational Entrepreneurship (Review of Some Researches in this Field).the First International Conference on Economics, Management, Accounting and Social Sciences.
- III. Sharifi, Khatereh et al. 2013. Investigating the Relation between Organizational Trust and Justice with Organizational Citizenship Behavior: A Study of Faculty Members of Kurdistan University, Organizational Behavior in Education, Volume 1, Issue 1.
- IV. Farahani, Reyhaneh .2014. The Transformational Leadership in Organizational Entrepreneurship (Case Study: MTAN Irancell Co.), Master's thesis, AllamehTabataba'i University.
- V. Qureishi, Zahra Sadat .2014. The Relationship between Transformational Leadership and Organizational Citizenship Behavior, International Management Conference in the 21st Century.
- VI. Golparvar, M., Vakili, N., Ashja, A. 2014. Structural Model of Transformational Leadership Components, Employee Enrichment and Organizational Civic Behaviors, Management and Development Process, Volume 27, Issue 1.
- VII. Golparvar, M., Vakili, N .2010. Mediating role of job enrichment in the relationship between transformational leadership components and employees' affective commitment, Industrial Management quarter of Sanandaj University of Medical Sciences, Vol. 5, No. 12.
- VIII. Amber Humphreya.(2012).Transformational Leadership and Organizational Citizenship Behaviors: The Role of Organizational Identification, The Psychologist-Manager Journal, Vol 15.
- IX. -Bass, B &Avalio.M. (1985). Leadership and performance beyond expectations. New York: The Free Press.
- X. Bass, B &Avalio.M.(1985). Leadership and performance beyond expectations. New York: The Free Press.
- XI. Chamariyah, AchmadSudiro, Noermijati, Rofiaty.(2015). The Effect of Transformational Leadership to Organizational Citizenship Behavior (OCB) and Employees' Performance (Study Case to PT. PLN (Persero) Pamekasan Area), International Journal of Business and Behavioral Sciences, Vol. 5, No. 4.

- XII. Hackman, J. R., & Oldham, G. R. (1980). *Work redesign*. Reading, MA: Addison – Wesley.
- XIII. Higgs, M., & Rowland, D. (2011). What does it take to implement change successfully? A study of the behaviors of successful change leaders. *The Journal of Applied Behavioral Science* , vol47,No3.
- XIV. Sparrowe, R. T., Soetjipto, B. W. & Kraimer, M. L. (2006). Do leaders' influence tactics relate to members helping behavior? It depends on the quality of the relationship. *Academy of Management Journal*, vol49,No6.
- XV. Stone – Romero, E., Alvarez, K., & Thompson, L. F. (2008). The construct validity of conceptual and operational definitions of contextual performance and related constructs. *Human Resource Management Review*, vol19,No2.