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THE ROLE OF TRANSFORMATIONAL LEADERSHIP OF MANAGERS, CULTURE AND EMOTIONAL COMMITMENT IN EMPLOYEES' ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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ABSTRACT

Citizenship behavior is one of the most important issues that considering it facilitates the administration of organization, and increases the clients' satisfaction in the executive and the public administration. Regarding the importance of this issue, this research seeks to investigate the impact of transformational leadership, organizational culture and emotional commitment on organizational citizenship behavior of the employees of Gilan Province Governorate. The statistical population of research consisted of the employees of Gilan Province Governorate, of which 252 people were selected by simple random sampling as statistical sample. The structural equation modeling approach has been used to test the hypotheses. The results of data analysis showed that transformational leadership has a significant effect on tribal culture, tribal culture on citizenship behavior, tribal culture on emotional commitment, emotional commitment on citizenship behavior, and transformational leadership on tribal culture. But transformational leadership does not have a significant effect on citizenship behavior.

Keywords: Emotional Commitment, Organizational Citizenship Behavior, Transformational Leadership, Tribal Culture

INTRODUCTION

Organizations are not capable of developing their own effectiveness without the willingness of individuals to cooperate. The difference between spontaneous or extra-role cooperation and obligatory cooperation is of great importance. Because in obligatory mode, the individual performs his duties in accordance with the rules, regulations and determined standards of the organization and only in compliance with the requirements, while in the spontaneous and consciousness cooperation, individuals employ their efforts, energy and insight to flourish their capabilities to achieve the effective goals of organization. In this case, individuals usually ignore their personal interests and put their responsibilities at priority in respect of the interests of others (Taghavifard, 2015: 46). Organizational citizenship behavior is in fact the non-acquiring behaviors of employees, which does not include the functions of the organization's ordinary products, that is the general exchanges of input and output, but it promotes and enhances positive interpersonal relationships, group integrity and coherence, and ethics in the organization. Therefore, the practical importance of organizational citizenship behavior is that it improves organizational effectiveness and efficiency by contributing to the transformation and evolution of human resources, creativity and

compatibility. It leads to the emergence of innovative behaviors of services in the employees (Gerke et al., 2017: 1).

Some researchers believe that organizations, in order to upgrade, and increase the speed of change and learning, need employees who work beyond their role and share their knowledge with others in order to improve the organization. In this regard, the governorates in Iran face with many challenges, among which the dispersion of responsibilities and roles, integration, and the lack of intersectional coordination can be named. These factors have caused the quality of services to the client to be at undesirable limit, and one of the common causes of this issue is the lowness of organizational citizenship behavior (Ebrahimnejad and Komasi, 2014: 153). Perhaps with regard to the existence of common rules, high formalism and the existence of procedures in the statistical population under study, they have a little tendency to conduct extra-role behaviors. In fact, contrary to the statement of Morrison (2004), who believes that the employee's citizenship behavior should define the scope of their job responsibilities, in the population under study of the present article employees have considered limited duties for themselves that create losses for the organization and other affiliated organizations in the Ministry of Interior in the short and long term. It seems that numerous factors have affected the emergence of such behaviors by the employees. The present research has addressed some factors affecting citizenship behavior such as transformational leadership style, tribal culture, and emotional commitment of leadership. What is evident and is specified in the previous researches is that the type of leadership in an organization can contribute in the emergence of positive behaviors of employees. The results of researches show that transformational leadership causes the employees to take action freely without fear of punishment, therefore the probability of the emergence of extra-role behaviors increases (Brouer et al., 2016: 1042). Researches in the field of tribal culture show that if in the organization the attention is given to team working, client-oriented is common and is among the most important cultural pillars, and people will pay more attention to the emergence of extra-role behaviors against colleagues and clients (Belak, 2016: 6). Researches about organizational commitment show that the employees who have more emotional attachment towards the organization show more citizenship behaviors of themselves (Peng and Lin, 2016: 806). The present article has intended to justify the role of mentioned variables in the organizational citizenship behavior of employees in the statistical population and answer this question that, do transformational leadership, tribal culture, and emotional commitment have a significant effect on the organizational citizenship behavior of the employees of Gilan Province Governorate?

THEORETICAL BASES AND RESEARCH HISTORY

Citizenship Behavior

The term organizational citizenship behavior was first invented by Batman and Organs (1983) and its main root was in the work of Katz (1964), who was studying on innovative behavior and self-motivation beyond the role regulations and distinction between the upper and lower players. Bernad (1938) had specified the effective organization as systems in which people cooperation to achieve organizational goals. The effectiveness of an organization depends on the employees' assistance to the organization. The proposal of organizational citizenship behavior is a basis on the Social Exchange Theory (Agarwal, 2016: 958). Dimensions of



Citizenship Behavior from the perspective of Podsakoff (2000) are as follows (Monga and Cilliers, 2016: 36):

Altruism: Refers to a kind of helping other members of organization voluntarily in relation to the related problems and duties.

Conscience: Refers to the behaviors that go beyond the minimum required level, for example, an effort and trying to use the organizational resources minimally.

Good will: Refers to the behaviors that prevent potential problems with others and preventive measures to ensure that the rights of others are not violated.

Sportsmanship: Refers to the behaviors to maintain good relationships with colleagues and organization, even when they are doing unfavorable behaviors.

Civic Virtue: Includes behaviors such as participating in extracurricular and extra activities, even when this presence is not required, supporting the development and changes provided by the managers of organization.

Transformational Leadership

The history of transformational leadership researches dates back to 1978 and Brenz's descriptive researches about political leaders. Transformational Leadership Theory was created in order to distinguish between that group of leaders who create strong and motivational relationships with subordinates and followers, and another group of them who are widely focusing on exchanging or interacting to create the results. He specified that a transformational leader is looking for potential motivations among the followers and meeting their higher needs. Transformational leaders establish a mutual motivational relationship that transforms followers into leaders. Therefore, the transformational leadership is interactive and bilateral. A transformational leader creates awareness from the mission or vision of organization and develops colleagues and followers for higher levels of capability and potential. In addition, the transformational leader instigates colleagues and followers to pay attention to the interests that benefit the group beyond their own interests (Safaei Shakib et al., 2015: 4). Transformational leadership is a conscious, ethical and spiritual process that has founded desirable patterns of power relationships between leaders and followers to achieve collective goals and real transformations consistent with the model of social systems, and of course, this group of systems is pursued through reliable collaborative plans. The realization of this kind of leadership will require significant changes in power relationships, the evolution in the power hierarchy, and also the transition of it to the horizontal level based on public equality. On this basis, transformational leadership is a complex and dynamic process in which the leaders influence the values, beliefs, and goals of followers (Garca- Morales 2012: 1044). In relation to transformational leadership, different researches have been carried out that often consider transformational leadership dimensions to include ideal influence, mental encouragement, inspirational motivation and individual considerations (Barkevič, 2016: 61). Based on the ideal influence, the leader fully possesses the characteristics of a charismatic leader; he is trusted and acclaimed by his subordinates; the subordinates know him as a model and pattern, and try to behave like him. Ideal influence includes ideal features and behaviors. On the other hand, the inspirational motivation of leader encourages employees to believe that goals are achievable by effort (Avolio and Bass, 2004, 10). These people are usually optimistic about the future and the accessibility of goals. Another dimension of transformational leadership is a mental encouragement. Accordingly, the leader motivates employees mentally



and encourages followers to deal with solving problems creatively and put obvious assumptions under question. They encourage followers to investigate problems from various angles and implement innovative problem-solving techniques. On the other hand, with respect to individual considerations, the leader meets the emotional needs of subordinates. These leaders recognize the needs of individuals and help them develop the skills they need to achieve specific goal. These leaders may spend considerable time for educating, training and teaching (Ismaili and Shariatnejad, 2015: 79).

Organizational Commitment

Since the early 1950s, that organizational commitment was proposed about the organizational behavior, this topic is one of the issues, which has always been at the forefront of researchers' interests, because they believe that the proper management of organizational commitment can lead to beneficial outcomes such as organizational effectiveness, performance improvement, reduction of mobility, and also reduction of absenteeism. Commitment is a multidimensional and complex concept: as it has been defined in theories and researches in different ways. Hall et al. (1970) consider commitment as a process through which organizational goals and organizational member are merged together to a large extent. According to Modi (1982), organizational commitment refers to a person's psychological dependence or relationship, or the overall levels of organization, and the likelihood of remaining in an organization is among the factors relating to the organizational commitment. (Komani et al., 2014: 83). In the Allen and Meyer model, the commitment has three parts that are: (Taqizadeh and Soleimani, 2015: 63):

Emotional Commitment: Organizational commitment includes the emotional attachment of employees to identification by the organization and engaging in organizational activities. This is especially derived from performing work voluntarily; internal motivation like meeting needs other than material needs such as social, emotional, and work experience needs.

Continuous Commitment: The desire to carry out continuous activities based on the individual's recognition of the costs related to leaving the organization.

Mandatory (Normative) Commitment: People stay in the organization because they feel they must remain and should not leave the organization. Employees with a high emotional commitment remain in the organization because they want to; employees with a high continuous commitment remain in the organization because they have to and employees with a high mandatory commitment remain in the organization because they feel they should do so. This dimension pays specific attention to the ethics, and on this basis it is also called ethical commitment. The person who owes him/herself to the organization does not leave the organization on this basis.

Tribal Culture

From the year 1980 onwards, few concepts, as the concept of organizational culture, have attracted the attention of academics and organizations. At that time, organizational culture became a fashion and managerial whim. Interest in the study of organizational culture grew especially from 1970, concurrent with the growing performance of Japanese companies, explained by their particular culture. The first approach to the organizational culture is related to Peters and Waterman, who stated in the book "Seeking Excellence" the relationship between organizational culture and the development of some companies (Florentina, 2012: 375). Organizational culture based on a tribal concept focuses on supporting the workplace, such as



dealing with individuals in the family, and replacing collective interests with the individual's interests, which are manifested in the employees' behavior and their commitment. Tribal culture is created due to the psychological perception of the individual towards the workplace. Tribal culture underlies loyalty, trust, participation and belonging to the organization. In organizations with strong human resource management and policies, this psychological contract, that means gaining more benefits in the realization of collective interests, forms from the basis of tribal culture. Tribal culture expands according to the social and emotional needs of employees (Richard, 2009: 820). Tribal culture emphasizes on human relationships and flexibility in the organization's operations by focusing on inter-organizational relationships (Shih, 2010: 273). Tribal culture is considered as a social control mode by concentration of social and collective processes on the development of values, beliefs and goals within the organization. Among the features of this culture, the decentralized and changing but socially controlled structure can be named (Chuang, 2012: 271).

Research History

McPour (2017) in a research investigated the impact of leadership styles on the citizenship behavior of employees in the banking sector. The results have indicated that transformational leadership can result in the reduction of inefficient behaviors in the organization and citizenship behavior improvement. Chenvert et al. (2015) in a research investigated the perceived organizational support, organizational commitment, and organizational citizenship behavior with a passive leadership mediator role. The results showed that all dimensions of organizational commitment have had an impact on citizenship behavior and emotional commitment has had the most effect among them. Ramezankhani and Hematian (2016) in a research investigated the impact of participatory and adaptation culture on organizational citizenship behavior in the Cultural Heritage, Handicrafts and Tourism Organization of the city of Tehran. The obtained results showed that the dimensions of organizational culture of organizational citizenship behavior in the population under study have a significant effect. Bahramzadeh and Sinai Majd (2015) in a research investigated the relationship between organizational commitment and organizational citizenship behavior of managers and deputies of the elementary level of education and training in the city of Sabzevar. The obtained results indicate that there is a positive and significant relationship between the organizational commitment components and the organizational citizenship behavior of the managers and deputies of the elementary level of education and training in the city of Sabzevar. Moradi et al. (2013) in a research investigated the impact of transformational leadership and organizational justice on organizational citizenship behaviors of the employees of the Ministry of Sports and Youth of the Islamic Republic of Iran in order to analyze the relationship between transformational leadership and organizational justice with organizational citizenship behaviors of the experts of the Ministry of Sports and Youth. In this research, the direct and indirect effects of transformational leadership through organizational justice on the organizational citizenship behaviors were confirmed.

Research Conceptual Model

The theoretical framework of research is taken from a model presented by Kim (2014), in which he explained factors influencing citizenship behavior. Transformational leadership as an independent variable through two mediating variables of emotional commitment and tribal culture has an impact on citizenship behavior as a dependent variable.



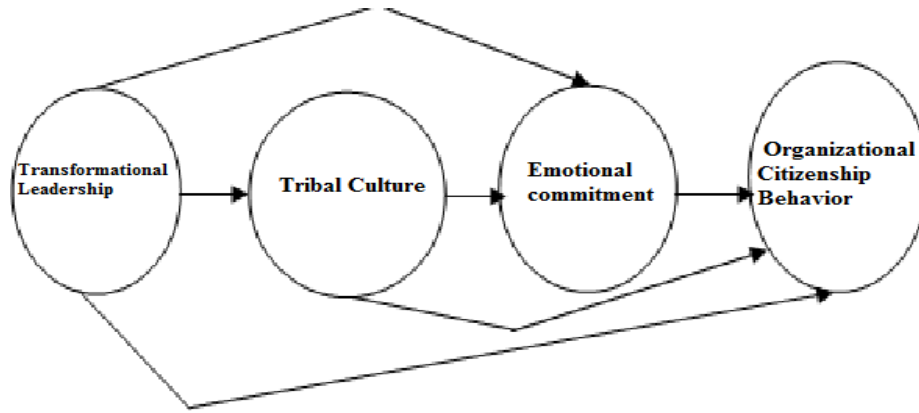


Figure 1: Research Conceptual Model

Research Hypotheses

Based on the chosen model in the paper, the hypotheses of present research are as follows:

- First hypothesis: Transformational leadership has a positive impact on the tribal culture of the employees of Gilan Governorate.
- Second hypothesis: Tribal culture has a positive effect on the emotional commitment of the employees of Gilan Governorate.
- Third hypothesis: Emotional commitment has a positive effect on the organizational citizenship behavior of the employees of Gilan Governorate.
- Fourth hypothesis: Tribal culture has a positive effect on the organizational citizenship behavior of the employees of Gilan Governorate.
- Fifth hypothesis: Transformational leadership has a positive effect on the organizational citizenship behavior of the employees of Gilan Governorate.
- Sixth hypothesis: Transformational leadership has a positive effect on the emotional commitment of the employees of Gilan Governorate.

RESEARCH METHODOLOGY

This research is applied in respect of goal, and it is a descriptive-correlation type in respect of data collection. In this research, SPSS 20 and LISREL 8.54 software have been used to investigate and test the hypotheses. The statistical population of research consisted of 871 employees of Gilan Province Governorate. Based on Cochran's formula at 0.95 confidence level and simple random sampling method, a sample size of 252 people was selected. In this research, for collecting data and testing the variable of transformational leadership style, the questionnaire of Basu and Avilo (1997), for the tribal culture variable, the questionnaire of Cameron and Quinn (1998), for emotional commitment, the questionnaire of Allen and Meyer (1990), and also for the organizational citizenship behavior, the questionnaire of Podsakoff (1990) have been used. It is worth mentioning that each one of the questionnaires has investigated the attitudes of individuals based on the Likert's five scale (very high, high, relatively high, low, very low). The validity of questionnaire was confirmed by SPSS software and Cronbach's alpha method. Table 1 shows the results obtained from the reliability of data for each one of the assessed components.

Table 1: Cronbach's Alpha Coefficients

Variable	Questions Number	Alpha Value
Transformational Leadership	5	0.81
Tribal Culture	5	0.87
Emotional commitment	6	0,86
Citizenship Behavior	15	0.89

RESEARCH FINDINGS

Having compiled the conceptual model and research hypotheses, it is time to estimate the relationships between the model and hypotheses test from the empirical dataset collected. The purpose of whole model fitness is to specify to what extent the whole model is compatible and consistent with the applied empirical data. In order to process the model, in the first step, variables and structural relationships between them have been defined based on the research conceptual model in the Lisrel software.

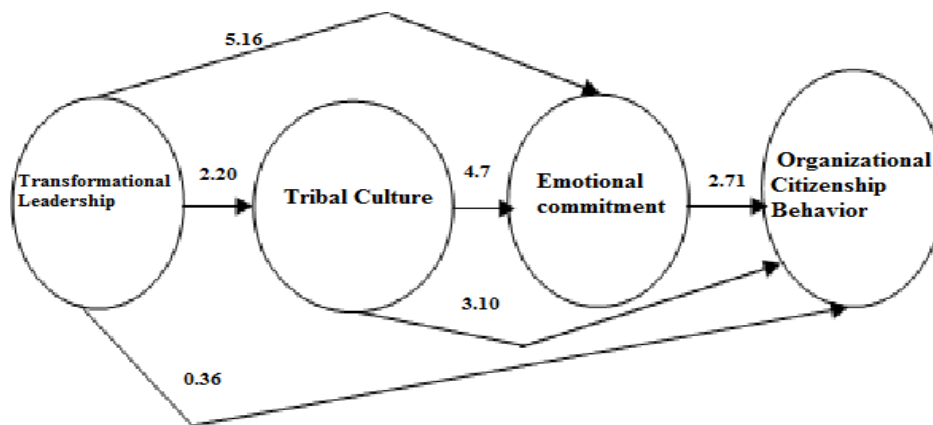


Figure 2: Research Model Test (Significant Number State)

In respect of the significance of numbers, it should be said that in this research, at 95% confidence level, that we were looking for hypotheses testing, those numbers will be significant that are not between 1.96 and -1.96. Thus, if a number is located between 1.96 and -1.96, it will be insignificant. In the model of present research, all numbers except 0.36 are significant.

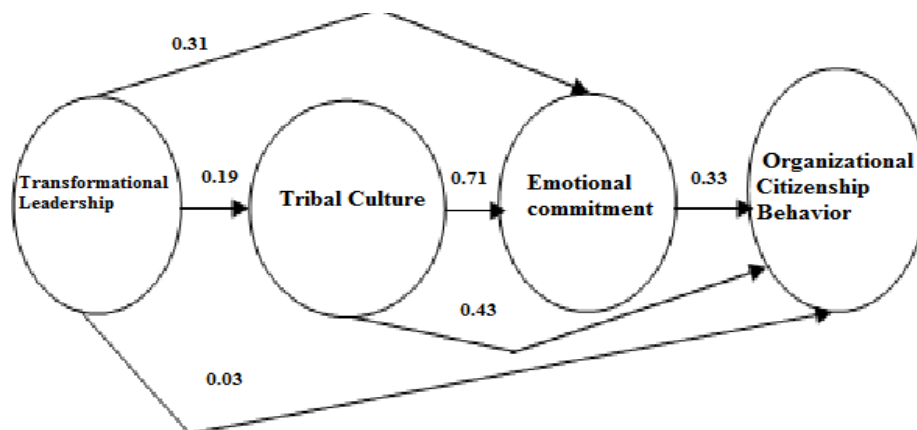


Figure 3: Research Model Test (Standard Numbers State)

Having been ensured about the existence of validity and reliability in the collected indicators, in order to specify to what extent the measurement indicators (observation variables) are acceptable for measuring the hidden variables, it is necessary first of all to test the observed variables that are related to the hidden variables separately. Having obtained the estimation of parameters for a compiled and specific model, it should be determined that to what extent the data has fitness with the model, meaning that to what extent the theoretical model is supported by sample data. A number of tests are used for this issue that to what extent the model describes the relationships observed between the measurable variables. Table 2 represents a variety of fitness indicators and the significance of model:

Table 2: Model Fitness and Significance Indicators

	Indicator Name	Abbreviation	It Is Fitted, If	Model
Significance Indicators	Root Mean Squares Estimated Error	RMSEA	It is lower than 0.08	0.72
	Chi-Square- Degree of Freedom	$\frac{\chi^2}{d_f}$	It is equal and lower than 3	2.29
Fitness Indicators	Good Fit Index	GFI	It is higher than 0.9	0.91
	Non- Normative Fit Index	NNFI	It is higher than 0.9	0.93
	Normative Fit Index	NFI	It is higher than 0.9	0.92
	Comparative Fit Index	CFI	It is higher than 0.9	0.95
	Incremental Fit Index	IFI	It is higher than 0.9	0.95



Investigating the good fit indicators in table 2 indicates that the proposed model has a good fitness.

The results of investigating research hypotheses can be summarized in table 3:

Table 3: Results of Research Hypotheses Investigation

Hypothesis	Path Coefficient	T statistic	Result
First hypothesis: Transformational leadership has a positive impact on the tribal culture of the employees of Gilan Governorate.	0.19	2.20	Confirmed
Second hypothesis: Tribal culture has a positive effect on the emotional commitment of the employees of Gilan Governorate	0.71	4.71	Confirmed
Third hypothesis: Emotional commitment has a positive effect on organizational citizenship behavior of the employees of Gilan Governorate.	0.33	2.70	Confirmed
Fourth hypothesis: Tribal culture has a positive effect on organizational citizenship behavior of the employees of Gilan Governorate.	0.43	3.10	Confirmed
Fifth hypothesis: Transformational leadership has a positive effect on organizational citizenship behavior of the employees of Gilan Governorate.	0.36	0.30	Rejected

According to table 3, it can be stated that among the confirmed hypotheses, the most effect is related to the positive effect of tribal culture on the emotional commitment of the employees of Gilan Governorate and the least intensity has been the positive impact of transformational leadership on the tribal culture of the employees of Gilan Governorate.

CONCLUSION, DISCUSSION AND SUGGESTIONS

Employees in the modern and classical era were considered as tools of production. In the modern world, organizations expected employees to perform only routine and uniform duties inserted in job descriptions efficiently, but today, the researchers of organizational psychology and ethics believe that the extra-occupational behaviors should also be considered to show true and real performance. Organizational citizenship behavior has important effects on the organizational effectiveness and efficiency. Organizational citizenship behavior can improve the productivity of managers and employees, make the use of resources and allocating them more efficient, reduce management costs, create better coordination between organizational activities at individual, group and departmental levels, improve the organizational attractiveness by promoting the quality of employment, enhance the stability in the organization's performance, and promote the organization's ability to adapt effectively to the environmental changes. Organizational citizenship behavior increases social capital and strengthens organizational performance effectiveness. The present research was performed aiming to investigate and analyze the effect of transformational leadership, organizational culture, and emotional commitment on organizational citizenship behavior of the employees of Gilan Province Governorate. Therefore, the research results are presented in terms of hypothesis. The results in terms of hypotheses show that transformational leadership at a confidence level of 0.95 has positive impact on the tribal culture of the employees of Gilan Governorate. The results of mentioned hypothesis are consistent and correspond with the researches of Kim (2014), Avilo (2004), Basu and Avilo (1994). The similarity point in the present research with Kim's research was that the results show that transformational leaders serve as an appropriate role (ideal influence), they pay special attention to the needs of employees and the growth of success through mentor and coaching (diagnosis assessment), vision (inspirational motivation) and encourage employees' efforts towards innovation and creativity, by asking assumptions, and approaching the old conditions by new methods (individual stimulation), which will most probably lead to the fact that the employee diagnoses the values, goals and norms of organization (for example emotional commitment). On the other hand, according to the results of research, it can be acknowledged that tribal culture has a positive effect on the emotional commitment of the employees of Gilan Governorate. The results of mentioned hypothesis are consistent and corresponds with the researches of Kim (2014), Salehi and Mohammadian (2015), Laval and Kim (2007). The similarity point in the mentioned researches was that the results show that organizational culture can create a competitive advantage for the organization through the production of intangible resources that is difficult for other organizations to imitate, hence in an organization with tribal culture the employees are expected to perform beyond what is agreed upon in the contract. Also, regarding the results of research, it can be stated that emotional commitment has a positive effect on the organizational citizenship behavior of the employees of Gilan Governorate. The results of mentioned hypothesis are consistent and corresponds with researches of Kim (2014), Bahramzadeh and Sinai Majd. The similarity point in the mentioned researches was that the results show that emotional commitment may encourage employees to participate in arbitrary behaviors; in fact, a person with a high emotional commitment will remain in the organization, accepting its goals, and to achieve those goals try too much or even sacrifice. On the other hand, tribal culture has a positive effect on the organizational citizenship behavior of



the employees of Gilan Governorate. The results of mentioned hypothesis are consistent and correspond with the research of Jasami and Pourmoghadam (2015). The similarity point of the mentioned research with the present research was that the results show that the tribal culture, due to the creation of a shared vision and common values among the employees or units, develops a strong sense of organizational identity, which in these circumstances may encourage employees for more commitment towards extra-role behaviors. Also, regarding the results of research it can be said that transformational leadership has no positive effect on organizational citizenship behavior of the employees of Gilan Governorate. This result is consistent and corresponds with the research of Jaha (2014). In other words, because of the formal structures governing the leaders in governmental organizations, moderately and downwardly it makes the employees to participate in various affairs, and as a result, employees' motivation for doing extra-role behavior has been low. On the other hand, transformational leadership has a positive effect on the emotional commitment of the employees of Gilan Governorate. The results of mentioned hypothesis are consistent and correspond with the research of Kim (2014) and Assoda (2016). The similarity point of the mentioned researches with the present research was that the results show that transformational leaders are able to influence the emotional commitment of their followers by increasing the level of inherent value along with achieving success. The emphasis on the relationship between followers' efforts and success, and showing a higher level of individual commitment to share the vision are the organizational mission and goals.

There are three indirect paths in this research: the first path is from transformational leadership to tribal culture to emotional commitment and to organizational citizenship behavior, the second path is from transformational leadership to tribal culture and to organizational citizenship behavior, and the third path is from transformational leadership to emotional commitment, and to organizational citizenship behavior. The most indirect effect is resulted from the impact of transformational leadership through emotional commitment on the organizational citizenship behavior, regarding that this direct impact of transformational leadership on organizational citizenship behavior is not confirmed, but the impact of transformational leadership on the two variables of emotional commitment and tribal culture has been confirmed. On the other hand, the effect of tribal culture and emotional commitment on citizenship behavior has been confirmed. It can be concluded that the two variables of tribal culture and emotional commitment have a complete mediator role, and the effects of transformational leadership on citizenship behavior have been thoroughly performed through mediator.

Therefore, considering the mentioned points, as well as the confirmation of five hypotheses and research results, the research applied suggestions are as follows:

Considering that the results showed that tribal culture affects emotional commitment, it is suggested that by employing individuals in groups and works that make people depending on each other, we provide participatory culture and information exchange and promote people's emotional attachment to each other.

Considering that the results showed that tribal culture has an impact on citizenship behavior, for this purpose, it is suggested to introduce people in the organization who in addition to their routine duties in dealing with clients, colleagues and the organization, have extra-role



behavior, so that individuals can institutionalize citizenship behavior by observing appropriate patterns.

Considering that the results showed that emotional commitment affects citizenship behavior, for this purpose, it is suggested that more encouraging behaviors be used instead of punitive behavior, so that the employees' hatred and disgust is reduced.

Considering that the results showed that transformational leadership affects emotional commitment, for this purpose it is suggested that managers provide more justification meetings for employees to admit the goals of group so that the communication conflicts between organizational levels are reduced.

Considering that the results showed that transformational leadership has an impact on tribal culture, for this purpose, it is suggested that the managers challenge their subordinate personnel in order to offer new solutions for the old problems and collect personnel's views about the issues that have not been resolved yet.

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