

Investigation of Relationship Between Leadership Style of Consultative, Leadership Style of Participative and Organizational Citizenship Behavior(A Case Study of Ahromsazeh Mashhad Company)

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ABSTRACT

The present study was conducted to investigate relationship between leadership style of Consultative, leadership style of Participative and organizational citizenship behavior. Statistical population of this research is employees of Ahromsazeh Company in Mashhad city which 103 samples were selected randomly. In order to analyze data, we used Lisrel software. The results showed that there is a significant and positive relationship between leadership style of Consultative, leadership style of Participative and organizational citizenship behavior.

Keywords: Leadership Styles of Consultative, Leadership Styles of Participative, Organizational Citizenship Behavior.

Introduction

Knowledge is a key resource in today's world. Creation of collective knowledge is a strategic role for the success of the organization Brief and Motowidlo (1986), and other Traditional factors such as production, land and capital are after that. Unlike the traditional factors of production, Knowledge production is a source which is hidden in the human mind and the creation and dissemination of it is an intangible activity and cannot be achieved by forcing. Hence, it requires the

voluntary cooperation Castro et al (2004). Organizations are not being able to develop their effectiveness of wisdom without voluntary willing of people to cooperation. Difference between voluntary and involuntary cooperation is very important. In involuntary cooperation, the man does his duties in accordance with the regulations and rules and acceptable standards of an organization, but in voluntary cooperation, they will make every effort which organizations achieve

its goals. In this case, individuals typically ignore their self-interested, so responsibility in the interests of others is their priority Vigoda (2000); moreover, the route to the goal of the organization is facilitated, so organizational goals are rarely achieved without voluntary behavior. In addition, Voluntary cooperation is a key factor in effective implementation of strategic decisions Arthur (1992). Study of individual behavior in the workplace has long been attracted the attention of management science scholars and with the emergence of organizational behavior field in the early 1960s, it has become more serious. Many studies have tried to classify behaviors and their causes. Among the items that examine the root of many human behaviors in the workplace are perception, motivation, job attitudes and so on Katz and Kahn (1978). Organizational citizenship behavior is the issue that has been raised in the past two decades and has attracted attention of psychologists and sociologists in addition to behaviorists. Organizational citizenship behavior is a voluntary and ultra-task behavior which is effective in increasing organization performance and is not organized by organization formal reward. Due to increase the effectiveness is one of the issues and concerns of managers, identifying organizational citizenship behavior can be a useful step in this direction Schappe (1998). So the aim of this research is to examine the relationship between leadership style of Consultative, leadership style of Participative and organizational citizenship behavior.

Previous Empirical Studies

The relationship between social capital and organizational citizenship behavior in Iran Carpet Joint Stock Company was studied by Nejatbakhsh Esfahani *et al*

(2012). Hypotheses were tested by Spearman rank correlation coefficient and SPSS19 software. Findings showed that there is a positive relationship among various dimensions of social capital and organizational citizenship behaviors in Iran Carpet Joint stock Company. The relationship among transformational leadership, organizational commitment and organizational citizenship behavior was examined by Chen Fei (2006). The results showed that Transformational leadership style will lead to create high organizational commitment and organizational citizenship behavior among members of the organization. A research about Transformational and transactional leader behaviors in Chinese organizations was done by Chen & Fahr (2001). The result indicated that there is a significant relationship between transformational leadership behaviors and organizational citizenship behavior, but there was not significant relationship between transactional leader behaviors and organizational citizenship behavior.

Materials and Methods

This study examines the relationship between leadership styles of exploitative authoritative and Benevolent authoritative with organizational citizenship behavior which is in terms of practical and Causal – Comparative approaches.

Sample

In this study, various occupational groups of Ahromsazeh Company in Mashhad city including managers and employees are evaluated. Sampling method is through census which all staff and managers were selected and then 103 persons participated in this study.

Data Collecting Tools

In this study, the required information is

collected through a questionnaire which is consisted of 40 questions that were designed based on the Likert scale.

Validity of questionnaire

Validity indicates the degree which a measurement instrument can evaluate a variable based on specific definition. In other words, validity refers to whether a study is able to scientifically answer the questions it is intended to answer. We used Face Validity to prove the validity of this study. Thus, the questionnaire was

given to experts and university professors and after their final approval; questionnaire was distributed among the Population Statistics.

Reliability of questionnaire

Cronbach's alpha was used to determine the reliability of questionnaire. According to 20 Primary samples, there was 0.822 correlation between the questions which is representation of high reliability of measuring tools.

Table 1. Cronbach's Alpha coefficient for the questionnaire

reliability	variables
0.84	leadership style of Consultative
0.86	leadership style of Participative
0.93	organizational citizenship behavior

Research hypotheses

H1. There is a meaningful relationship between organizational citizenship behavior and leadership style of Consultative.

H2. There is a meaningful relationship between organizational citizenship behavior and leadership style of Participative.

Results

Analysis of the hypotheses

The first hypothesis:

There is a meaningful relationship between organizational citizenship behavior and leadership style of Consultative.

Table 2. Results of the first hypothesis

Result	Parameter estimation	Standardized parameter	StandardError of Estimate	T-Value
Ho Rejected	0.04	0.40	0.07	6.68

As it is shown in the following figure (Table 2), since the significant level is less than 0.05 ($p\text{-value} < 0.05$) and T-Value is equal to 6.68, variable of leadership style of Consultative has a meaningful relationship with the organizational citizenship behavior.

The second hypothesis

There is a meaningful relationship between organizational citizenship behavior and leadership style of Participative.

Table 3. Results of the second hypothesis

Result	Parameter estimation	Standardized parameter	StandardError of Estimate	T-Value
Ho Rejected	0.03	0.30	0.09	4.89

As it is shown in the following figure (Table 3), since the significant level is less than 0.05 (p -value < 0.05) and T-Value is equal to 4/89, variable of leadership style of Participative has a meaningful relationship with the organizational citizenship behavior.

Conclusion

1. The results of testing the first hypothesis showed that there is a positive and meaningful relationship between organizational citizenship behavior and leadership style of Consultative.
2. The results of testing the second hypothesis showed that there is a positive and meaningful relationship between organizational citizenship behavior and leadership style of Participative

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