



## Investigating effect of transformational leadership on employees' and administrators' satisfaction of telecommunication general department of district 3

Mohammad Hossein Vafadar Moghadam<sup>1</sup>, Mahmood Mohammadi (Ph.D)<sup>2</sup> and Ghasem Ali Bazaey (Ph.D)<sup>3</sup>

1 The Master of Business management Islamic Azad University, Central Tehran Branch;

2 Associate professor, Department of Industrial Management, Islamic Azad University, Central Tehran Branch

3 Associate professor, Department of Industrial Management, Islamic Azad University, Central Tehran Branch

### Original Article:

Received 05 April. 2016 Accepted 20 April. 2016 Published 29 June. 2016

### ABSTRACT

This study aims to investigate effect of transformational leadership on employees' and administrators' satisfaction of telecommunication general department of district 3. To this end descriptive correlation study was conducted. The population of this study consists of all 465 employees and administrators of telecommunication general department of district 3. Using simple random sampling and Cochran sampling formula 211 people were selected as sample. To collect data the researcher used questionnaire by Bass and Avoilo's (2000) leadership style, and Smith et al (1996) job satisfaction questionnaire. The validity of both questionnaires was approved by experts. The questionnaire reliability was measured by using Cronbach's alpha coefficient. It showed that reliability of transformational leadership was 0.80, employees' satisfaction was 0.82. To analyze the data descriptive and inferential methods (one- sampled and stepwise regression) were used. The results of this study indicated that transformational leadership and its all variables (Idealized influence, intellectual stimulation, inspirational motivation and individualized consideration) have effect on on employees' and administrators' satisfaction of telecommunication general department of district 3. Regression results showed that transformational leadership's components – idealized influence and intellectual stimulation can predict employee satisfaction in telecommunication general department of district 3.

### Keyword:

Transformational leadership, job satisfaction, leadership style

\* Corresponding author: Vafadar Moghadam

## INTRODUCTION

Employees' job satisfaction is important occupational and organizational attitudes that were considered during past years by many researchers of organizational behavior and psychology especially social psychology. In necessity of knowing motivations of manpower it is important that nearly all men spend most of their life in organizational environment and job is an experience that majority of people earn it and since our society strongly depends on effective performance of its organizations so it is necessary to have motivated manpower. Today importance of motivation in performance is a known and inevitable matter and this is considered in management of human resources. Paying attention to this factor suggests rate of importance that management allocate to manpower as a valuable asset. Management theorists believe motivation is an instrument available for managers that continuously creates desire to achieve a certain goal in employees (Poormiri, 2009, p 4).

Satisfied manpower in organization can immediately compensate and supply financial loss with their activities and correct decisions; indeed added value always has some benefits for organization and will increase organization assets. Satisfied manpower has more benefit and value than expenses of his training. In contrast, dissatisfied, unpledged and inefficient manpower may increase organization problems by his wrong decisions (Mirkamali et al, 2009).

Among predictors of employees' satisfaction variable four factors of organizational, environmental, individual and job nature have been mentioned (Ghishe, 2010) that depend on type of organization except individual factor, three other factors are related to style of organization management. Type of organization management can indicate how this component works. Based on this, some researchers addressed presenting proper managing style for different degrees of satisfaction. For example in management literature two management styles: transformational and **charismatic** styles are mentioned. If today organizations could not adapt rapidly with environmental changes, their rivals surpass from them. Therefore it is necessary to know weakness and strength of organization along with opportunities and environmental threat. In this situation organizations need leaders to develop private or governmental organizations into organizations with more capability for their growth and survival. These leaders guide organizations from present to future and implement appropriate changes to achieve organization goals. Also these leaders provide a view of potential opportunities for employees and develop among them commitment to change and improvement of culture and need to design new strategies for effective use of energy and resources. Such leaders are called transformational leaders. Transformational leadership provides basis for long term organizational changes which provides access to higher goals for organizational system. On the other hand, transformational leaders affect on beliefs', values' and goals' of their followers. Such leaders change the hole of organization through their behavior and their followers trust in them (Qaderi, 2009).

Transformational leadership is a conscious moral and spiritual process that equal patterns establish power relations between leaders and followers to achieve a certain goal or

an actual change. Transformational leadership is the process of creating commitment to organizational goals and empowering followers to fulfill those goals (Choopani, 2011). In spite of the relationship between management style and employees' satisfaction this problem exists how much is the relationship between transformational leadership and satisfaction. Considering nature of this subject, there is always a shortage of research in this field, so that an employee's satisfaction must be assessed continuously and its relation with his understanding of management style or his administrator must be measured. This matter is a subject which is not conducted in Iranian researches especially in Iran telecommunication organizations. Considering this, the present research investigates effect of transformational leadership on employees' and administrators' satisfaction of telecommunication general department of district 3.

### Research theoretical principles

#### A) transformational leadership:

The term transformational leadership was first used by Danton (1973) although this term has not been known till the time classics when Bronze used it (Oshagbmi, 2004; as cited by Tonke Nezhad, 2006). At first transformational leadership was used by Bronze 1978- scholar of political science- and was introduced as one of the most dominant theories of organizational behavior. Then Bass and Avoilio extend Bronz's ideas (1978) and stabilized concept of transformational leadership. Their works are not only based on Boroz's contribution but also based on Benis and Nanoos (1985), Tichi and Davana (1986) and others (Taghavi ghare balagh, 2008). Transformational leadership is a conscious moral and spiritual process that equal patterns establish power relations between leaders and followers to achieve a certain goal or an actual change. This type of leadership in today organizations needs meaningful change in power relations in organizations or social systems from hierarchy to horizontal and equally (Magliocca & Christakis, 2001).

Transformational leadership is a kind of leadership in which leaders have got gifts from God and provide spiritual motivation and special attention for their followers and by penetrating to them lead them. Transformational leaders create dynamic organizational vision that often necessitates change in cultural values for reflection of more innovation. Also, transformational leadership seeks a relationship between individual and collective interests to allow subordinates work for noble goals (Motallebi asl, 2007).

Transformational leadership is process of conscious penetration in people and groups to create change in the current status and organizations functions as a whole. Transformational leadership change whole society through its speech and activities and has much penetration among his followers (Tonke Nezhad, 2006).

In Bronz' view, transformational leadership is a process in which leaders and followers always try to promote their spiritual competence and motivational capability to higher levels. From this point of view effect of leaders and followers on each other is a mutual process while leaders always try to motivate higher levels of followers' motivational levels, promotion of followers' motivational capability affects on leaders' spiritual capability (Stewart, 2006).

Mirkamali (2006) believes that transformational leadership is a kind of leadership that develops benefits and interests of followers and feeling of consciousness and acceptance of goals is created. Leader is an inspiring and considerate person that by intellectual stimulation of followers can enable them in solving problems through a new vision. Different researchers have considered different aspects of transformational leadership. But most of them have agreed on four aspects of intellectual stimulation, idealized influence, inspirational motivation, individualized consideration. In the following we explain them:

- a) Intellectual stimulation: the first aspect of transformational leadership refers to leaders who challenge organizational behaviors, encourage divergent thinking, and force their followers to develop innovative strategies.
- b) Idealized influence: this aspect refers to leadership who is appreciated by subordinates; subordinates know him as a model and try to be like him/her. These types of leaders are considered as model because of their specific personality or they show specific spiritual behavior. Because of possessing high level of morality, trust, trustworthy and goal special attention paid to these leaders (Kirkbride, 2003).
- c) Individualized Consideration: Transformational leaders provide individualized consideration for their followers that show serving as an instructor (Beugre et al, 2005). In individualized consideration, leaders show their concern to their followers, they behave with them in a way to know themselves better and listen to their concerns and ideas (Kirkbride, 2006).
- d) Inspirational motivation: indeed inspirational motivation refers to kind of leadership which creates hope among his subset, introduces a clear view of future and encourages people to increase their expectation (Mortazavi et al, 2005).

### **Job satisfaction**

It is often said a happy employee must be satisfied with his/her job. The importance of job satisfaction stems from where most of the people spend half of their waking hours at work environment. The range of positive attitudes and feeling people have about their job is called job satisfaction. When someone say he has high job satisfaction it means he really loves his job, has good feelings about his job and his job is respectful for him. Results of researches indicate that employees with higher job satisfaction are in good status physically and mentally (Shahbazi et al, 2008, p 26).

Job satisfaction is the result of employees' perception that content and field of job provide whatever is valuable for employee. Job satisfaction is a positive emotional feeling which is result of occupational evaluation or individuals' experience. Organizationally, high level of job satisfaction reflects so desirable organizational environment which leads to attraction and survival of employees (Shahbazi et al, 2008, p 26).

Primary definitions of job satisfaction have focused more on feelings towards job. One example can be found in neoclassic school which defines job satisfaction as positive emotional status stem from job evaluation or

job experiences. In a meta-analytic-study conducted by Konli (2000) this definition of job satisfaction has been also used. Authors found that job satisfaction has been in relationship with positive and negative reactions. Krony states that in defining job satisfaction it is consensus to define it as emotional reaction of one person towards his/her job. Loke also states job satisfaction is a positive emotional state which stems from employee's evaluation of his job or his job experiences (as cited by Ravi et al, 2012).

In Persian culture job satisfaction is defined as satisfaction and is interpreted as being interested to whatever must be done by individual. It means conditions of doing work and reward he earns by doing it (Hosseini nasab & Jooyani 2008, p 79).

Job satisfaction is individuals' attitude towards his job or his feeling regarding his job and its different aspects (Seyyed Javadin 2006, p 134).

Job satisfaction is set of feelings people have about their current job. Job satisfaction is one of the important factors in job success and it is a factor that increases efficiency and feeling of satisfaction. Job satisfaction means to love conditions of a job, setting in which work must be done and the rewards received for it (Mirkamali et al, 2009, p 27).

### **Literature review**

Ali nezhad (2013) has investigated managers' management styles and school employees' job satisfaction. To do this study, he selected managers and employees of schools of district 7 as sample. To collect data, he used questionnaire. This questionnaire was distributed among 252 people of managers and employees of district 7. Results indicated that there is significant relationship between relation oriented management styles and task oriented management styles. Yoonesi et al (2012) conducted a study to investigate effect of transformational leadership on job satisfaction of agriculture and natural resources faculty members of Tehran University. The sampling method was stratified sampling and by using Morgan table sample was consist of 152 people. Research results indicate significant positive effect of transformational leadership of educational groups' managers. Also results of regression analysis indicated that 61 percent of job satisfaction changes are explained by components of transformational leadership of educational groups.

Barati (2000) investigated this subject, this study is a field descriptive- survey study, to achieve research goals and to collect data three kinds of questionnaires of managers and employees were provided and in completing these society managers (50 person) and 136 people of sample including 150 people employees participated, this sample was selected by using stratified sampling and proportional allocation. Results of this research are identification of leadership style as dominant style in society from employees' viewpoint and also existence of a significant positive relationship between managers' behaviorism aspect and existence of a significant negative relationship between managers' deontology aspect and employees' job satisfaction.

Liu's research findings (2007) entitled investigating the relationship between manager management style and employee's performance: mediating role of

organizational culture indicated that organizational culture has positive effect on employees' job performance.

Bushra et al (2011) in a study entitled " effect of transformational leadership on organizational commitment and job satisfaction of employees of Shahr Bank of Pakistani, Lahur, concluded that transformational leadership has positive effect on organizational commitment and job satisfaction of employees.

Safinas Munir et al (2012) in a study entitled " investigating the relationship between transformational leadership style and job satisfaction of faculty members" concluded that transformational leadership has a significant positive relationship with job satisfaction of faculty members.

Bein zahari and Ali shoorbagi (2012) in a study entitled " effect of organizational culture on relationship between transformational leadership and job satisfaction" concluded that there is a significant positive relationship between transformational leadership style with organizational culture and job satisfaction.

#### Research hypotheses:

Considering theoretical backgrounds and as it is shown in conceptual model this research investigates the following hypotheses:

Transformational leadership has effect on satisfaction of employees and administrators of telecommunication general department of district 3.

Intellectual stimulation has effect on satisfaction of employees and administrators of telecommunication general department of district 3.

Idealized influence has effect on satisfaction of employees and administrators of telecommunication general department of district 3.

Inspirational Motivation has effect on satisfaction of employees and administrators of telecommunication general department of district 3.

Individual consideration has effect on satisfaction of employees and administrators of telecommunication general department of district 3.

Statistical population, sample, sampling method

Statistical population of this study consists of all employees of telecommunication general department of district 3 in Tehran including 465 people. By using Cocoran formula, sample in size 211 people from among statistical population was selected.

#### Research instrument

The first used instrument in this study to evaluate employees' job satisfaction is Smith's job descriptive index, Kendall & Hulin (1969). This questionnaire

Table (1): coefficient of linear regression of effect of transformational leadership on employees' and administrators' satisfaction of telecommunication general department of district 3

Independent variable	Dependent variable	B	Beta	T	P
Transformational leadership	Job satisfaction	0.405	0.453	7.341	0.000

As it is observed in the above table, transformational leadership has significant positive effect  $\beta=0.453$  on employees' and administrators' satisfaction of

consists of five components of payment, promotion opportunities, administrators, colleagues and factors of working environment such as administrators, policies, belonging of working group, working conditions and job advantages. Range of scores of this questionnaire is based on Likert scale from 1 to 5. In the following matching of questions is presented. Reliability and validity of job satisfaction questionnaire are confirmed in different researches. From among them we can refer to Maghsoodi's study (2010), reliability coefficient was obtained about 0.89. Safarzade calculated this value to be about 0.88.

The second used instrument in this study is leadership questionnaire that has been designed by Bass and Avolivo (2000) that evaluates transformational leadership style. This questionnaire consists of four dimensions; dimensions of transformational leadership include: (intellectual stimulation, idealized influence, individual consideration and inspirational motivation). This questionnaire is designed in 20 items and also is designed based on Likert 5 item scale (strongly agree=5, agree=4, somehow=3, disagree=2, strongly disagree=1). To examine reliability, Cronbach's alpha coefficient was used. To this end primary sample including 30 questionnaires was pre tested and then by using obtained results from these questionnaires and by using SPSS software reliability coefficient for each of these dimensions were calculated. Reliability coefficient for intellectual stimulation, idealized influence, inspirational motivation and individual consideration and are respectively 0.78, 0.86, 0.84, 0.81 and 0.82 for whole questionnaire that indicates desirable level of reliability of this questionnaire.

Also reliability coefficient of each component of job satisfaction questionnaire (factors of working environment, administrator, promotion opportunities, colleagues and payment) were calculated and are respectively 0.84, 0.81, 0.76, 0.85, 0.79 and for whole questionnaire this value was 0.80 that indicated high precision of measurement instrument used in this study.

#### Data analysis method

Data analysis of this study has been conducted by using SPSS statistical software at two descriptive and inferential statistic levels. In descriptive statistics frequency, percentage, mean, standard deviation and in inferential statistics Pearson correlation test have been used.

#### Research findings

Main hypothesis: transformational leadership has effect on employees' and administrators' satisfaction of telecommunication general department of district 3.

telecommunication general department of district 3 and this effect is significant at alpha level 0.01. Considering positive regression coefficient, it can be said that increase of using transformational leadership leads to

improvement of employees' and administrators' satisfaction of telecommunication general department of district 3. This result is line with results of Yoonesi et al (2012) that in a study indicated transformational leadership style has significant positive effect on employees' job satisfaction. Results of study are also in line with Bushra et al (2011) who in a study indicated transformational leadership has positive effect on job satisfaction and organizational commitment. Results of the present study are in line with Safinas Munir et al (2012). They indicated that transformational leadership has significant positive relationship with job satisfaction of faculty members. Finally, results of study are in line with results of study conducted by Bein zahari and Ali shoobargi (2012) who indicated there is a significant positive relationship between transformational leadership style with organizational culture and job satisfaction.

Transformational leaders are attractive people who know their subordinates emotionally and employees will attempt extra activities while they work with supportive leaders. Moreover, transformational leaders impart an idealized and goal oriented view to employees who work in organization. Employees who work for transformational leaders are often motivated to work beyond their duties by the way when transformational leaders establish close and supportive relationships employees desire to have high level of job satisfaction. Generally administrators who have weak relationships and know them late and when employees consider their administrator unaware probably they have less job satisfaction.

The first hypothesis: intellectual motivation has effect on employees' and administrators' satisfaction of telecommunication general department of district 3.

Table (2): coefficient of linear regression of effect of intellectual motivation on employees' and administrators' satisfaction of telecommunication general department of district 3

Independent variable	Dependent variable	B	Beta	T	P
Intellectual stimulation	Job satisfaction	0.264	0.360	5.583	0.000

As it is observed in the above table, intellectual motivation has significant positive effect  $\beta = 0.360$  on employees' and administrators' satisfaction of telecommunication general department of district 3 and this effect is significant at alpha level 0.01. Considering positive regression coefficient, it can be said that increase of using intellectual motivation leads to improvement of employees' and administrators' satisfaction of telecommunication general department of district 3.

This result is line with results of Yoonesi et al (2012) that in a study indicated intellectual motivation has significant positive effect on employees' job satisfaction. Results of the present study are in line with Safinas Munir et al (2012). They indicated that transformational leadership has significant positive relationship with job satisfaction of faculty members. In their study intellectual motivation is one of the components of transformational leadership.

Effective and transformational leadership cause improvement of employees' job satisfaction. Transformational leaders use intellectual motives to challenge thoughts and imaginations of their followers. These leaders ask their followers to re test traditional ways of doing works and encourage them to find new approaches to solve problems and do activity. Indeed these leaders through intellectual motivation encourage employees to do their job with love, be hard work and dutiful and observe others. Because through intellectual motivation leaders present reasons for their followers to change their perceptions towards doing activities, values and their attitudes. Normally these factors improve job satisfaction.

The second subsidiary hypothesis: idealized influence has effect on employees' and administrators' satisfaction of telecommunication general department of district 3

Table (3): coefficient of linear regression of effect of idealized influence on employees' and administrators' satisfaction of telecommunication general department of district 3

Independent variable	Dependent variable	B	Beta	T	P
Idealized influence	Job satisfaction	0.323	0.427	6.832	0.000

As it is observed in the above table, idealized influence has significant positive effect  $\beta = 0.427$  on employees' and administrators' satisfaction of telecommunication general department of district 3 and this effect is significant at alpha level 0.01. Considering positive regression coefficient, it can be said that increase of using idealized influence leads to improvement of employees' and administrators' satisfaction of telecommunication general department of district 3. This result is line with results of Yoonesi et al (2012) that in a

study indicated idealized influence has significant positive effect on employees' job satisfaction. Results of the present study are in line with Safinas Munir et al (2012). They indicated that transformational leadership has significant positive relationship with job satisfaction of faculty members. In their study idealized influence is one of the components of transformational leadership. As These leaders are trusted and admired by subordinates and subordinates consider them as a model and since these leaders can have significant effect on followers' values and beliefs so these leaders are trusted

by employees, indeed after transformational leadership refers to leader who is trusted and admired by subordinates. Because of possessing special personality features or indicating special spiritual behavior such leaders are considered as model. Special attention paid to these leaders because they have high level of morality, confidence, integrity, trustworthy and goal

(Kirkbride 2006, p 27). Naturally in environment that organization management possess these features employees feel more satisfied.

The third subsidiary hypothesis: inspirational motivation has effect on employees' and administrators' satisfaction of telecommunication general department of district 3.

Table (4): coefficient of linear regression of effect of inspirational motivation on employees' and administrators' satisfaction of telecommunication general department of district 3

Independent variable	Dependent variable	B	Beta	T	P
Inspirational motivation	Job satisfaction	0.245	0.304	4.608	0.000

As it is observed in the above table, inspirational motivation has significant positive effect  $\beta = 0.304$  on employees' and administrators' satisfaction of telecommunication general department of district 3 and this effect is significant at alpha level 0.01. Considering positive regression coefficient, it can be said that increase of using inspirational motivation leads to improvement of employees' and administrators' satisfaction of telecommunication general department of district 3. This result is line with results of Yoonesi et al (2012) that in a study indicated inspirational motivation has significant positive effect on employees' job satisfaction. Results of the present study are in line with Safinas Munir et al (2012). They indicated that transformational leadership has significant positive relationship with job satisfaction of faculty members. In

their study inspirational motivation is one of the components of transformational leadership.

By motivating their followers, transformational leaders increase their willingness and desire to do job beyond expectation and challenge them to take new approaches in their jobs as it can be said promotion of employees' job satisfaction stems from increase of employees' motivation level. Organization management can establish this kind of motivation in employees. Indeed it can be said organization management by establishing internal motivation can have effective affect in development of employees' job satisfaction.

The fourth subsidiary hypothesis: individual consideration has effect on employees' and administrators' satisfaction of telecommunication general department of district 3.

Table (5): coefficient of linear regression of effect of individual consideration on of employees' and administrators' satisfaction of telecommunication general department of district 3

Independent variable	Dependent variable	B	Beta	T	P
Individual consideration	Job satisfaction	0.267	0.377	5.889	0.000

As it is observed in the above table, individual consideration has significant positive effect  $\beta = 0.267$  on employees' and administrators' satisfaction of telecommunication general department of district 3 and this effect is significant at alpha level 0.01. Considering positive regression coefficient, it can be said that increase of using individual consideration leads to improvement of employees' and administrators' satisfaction of telecommunication general department of district 3. This result is line with results of Yoonesi et al (2012) that in a study indicated individual consideration has significant positive effect on employees' job satisfaction. Results of the present study are in line with Safinas Munir et al (2012). They indicated that transformational leadership has significant positive relationship with job satisfaction of faculty members. In their study individual consideration is one of the components of transformational leadership.

job enthusiastically and try to harm less to customers' confidence consequently employees feel satisfied with manager's attention and proper services of organization and do their job enthusiastically.

#### Practical suggestions

Managers must proceed to establish suggestion system in organization. In this regard managers must try to hold informal meetings among employees and managers and question and answer sessions and aware others about organization performance and goals to prevent from financial problems and greaten employees' suggestion regarding improvement of methods and organizational goals. Of course a uniform approach must not be applied about them but all participatory methods must be used considering environmental status so that false participation will not be established.

By investigating idealized behaviors we noticed that transformational leaders must establish employees' trust towards organization goals. To increase employees' trust : 1) leaders must be loyal to their commitment ; 2) leaders must tell the truth to others properly at the right time; 3) transformational leaders must show their trustworthy by making close relationship with their employees; 4) leaders must be responsive, prevent from

An organization which emphasize on guidance and training of its employees, pay attention to them as one person, help them to develop their abilities, and also pay attention to their needs naturally in such environment employees can do their duties well and feels responsible in doing their jobs in relation to customers and do their

blaming, collaborate to solve others problems and seek strategies.

In each organization people usually compare their attempts and its result with whatever they receive (salary and reward). If whatever employees give to organization (work, attempt, thought, time ) be more than whatever they receive from organization they will have psychological pressure and by observing justice, their motivation will be increased.

Managers must create supportive environment that listen to needs of each employee. This matter has positive effect on employees' and managers satisfaction, and generally on organizational effectiveness. Managers must attempt to behave with employees as important person and must attempt to improve employees' potential capacity. As job satisfaction is not a one day subject that be perfused to organization imperatively it must be implemented as a stepwise process from employees and managers in a mutual process.

### References

- 1) Barati, M (2000). Investigating the relationship between managers' leadership style (based on Likert theory) and employees' satisfaction in industrial complex of rehabilitation of Sepahan steel and affiliates , thesis of faculty of Economics and Administrative Sciences
- 2) Poormiri, M. (2009). Comparative study of factors affecting job motivation of employees of public and private hospitals in Isfahan in year 1388, master thesis, Faculty of Economics and Administrative Sciences, Isfahan University.
- 3) Taghavi ghare bagh, H. (2009). Investigating the relationship between personality and transformational leadership among managers of 19 districts of Tehran education office, master thesis of faculty of psychology and educational sciences, Tehran University.
- 4) Tonke Nezhad, Mandani (2006). Comparison of transformational and serving leadership styles in two environments, two leadership style. Tadbir monthly magazine 17(172): 43-46.
- 5) Choopani, Heidar (2011). Investigating the relationship between transformational leadership with desire to organizational innovation in Alborz insurance company, master thesis of educational management, Tehran University
- 6) Hosseini nasab, seyed Davood ; Jooyani, Mahnaz (2008). "The relationship between organizational culture and job satisfaction of employees of Islamic Azad University of Ardabil", Journal of Psychology and Educational Sciences, first publication, p: 73-106
- 7) Ravari, Ali; Mirzayee, Tayebeh; Vanaki, Zohre (2012). Explaining nature of job satisfaction concept: review study, quarterly of nursing management, 1 (4): 61-71
- 8) Seyyed javadin, seyed Reza, (2006). Human resources management, Tehran: Terme Publication.
- 9) Shahbazi, Mohammad;Onsori, Arash; Javaheri kamel, Mehdi (2009). Investigating affecting factors on police forces job satisfaction, human development of police, 6 (26): 89-103
- 10) Alinezahd, Ali (2013). Managers' management styles and employees' job satisfaction. Thesis of management faculty of Tehran University
- 11) Ghishe, Farzaneh (2010). Investigating job satisfaction and organizational commitment of Mapna Company, master thesis, management faculty, Tehran University
- 12) Qaderi, Esmail (2009). Transformational leadership main component in development and promotion of organizational intelligence. Journal of management age, 4 (12, 13): 86-91
- 13) Mortazevi, Saeed; Nazemi, Shams aldin; Mahmoodi Fakhri abadi, Sadeq(2005). Investigating the relationship between emotional intelligence and leadership style: (transformational-communicative) Journal of Humanities instructor, special for management). 13 (42): 167-190
- 14) Motalebi asl, Samad (2007). Transformational leadership in organizations, a model influenced by environment. Tadbir monthly magazine. 18 (181): 23-26
- 15) Mirkamali, seyed Mohammad, Hayat Ali asghar, Nowrouzi Ali, Jarahi Nazanin. (2009). Investigating the relationship between psychological empowerment and job satisfaction and organizational commitment among employees of Tehran University, Journal of Behavior, 1 (39): 15-30
- 16) Mirkamali, seyed Mohammad(2006). Leadership and educational management, The seventeenth publication, Yastroon Publication
- 17) Yoonesi, Fatemeh, Hejazi, Yoosef, Hosseini, Mahmood (2012). Effect of transformational leadership behaviors on job satisfaction of faulty members of Agriculture and Natural Resources, Tehran University, the fourth conference on sciences of cultivation and agricultural training and Iran natural resources.