



Studying the relationship between transformational leadership and job satisfaction among staff of Social Security Organization in West Azerbaijan Province, Iran

Firooz Arabi¹, Dr. Seyed Abbas Heidari² and Dr. Ghasem Ali Bazaie³

1- Department of Business Management, Central Tehran Branch, Islamic Azad University, Tehran, Iran.

2- Department of Business Management, Central Tehran Branch, Islamic Azad University, Tehran, Iran.

3- Department of Business Management, Central Tehran Branch, Islamic Azad University, Tehran, Iran

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ABSTRACT

This research aimed to determine the relationship between transformational leadership and job satisfaction among the staff of Social Security Organization in West Azarbaijan Province

The method for the research is descriptive-survey with an applied purpose because it is pursuing the improvement of the situation in Social Security Organization in West Azarbaijan Province. The statistical population of the research consists of 84 individuals considered as samples using official enumeration the people of the society. In analyzing the data, at descriptive level redundancy indices and column and pie charts were used, and at inferential level the Kolmogorov–Smirnov test was used to study the normality of the research variables distribution. Regarding the abnormality of the distribution of the research variables the Spearman's correlation test was used to test the research hypotheses and to examine the relationship between the elements of transformational leadership and job satisfaction of the staff. The research results show that there is a positive and significant relationship between transformational leadership and job satisfaction of the staff of Social Security Organization in West Azarbaijan. Among the aspects of the transformational leadership, the highest correlation coefficient (relation) characterizes the aspect of supportive and the lowest correlation coefficient (relation) characterizes the perspective aspect.

Keyword:
transformational leadership, job satisfaction, Social Security Organization

* Corresponding author *Seyed Abbas Heidari*

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Introduction

Contemporary world is changed with an astonishing speed. However, these changes have been ever-present, but today these changes are unprecedented both in content and in speed. Organizations as one of the most eye-catching indices of the modern societies also are changing rapidly and the function of human resource in this regard can't be disregarded (Henry, p. 5, 2003). The significance of human resource in an organization is in such an extent that they are called internal costumers and one could say that unless these customers are satisfied the satisfaction of the external customers can't be fulfilled (Edris & Ardali, p. 2, 2004). One of the factors relevant to job satisfaction of the staff is the issue of existing leadership method in an organization because the leadership is of principal requirements of activities of modern organizations. Successful organizations are characterized by a main feature which makes them distinguished from unsuccessful ones. This is the characteristic of a dynamic and efficient leadership (Hersey and Blanchard, 2001). Leadership method is defined as common behavioral patterns which the individuals use or are understood in working with others or by works done by others. (In defining leadership there are a lot of different opinions but there is a common point in all of them and the point is that leadership is the process of influencing and affecting others.) Some knowledgeable believe that leadership means activities which affect people making them to endeavor with passion in realization of the group's objectives (Rezaeian, 2000). Among the different leadership methods, transformational leadership method has been able so far to achieve a proper position and win considerable validity both in theoretical and practical fields. By virtue of this method of leadership human talents of organizations can be improved better, and their capacities and increased energy can be used in an all-powerful movement towards the realization of the organization' objectives and perspective (Farahi-Boozanjani et al, p. 4, 2011).

Transformational leadership prefers the effectiveness to efficiency, trying to use human resource in an organization by considering their own moods and the staff's. Transformational leaders are characterized by having insight who persuade others to endeavor in doing extraordinary jobs. And just transformational leaders are able to set up necessary paths for new organizations, because they are the roots of changes, they are well informed on the changes dominant on the organization and they ride on the waves of the changes (Moghli, p.8, 2003). This method of leadership identifies the needs of the staff by influencing on them and prepares them to work on the objectives and perspective of the organization by developing changes in them which results in their satisfaction.

1- Theoretical framework of the research

Theoretical framework is a conceptual model based on theoretical relations among some factors valued as important for the subject of the research. Mixing rational believes of the researcher with the published literature in order to develop a scientific foundation to study the subject of the research has a fundamental position. The theoretical framework discusses internal links among variables which have role in dynamics of under-study situation. This framework helps us to consider specific relations and test

them and improve our understanding on the dynamics of the situation which is to be researched. To build the theoretical framework of the research, after studying different resources relevant to the subject of the research elements of Rafferti and Griffin's (2004) transformational leadership were used and to examine the level of job satisfaction of the staff Robbins model (1994) was used.

Transformational leadership method develops when the leaders help improvement of the staff's tendencies through informing the staff and making them to accept the group's objectives and mission and to pay attention to group's objectives rather than their personal needs (Bass, p. 6, 1995). This method of leadership stands higher and above the interactional in which reformation activities, bilateral interactions and reward, in the case of fulfillment of the leader's expectations, are emphasized. Transformational leaders have followers who have a higher level of job satisfaction who expend more time on their job (Bass & Avolio, 1994). One could see from the different definitions of transformational leadership that the transformational leaders develop organizational dynamic perspective which in turn helps in turning cultural values to inspire more innovation and also in increased enabling cultural norms (Ozaralli, p. 24, 2003). Bass provides some documents of some studies which show transformational leadership has a very strong, positive relationship with some of the outputs including organizational productivity, job satisfaction and commitment. Therefore, studying transformational leadership from the organizational output view could be of special importance on subjects related to R & D organizations, because the research done on transformational leadership in R & D organizations confirm the existence of a positive relationship between transformational leadership and effectiveness (Elkins & Keller, p. 14, 2003). In this research, in order to examine transformational leadership Rafferty and Griffin's (2004) five-dimensional model was a used dimension of which are as following:

- a. **Perspective:** express an ideal image of future around the axis of organizational values.
- b. **Inspiring relationships:** expressing positive, promising messages on the organization and statements which produce incentives and self-confidence;
- c. **Stimulating literacy;** increased interests of the staff and their knowledge about issues and their ability in thinking on the issues through new methods;
- d. **Supportive leadership;** paying attention to the followers and considering their personal needs;
- e. **Admiration of Personality:** granting rewards such as admiration and affirmation of the follower's endeavors in realizing the specified objectives

Job satisfaction is defined as a limit of the individuals' positive feelings and attitudes towards their job. When an individual says that he or she has a high level of job satisfaction, it means that he or she values his or her job highly. The researches' results show that the staff with higher level of job satisfaction are in a good physical and mind ability. Robbins' (1994) aspects of job satisfaction are formed by five elements:

- a. **Wage:** amount of wage paid, and fairness and equity in payment (Moghimi, 2011, 391)

- b. **Job:** the limit which the job duties provide opportunity to accept education and responsibility
- c. **Promotion opportunities:** availability of opportunities for progress (Moghimi, 2011, 391)
- d. **Supervisors and managers:** capabilities of the supervisors and managers to show interest to the staff
- e. **Colleagues:** the limit in which cooperation takes place in a friendly, proper, and supportive manner (Moghimi, 2012, 391)

Ginzberg et al (1951) refer to two types of internal and external satisfaction. They further explain that the former results from human feeling of enjoyment of the occupation and the later results from the amount of wage and rewards, the type of job, the dominant human relationships in the environment, and finally, environmental situation (Safi, 2000, 153).

Regarding external satisfaction, employees see it in factors such as payment, promotion, admiration by the supervisor, and interaction with colleagues and they see their internal satisfaction in values, sense of accepting responsibilities, social level and position, position, independence and self-esteem affected by duties and jobs. Job satisfaction is referred to as the most important attitude, opinion, or the employee's judgment on their job and organization (Roohi et al, 2011, 282)

2. The Research background

Ezatollah Arjmand (2014). This research aimed at expressing the relationship between transformational leadership and job satisfaction, organizational citizenship behavior of the teachers at high schools of Oghlid city, which carried out by descriptive, correlative method. Statistical population of the research consists of 320 individuals who were the teachers of high schools of Oghlid city from which 134 teachers were selected by simple random sampling. The results show that there is a positive, significant relationship between transformational leadership and organizational citizenship behavior.

Mohammad Ahmadi Badi (2012). This research aimed at determining the level of transformational leadership method, determining the situation of the elements of the job satisfaction of the organization's staff, examining the effect of the transformational leadership method on job satisfaction of Jihad-e-Daneshgahi, Shahid Beheshti Branch. Based on the results, we say with 99% confidence that mental persuasion alone could foresee job satisfaction; and, the variables the ideal influence, the inspiring stimulation, and personal considerations were not significant in this prediction.

Mehdi Asadi Ba Raisi (2012). This research aimed at expressing the relationship between leadership methods (transformational-interactive), organizational justice, and job satisfaction of the teachers at high schools of Khenj city. The test results show that there is a positive, significant relationship between variables leadership methods and organizational justice. Also, there is a positive, significant relationship between variables leadership methods and job satisfaction. There is a positive, significant relationship between organizational justice and job satisfaction. The research results show that the variables of leadership methods are capable to foresee job satisfaction. The results show that among leadership methods, transformational leadership method is the most powerful in foreseeing job satisfaction.

Rowshanak Ghandi (2013). This research aimed at studying the role the transformational leadership method plays in organizational citizenship behavior of the staff of the Parsian Insurance Co, and the role the organizational citizenship behavior of the staff of the Parsian Insurance Co plays in satisfaction and loyalty of the company's costumers. The results show that there is the significant effect of transformational leadership method and the aspects of "ideal feature", "stimulating literacy", and "individual considerations" on organizational citizenship behavior; the significant effect of organizational citizenship behavior and the aspects "dutifulness", "chivalry", "civil virtue", "respect" on the costumers, and finally, the significant effect of organizational citizenship behavior and the aspects "altruism", "dutifulness", "chivalry", and "respect" on costumers' loyalty.

Fatemeh Mehrabi (2013). This study examines the relationship between leadership methods and organizational silence and its effect on stimulation and job satisfaction of the staff of Exports Guarantee Fund of Iran. The results show that there is a significant relationship between leadership methods and organizational silence. Leadership methods (with the exception of laissez-faire leadership) have a significant effect on job satisfaction and stimulation of the staff of Exports Guarantee Fund of Iran.

3. The research hypothesis

The research main hypothesis:

There is a relationship between transformational leadership and job satisfaction of the staff of Social Security Organization in West Azarbaijan.

The research sub-hypotheses

- a. There is a relationship between perspective and job satisfaction of staff of Social Security Organization;
- b. There is relationship between inspiring relations and job satisfaction of the staff of Social Security Organization;
- c. There is a relationship between stimulating literacy and job satisfaction of the staff of Social Security Organization;
- d. There is a relationship between supportive leadership and job satisfaction of the staff of Social Security Organization;

4. Statistical population, sample, and sampling method

The statistical population of this research consists of all the staff of Social Security Organization in West Azarbaijan Province, 138 individuals. In this research, census method was used due to the limitation of the statistical population; and, the volume of the sample of this research consists of 138 employees working at Social Security Organization in West Azabaijan Province. This research is of descriptive-survey type.

5. The research instruments

In this research, to gather data questionnaire method was used. The questionnaire method is one of the most common methods for gathering data in survey and field researches. In this type of researches the questionnaires are of the most important resources for gathering data. To develop the questions and answers Likhert spectrum was used.

- a. Transformational questionnaire consists of 5 elements and 15 questions
Perspective (1-3); inspiring relations (4-6); stimulating literacy (7-9); supportive leadership (10-12); admiration of personality (13-15)
- b. Job satisfaction questionnaire consists of 5 elements and 33 questions.

Wage (payment) 1-7; job (occupation) 7-13; promotion opportunities 14-18; managers and supervisors 19-25; colleagues 26-33

6. Data analysis method

In this research, after gathering data and information by questionnaire, the answers were codified and entered SPSS. To analyze the general data descriptive method, to examine conceptual model, and to test the hypotheses of the research Spearman correlative test were used. The presented analysis consists of two parts of descriptive and inferential. In descriptive part, Demographical data were described and classified using descriptive statistics indices. For inferential analysis, to determine normality or abnormality of statistical sample The Kolmogorov-Smirnov test was used first, then based on it Spearman correlative test was used.

7. The results of the research's hypotheses

The result of the first hypothesis

The first hypothesis: (there is a relationship between perspective and job satisfaction of the staff of Social Security Organization). Regarding the findings of the first hypothesis one could see that the significance level for the first hypothesis of the research is equal to 0.003 which is lower than the error 0.05, and correlative coefficient is equal to 0.251. Therefore, there is a relationship between perspective and job satisfaction of the s staff of Social Security Organization, so the first hypothesis of the research was verified.

The results of the second hypothesis

The second hypothesis: (there is a relationship between the inspiring relations and job satisfaction of the staff of Social Security Organization). Regarding the findings of the second hypothesis one could see that the significance level for the second hypothesis of the research is equal to 0.000 which is lower than the error 0.05, and the correlation coefficient is equal to 0.427. Therefore, there is a relationship between the inspiring relations and job satisfaction of the staff of Social Security Organization, so the second hypothesis of the research was verified.

The result of the third hypothesis

The third hypothesis: (there is a relationship between stimulating literacy and job satisfaction of the staff of Social Security Organization.) Given the findings for the third hypothesis one could see that the significance level for the third hypothesis is equal to 0.021 which is lower than the error 0.05 and the correlation coefficient is equal to 0.248. Therefore, there is a relationship between stimulating literacy and job satisfaction of the staff of Social Security Organization, so the third hypothesis of the research is verified.

The results of the forth hypothesis

The forth hypothesis: (there is a relationship between supportive leadership and job satisfaction of the staff of Social Security Organization). Given the findings of the forth hypothesis one could see that the significance level for the forth hypothesis is equal to 0.000 which is lower than error 0.05 and correlation coefficient is equal to 0.466. Therefore, there is a relationship between supportive leadership and job satisfaction of the staff of Social Security Organization, so the forth hypothesis of the research is verified.

The result of the fifth hypothesis

The fifth hypothesis: (there is a relationship between admiration of personality and job satisfaction of the staff of Social Security Organization). Given the findings for the fifth hypothesis one could see that the significance level for the fifth hypothesis of the research is equal to 0.000 which is lower than error 0.05 and the correlation coefficient is equal to 0.403. Therefore, there is a relationship between admiration of personality and job satisfaction of the staff of Social Security Organization, so the fifth hypothesis of the research is verified.

The result of the main hypothesis of the research

The main hypothesis of the research: (there is a relationship between transformational leadership and job satisfaction of the staff of Social Security Organization). Given the findings for the main hypothesis one could see that the significance level for the main hypothesis of the research is equal to 0.000 which is lower than error 0.05 and the correlation coefficient is equal to 0.552. Therefore, there is a relationship between transformational leadership and job satisfaction of the staff of Social Security Organization, so the main hypothesis of the research is verified.

8. Applicable suggestions

- Through developing perspective, the leaders develop commitment in their followers, link them together, and help in realization of their deepest wishes and objectives;
- The perspective should be clear and be developed through participation of and interaction among managers and employees, using dialogue, negotiation and attracting the commitment of all members;
- Involving the followers in developing future perspective, mission and strategies of the organization in order to attract their more participation to realize the objectives and develop optimistic mind about future;
- Opportunities to be provided in order to the skills of the staff t be increased in relation to their job responsibilities, because if an individual has no grip on his occupation position, he or she bears heavy mental pressure which results in reduced performance and dissatisfaction;
- Encouraging presentation of new solutions through giving rewards to new and innovative thoughts; the followers to be instructed to look at issues from different angles, with emphasis on use of innovative encouragement techniques, such as mind storm.
- Empowering and enabling the followers; inducing a sense of pride in the members in relations with others to show sense of power and competence in cooperation with others
- Developing sound competition atmosphere to develop the potential capacities of the staff through granting material and spiritual rewards to the superior individuals and groups
- Through developing proper environment and taking proper decisions, the leaders can make production and implementation of knowledge possible and encourage the individuals to learn more. Developing a supportive and friendly atmosphere to increase the staff satisfaction which results in their effectiveness
- Use of proper methods and procedures to develop incentives for the staff member to attend educational courses

- Preparation of work environment in order to the staff implement their acquired knowledge and providing the necessary instruments according to their responsibilities
- Transformational leadership through giving sense to the job by enriching and giving identity to duty, and instigating the individuals' attention towards objectives in higher levels incite organizational individuals. Treating the members as a person not as a member and employee.

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