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Effect of Transformational Leadership on Organizational Citizenship Behavior in Physical Education Teachers in Mashhad

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ABSTRACT

This study aimed to investigate the effect of transformational leadership and organizational citizenship behavior. This study was a descriptive correlational study and in terms of purpose is applied research. The study population comprised of the physical education teachers in Mashhad that their number was 1,300 and table 386 were selected as statistical samples of research. Data collection tools included two questionnaires leadership style Bass and Avolio (2004) and organizational citizenship behavior Podsakoff et al (1990), and the validity of which has been approved by ten sports management and reliability to the test Cronbach's alpha of 0/88 to 0/79 questionnaire leadership style and organizational citizenship behavior was calculated. To analyze the data from the test Kolmogorov - Smirnov, Pearson correlation and structural equations were used. The results showed that among all the components of transformational leadership and organizational citizenship behavior and there was a positive correlation. According to the research findings suggest that school administrators and experts responsible for education efforts in the development of transformational leadership style and develop physical exercise and training in community and increased sport participation to students.

Keywords: Transformational leadership, Organizational citizenship behavior, Physical education teachers.

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INTRODUCTION

Today, organizations if not able to adapt to environmental changes quickly they be out of the competition and will be replaced by their competitors and identifying strengths and weaknesses within the organization, together with the necessary environmental opportunities and threats appear. In such circumstances, organizations need to leaders for private organizations and government organizations with the ability to grow and make more progress. Without leadership may be the link between individual and organizational objectives are weak or broken. This can lead to an undesirable situation where individual work to be done solely in order to achieve individual goals and organizations effectiveness and adequacy lost and not reach their goals. So to stay successful organization leadership is essential, because even the best employees need to know how they can contribute to achieve organizational goals (Conger & Kanungo, 1978).

Effective leadership involves a process through which leaders influence followers imposed their own. Effective leadership is the path to directing the efforts of all employees to accomplish the goals of the organization. They led organizations to change and will impose proportionate to achieve the organization's objectives. They also create a led landscape of potential opportunities for employees and develop among them a commitment to change and improve the culture and the need new strategies. Such leaders are called transformational leadership. The leaders of the beliefs, values and goals of his followers have infiltrated a great impact on them. As well as through their behavior changes organizations behavior and followers of these leaders to make them feel their trust and loyalty (Twigg et al, 2007).

In contemporary literature leadership and management theory of transformational leadership as the preminent leadership theories is known and yet has been able to create a model for a radical change in shaping many of today's organizations to offer.

Transformational leaders inspire their followers and those who cause people to act in a spirit very high and profound effects on their organizations (Mackenzie et al, 2001).

It is also one of the most important characteristics of any organization to have people who are interested in successful changes in organizations without formal job requirements to participate. Behaviors that exceeded expectations, but the official job are essential for the survival of organizations as defined OCB. Including of new approaches the development of field and work environments that foster creativity and personal development of employees (Hall et al, 2009).

OCB result introspective approach that is more linked with the spiritual environment. Such environments for employees provides a more complete life and profitability and positive outcomes for the organization will brings. It is believed that behavior beyond the role is reflected in the performance evaluation and employees' participation in the programs will be affected and can be a factor affecting job involvement, organizational commitment and self-esteem (Yilmaz & Tasdan, 2009).

Contemporary studies recognized the importance of organizational citizenship behavior is essential for modern organizations. Research shows that organizations that their employees have acted beyond their job duties organizational citizenship behavior manifest that belong to the working group and high organizational productivity and doing high-quality work (Bienstock, 2003).

Kwog kwoan et al (2010) in their study, focus on the supportive leadership on organizational citizenship behavior and concluded employment support of leaders will affect organizational citizenship behavior and more and greater support that received by staff led to extra show of greater role by employees. Ching pin et al (2008) in a study entitled transformational leadership and organizational citizenship behavior and intention to leave the organization in the industry reported that between transformational leadership and organizational citizenship behavior was a positive and significant relationship. Piccolo et al (2006) in their study attempted to examine the role of transformational leadership in the conduct of their job and came to the conclusion that a significant and positive impact of transformational leadership on organizational citizenship behavior, motivation and job performance. Finding of Cho & Dansero (2010) also showed that transformational leadership significantly influences on organizational citizenship behavior and perceived organizational justice. Gumusluoglu & Ilsev (2008) is also in the study of the effect of transformational leadership on creativity and innovation also concluded that transformational leadership significantly to the development of creativity and innovation among staff is effective. Madhu & Krishnan (2008) in a study entitled decisive leadership and organizational citizenship behavior studied 93 organizations in India and it reported that organizational citizenship behavior has a positive relationship with transformational leadership is significant. Also self-awareness and social skills as well as leadership on organizational citizenship behavior has a significant impact on the organization. Organ et al (2006), Modassir and Singh (2008) and Jiao et al (2010) in separate studies of transformational leadership on organizational citizenship behavior has reported a significant positive effect. Guh (2008) reported significantly positive relationship between transformational leadership on normative commitment, emotional commitment and organizational citizenship behavior.

Studies have shown that transformational leadership behaviors and attitudes of employees on organizational citizenship behavior is effective. Organizational citizenship behavior such as variables that numerous studies suggest a positive effect on organizational performance. Organizational citizenship behaviors increases employee productivity, reduces the cost of monitoring and control, to maintain quality staff and increase organizational stability. As well as organizations, especially third world countries that are in need of a quantum leap in the streamlined process should provide the groundwork so that managers and employees all experience, abilities and their capacity to work to promote their organizational goals. This will not be possible unless the principles and rules related to organizational citizenship behavior to identify and substrates necessary for the implementation of such behavior be provided (Bienstock, 2003).

Given the importance of physical education teachers and their key role in the development of sports in society it is necessary to increase motivation and extra role behaviors in their development, provide a context for better performance for them. With increasing organizational citizenship behavior and its components in sports and physical education teachers can be seen the development of health in public and due to its importance in the development of transformational leadership and organizational citizenship behavior present study aimed to investigate the impact of transformational leadership on organizational citizenship behavior took placed.

MATERIALS AND METHODS

Methodology

This study was descriptive correlational study and the purpose of the data collection is the survey. The sample was made up of physical education teachers in Mashhad that their number was 1,300 and according to Morgan 386 people were selected as sample. The research tools was questionnaire of Bass and Avolio (2004) in transformational leadership and Padssakov et al (1990) questionnaire in OCB. The validity of the research examined in past and endorsed but to confirm the validity of the target population by ten experts of sport management the questionnaires were reviewed and approved. Cronbach's alpha reliability of the instrument calculated 0.88 and 0.79 for questionnaire of leadership style and organizational citizenship behavior and indicate

the reliability of research tools is desirable. To analyze the data Kolmogorov-Smirnov test for normal distribution of data and Pearson correlation and structural equation modeling was used. For data analysis SPSS 21 and LISREL software was used.

Finding

To investigate the correlation between transformational leadership and organizational citizenship behavior component the Pearson correlation coefficient was used and the following results were observed.

Table 1. Correlation matrix between transformational leadership and its components and organizational citizenship behavior

	intellectual stimulation	idealized influence	Inspirational motivation	individual consideration	transformational leadership	OCB
intellectual stimulation	-					
idealized influence	0.62	-				
Inspirational motivation	0.75	0.56	-			
individual consideration	0.67	0.70	0.63	-		
transformational leadership	0.87	0.86	0.83	0.87	-	
OCB	0.62	0.55	0.67	0.52	0.78	-

According to Table 1 can be seen that transformational leadership has a direct and significant relationship with organizational citizenship behavior. It can be concluded that all components of transformational leadership and organizational citizenship behavior has a direct and significant relationship. The correlation intellectual stimulation 0.62, 0.55 idealized influence, inspirational motivation 0.67 and 0.52 is an individual consideration.

To investigate the relationship between transformational leadership and organizational citizenship behavior in the physical education teachers in Mashhad Pearson correlation coefficient was used and the following results were observed.

Table 2. The correlation matrix between the components of transformational leadership and organizational citizenship behavior

	intellectual stimulation	idealized influence	Inspirational motivation	individual consideration	Altruism	Work ethic	Chivalry	Civility	social etiquette
intellectual stimulation	-								
idealized influence	0.62	-							
Inspirational motivation	0.75	0.56	-						
individual consideration	0.67	0.70	0.63	-					
Altruism	0.41	0.39	0.46	0.36	-				
Work ethic	0.32	0.35	0.29	0.37	0.15	-			
Chivalry	0.46	0.35	0.27	0.40	0.035	0.36	-		
Civility	0.26	0.25	0.51	0.24	0.60	0.021	0.28	-	
social etiquette	0.26	0.20	0.33	0.31	0.39	0.09	0.21	0.59	-

According to Table 2, it can be concluded that among all the components of transformational leadership and organizational citizenship behavior has a direct positive relationship exists.

To investigate the influence of transformational leadership and organizational citizenship behavior of its components on the structural equation model output LISREL software were presented as follows.

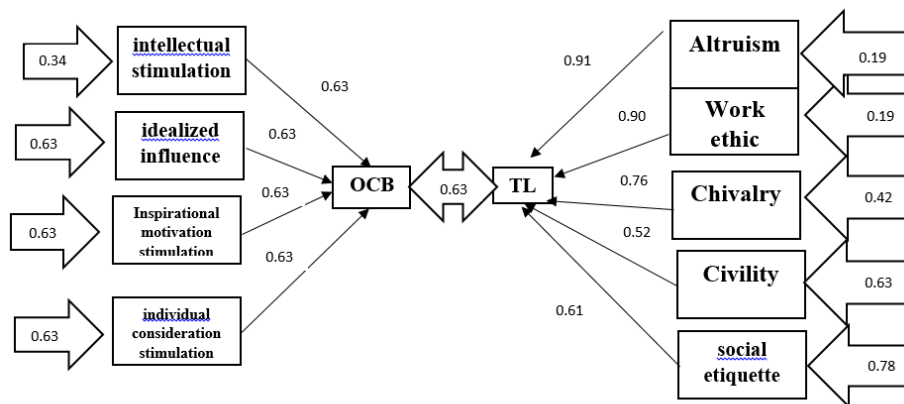


Table 3. Goodness of Fit Index for conceptual model

Goodness of Fit Index	range of acceptable	Accepted domain	Result
X ²	35.95	-	Verified Model
Significant	0.00001	-	Verified Model
Degrees of freedom	13	-	Verified Model
X ² to Degrees of freedom	2.76	<2	Verified Model
RMSEA	0.063	<0.06	Verified Model
Goodness of fit	0.98	<0.9	Verified Model
Adjusted Goodness of Fit	0.95	<0.9	Verified Model
Fitting comparison	0.99	<0.9	Verified Model

According to Table 3 can be seen that the model is fit and significantly it can show the impact of transformational leadership on organizational citizenship behavior.

CONCLUSIONS

The present study aimed to investigate the impact of transformational leadership on organizational citizenship behavior on physical education teachers was conducted in Mashhad. The findings of the Pearson correlation coefficient showed between transformational leadership and organizational citizenship behavior in the physical education teachers in Mashhad there is a significant positive relationship. In other words, with increasing the physical education teachers' perceptions of transformational leadership from director of education the extra-role performance and organizational citizenship behaviors among employees is higher. Researches finding of Madhu and Krishnan (2005), Cho and Dansereau (2010), Ching Pin (2008), Modassir and Singh (2008), Jiao (2010) and Guh (2008) consistent with finding of present study and significant positive impact in different communities in transformational leadership effect on organizational citizenship behavior has been approved. People who are intrinsically motivated to organizational goals without expectation of personal reward and immediate and tangible achievements tend to purpose of the organization to go beyond the formal role entrusted to them in work. Kent & Chelladurai (2001) in survey intercollegiate athletics in America reported that transformational leadership and organizational commitment has a significant positive correlation, but no significant relationship with organizational citizenship behavior. These findings were consistent with the results and because it can be a difference in the communities and environments of organizations and organizational climate. Transformational leader with intellectual stimulation increase extra role behaviors increase in staff and with the development of creativity and innovation in employees provide organizational citizenship behavior in organization. Findings of Gumusluoglu and Ilsev (2008) and Kwong Kwan et al (2010) emphasize the role of employment protection and transformational leadership and organizational citizenship behavior and the creativity and innovation in organizations.

The findings also showed that the components of transformational leadership and organizational citizenship behavior are also positive and significant relationship. This results is favorable with findings of Piccolo (2006) the researchers were approved effect of transformational leadership on organizational citizenship behavior dimensions. Madhu and Krishnan (2005) the effect of transformational leadership on altruism and loyalty were described as positive, which is consistent with the findings of the investigation. But there was no relationship between transformational leadership and civic virtue. Rubin et al (2010) in the study of transformational leadership and organizational citizenship behavior with emphasis on components of trust reported that confidence is significantly affected transformational leadership. Castro et al (2004) were approved the positive impact of transformational leadership on altruism, courtesy and chivalry.

Transformational leadership have charismatic leadership qualities and the trust and admiration of their subordinates and subordinates recognize them as a template. These leaders, inspire and motivate people with the right attitudes and spending time to teach behavior, communication and behavior, compassion and attention to the development of their abilities. The behavior of the leader make the employees feel responsible beyond what is required for them to have jobs spontaneous behavior, support and more beyond the role of official duties and show more active in organization.

According to the findings suggest that school administrators and experts responsible for education effort to develop transformational leadership style and provide increasing organizational citizenship behavior in physical education teachers and thereby lay the groundwork for the development of sport and physical education in the community and provide increase participation in sport provide students and improve dynamism among students.

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