

# Investigating Effects of Transformational Leadership on the Improvement of Organizational Citizenship Behavior (Case study: employees of the Qeshm Free Zone Organization)

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## ABSTRACT

In order the ability of employees or citizenship behaviors to flourish, it is needed to recognize the behavioral patterns as well as their relationship with efficiency in the optimal management of organization affairs. Transformational leadership style can be considered as an important and determinant variable in the field of organizational behaviors. The aim of this study was to examine the effects of transformational leadership on the improvement of organizational behavior of employees. Target population of this research is consisted of 169 employees of Qeshm Free Zone Organization. Sample was chosen by using the simple random sampling method. Research's tools include transformational leadership style and citizen behavior questionnaire. Findings showed that transformational leadership style is effective in improving organizational citizenship behavior. Also, finding of research showed that the components of ideal characteristics, inspirational motivation, intellectual stimulation and individual considerations are also effective on improving organizational citizenship behavior and there is a significant relationship between these variables.

**KEYWORDS:** Inspirational motivation; intellectual stimulation; organizational citizenship behavior; individual consideration; ideal characteristics

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## INTRODUCTION

Leadership is an important task in organizations for achievement to the objectives. Leadership style or determinant management is culture and strategies governing on the organizations. According to the researchers, transformational leadership style results in the collaborative participation of employee, formation of working groups, implementation of effective, efficient, well-organized and coordinated tasks as well as increased pleasure of staffs of doing their job (Nabavi, 2003:22).

On the other hand, organizations without the voluntary willingness of employees are not able to develop their effectiveness. Through voluntary cooperation, staffs will utilize their efforts and energy to flourish their capabilities in favor of the organization. In this case, people usually devote their individual interests and choose responsibility against others to give priority to the interests of others. In this case, organizations try to attract capable employee from one hand by using effective leadership styles and on the other hand to maintain such staffs (Breech and Kuntz, 2007: 49).

The most common term used for this phenomenon in organizations is organizational citizenship behavior. For the first time, Oregon (1988) used the term organizational citizenship behavior and defined it as follows: the voluntary and discretionary behaviors related to work that do not place in the domain of their formal job duties and generally help to the improvement of organization's performance and efficiency (Bahramzadeh and Mokhtaran, 2010:29).

Based on organizational theories, there is no doubt that organizational citizenship behavior helps to the organization's competence and performance. Moreover, interest and willingness to the citizenship behavior due to the increase in global competition, importance of innovation, flexibility and productivity, given external conditions, is continuously increasing (Dashti, 2009:91).

So, it is certain that one of the most important factors in organizational citizenship behavior is leadership. The component of ideal influence (attributes and behaviors) cause leader prior to considering his-own needs to regard the needs of others. Emphasis on mutual trust, ethics values and increase in the positive attitudes and vision are among the important components of this component (Majdfar, 2002:24). In the inspirational motivation component, leader tries by using symbols and offer ideas to influence and effect on staffs and to promote the mind and feelings of his followers. In the intellectual motivation component, the strength of leader makes him able to help his colleagues to think about old problems in new ways and to offer new solutions for them (Moghimi, 2005:31). Individual considerations components occurs when leader has developing orientations, e.g. empowerment, about his followers and consider each one of them as separate identities (Moghloo, 2003:64).

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Theory of transformational leadership style is one of the theoretical frameworks in the world that was first presented by Burns (1978) and Bass (1985). In recent years, much attention is given to the modern management models of transformational leadership (Nargesiyan, 2010:37).

Only, during the years 1990 to 1995, more than one hundred dissertations and research in different universities of the world examined the concept of transformational leadership. Bass (1990) stated that leaders can by using the behavioral characteristics of transformational leadership guide their followers towards the performance that is higher than the expected amount (Nabavi, 2003:67). Also, investigation showed that there is positive correlation between transformational leadership with employee's commitment, low levels of job stress, job satisfaction and satisfaction with leadership, creativity, emotional intelligence, exchange of leader-follower and organizational citizenship behavior (Nooralizadeh, 2009:18).

This study seeks to answer the question that is there any correlation between transformational leadership style of managers and the organizational citizenship behavior of employees of Qeshm Free Zone Organization?

### **The importance and necessity of research**

Undoubtedly, leadership style is effective on the correct guidance of staff towards organizational objectives. Using of the best leadership style results in the increased effectiveness and efficiency of the organization.

Since the subject of leadership is studied by many researchers, results of this research led to the development and propose of different theories about the leadership styles (Alvani, 2005).

Also, explanation of the effect of organizational citizenship behavior results in the customer satisfaction and loyalty and more attention was given to the organizational citizenship behavior, which in the management literature of the country's organizations is largely neglected.

Since little research has been done in this field in the country, results of this study could provide more awareness about the relationship between leadership style and their performance and more awareness in this area could lead to the adoption of appropriate leadership style that in turn would result in enhanced performance of organizations. So, doing present study in organizations of the free zone seems to be essential. Explanation of this effect is an important step towards explaining the importance of organizational citizenship behavior of employees as an introduction to human and community-oriented organization that is committed to its social responsibility in the scientific community of the country.

### **Theoretical background of literature**

#### **Background of Research**

Podsakoff (2000) investigating the relationship between leadership styles and organizational citizenship behaviors indicated that behaviors of transformational leadership have a positive correlation with all five components of organizational citizenship behavior model of Organ. Study by Chen and Lee Fahr (2001) showed that there is significant relationship between transformational leadership behaviors and organizational citizenship behavior of employees. Victoria Refler (2004) by used emotional intelligence model of Mayer and Salovey and showed that managers who had high emotional intelligence had staffs with higher organizational citizenship behavior and subordinates were more confident about their management style. Results of research by Chen Fei (2006) showed that transformational leadership style results in organizational commitment and high organizational citizenship behavior in members of the organization. Twigg et al. (2007) stressed on the importance of transformational leadership style on the emergence of organizational citizenship behavior from the workers.

Zahedi and Kheirandish (2009) found a significant relationship between all the components of transformational leadership and organizational citizenship behavior of employees in the National Oil Products Distribution of Iran. Moradi et al. (2009) showed the level of managers' transformational leadership and organizational citizenship behavior of experts of Iran's Physical Education Organization was mediocre and found significant relationship between transformational leadership styles and organizational citizenship behavior. Yaghoubi et al. (2010) showed that among the components of transformational leadership, ideal behaviors and individual considerations had the greatest effect on organizational citizenship behavior. Aerfi et al. (2012) showed that transformational leadership and organizational citizenship behavior in Shahid Beheshti University is above the average level. According to him, there was a significant relationship between transformational leadership and organizational citizenship behavior components and after that the strong predictor of organizational citizenship behavior has been intellectual motivation. Mirkamali et al. (2012) showed there is a significant positive relationship between transformational leadership and its components, i.e. intellectual motivation, inspirational motivation, ideal influence and individual consideration, with organizational citizenship behavior. Also, they showed that all components of transformational leadership have a significant positive relationship with all components organizational citizenship behavior, e.g. altruism, conscientious work, sportsmanship, courtesy, and social mores. Results of structural equation modeling also showed that transformational leadership is effective on the organizational citizenship behavior.

## **Transformational Leadership and its components**

One of the concerns of the organizations and researchers in four recent decades has been leadership and it has tried by using a series of academic standards to use of this phenomenon in practice. One of the newest approaches to the study of leadership is transactional-transformational leadership model that was developed by Bass (1985) and used in practice by Bass and Avolio (1995).

James Mc Gregor Burns (1978) was the first person that in his book entitled "leadership" used the terms transactional and transformational leadership. This terminology immediately spread in the field of organizational management (Vailz, Kimble, 1988:79).

Burns (1978) was the first one who distinguished between transformational leadership and transactional leadership. Transformational leaders enhance followers' needs and motivations and consequently cause substantial changes in individuals, groups and organizations. Transactional leadership focus on the current needs of subordinates and barter, e.g. reward per performance, mutual support and two-sided exchange.

Transformational leadership style of Burns by many researchers and under different studies has been studied (Bass, 1985:28, Benis, 1985:36, T. Chi and Davana, 1986:77, Konger and Kanogo, 1987:56, Kanert and Louis, 1987:17, Sashkin, 1988:57, Shamir and House, 1993:63, House, 1997:15).

In general studies, behaviors and characteristics of transformational leaders are expressed as follows: cordiality and sympathy, the need to power, eloquence and good speech skills, intelligence and attention to others. These leaders are able to motivate followers, have the ability to inspire them and change organizations' beliefs, attitudes, norms, as well as goals of individuals.

Transformational leaders create the feeling in subordinates that they are treating as human beings and help people to see things in a new way (Tonkehnejad, 2006:43).

Based on the theory of transformational leadership, the leader should use the internal actors of organization in performing the tasks necessary for getting the organization's desired goals. In this context, the aim of transformational leadership is to ensure that the path to the goal is completely perceived by local actors, to overcome the potential barriers within the system and encourages players to achieve predetermined goals (Kheiandish and Zahedi, 2009:81).

As it was stated, Burns presented the primary idea of transactional leadership and transformational leadership. The idea was first presented in the realm of politics and then Bass entered that into the organization's field. Following researches done by Burns in 1985, Bass presented a model of leadership that for the stable positions and organizational evolution prescribed transactional and transformational leadership, respectively.

Bass and Aulio developed this model in 1995 and identified components of transactional leadership and transformational leadership and even used of this model in the form of a questionnaire called "Multifactor Leadership Questionnaire 3" in practice (Himks and Gullet, 1997:57).

So, the transformational leader is someone who knows that enhancing the performance of employees and organizations have a positive relationship with establishing relationship with subordinates, encourages employees to go beyond individual needs and to work in line with the desires of groups and organizations. Transformational leaders motivate subordinates to do what they can do (Dashti, 2009:13).

Transformational leadership style is one of the modern and new styles of leadership that is considered as one of the Neo-charismatic theories and therefore is of interest to many researchers. This term was first used by Danton in 1973. Although the term until when used by Burns in 1978 was not so common, but Bass and Aulio developed concepts presented by Burns about leadership and developed the concept of transformational leadership in 1985 (French, 2005:97).

In general, transformational leadership and commitment to organizational goals and processes in order to realize the goals is to empower followers (Bas, 1990.1997:16). Transformational leader is one who empowers followers and motivates and encourages them to pursue instead of individual interests the collective goals. These leaders use their optimism, charisma, intelligence and other abilities to promote ideals of others and also to promote individuals and organizations to the highest level of their performance (Himks and Gullet, 1997:14). Transformational leaders in times of crisis and change draw a vision to create ideas and new facilities and often create new strategic directions (Bess, 1997:35).

Transformational leadership for being implemented need to the following four components or factors, which are considered as the constituting components of this theory:

### **1) Ideal influence (ideal properties-ideal behaviors):**

Respect and loyalty of followers from the leadership transmits the ideal sense. Ideal influence makes leaders to become the practical models for the behavior and performance (Alioet al., 1988:24).

### **2) Inspirational motivation:**

Leader encourages staffs to believe in achievement to the aims through hard work. These people are generally optimistic about the future and the availability of targets (Breech and Kuntz, 2007:60).

### **3) Intellectual motivation:**

Leader motivate employees intellectually. These leaders encourage their followers in solving problems to choose creative approaches and ask even the obvious assumptions. They encourage their followers to examine

the problem from different angles and to use of the innovative problem-solving techniques (Bahramzadeh and Mokhtaran, 2010:20).

**4) Individual considerations:**

Leader should meet the emotional needs of subordinates. These leaders recognize individual needs and help them to develop the skills that are required to achieve a specific objective. These leaders may spend considerable time in the education and training (Yokel, 2003:74).

**Organizational citizenship behavior**

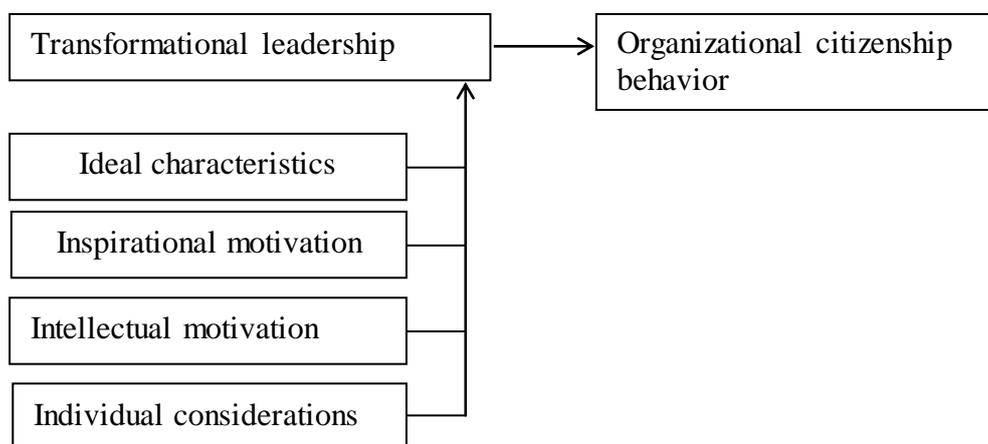
The purpose of organizational citizenship behavior is the same definition that Oregon presented in 1998 that is the same voluntary and discretionary behaviors that in addition to that there is no enforcement by the organization to do them, employees do tasks beyond his job description and in the shade of these behaviors by employees some benefits would be provided for the organization. In other words, although they will not obtain organizational rewards, but will enhance the effectiveness of the organization (Oregon, 1998:59).

**Hypotheses and conceptual model**

Research hypotheses were as follows:

- **The main hypotheses:** transformational leadership style is effective on the improvement of organizational citizenship behavior.
- **Sub-Hypothesis 1:** ideal characteristics are effective on the improvement of organizational citizenship behavior of employees,
- **Sub-Hypothesis 2:** inspirational motivation is effective on the improvement of organizational citizenship behavior of employees,
- **Sub-Hypothesis 3:** intellectual motivation is effective on the improvement of organizational citizenship behavior of employees,
- **Sub-Hypothesis 4:** Individual considerations are effective in improving organizational citizenship behavior of employees.

To formulate research hypotheses, every researcher needs to the conceptual model so that based this model in addition to the identification of the relationships among these variables, to explain also the conceptual and operational definitions them. On this basis, given components of transformational leadership, e.g. ideal characteristics, inspirational motivation, intellectual motivation and individual consideration, proposed by Bass and Aulivo as well as organizational citizenship behavior based on the pattern of studies such as Batmn and Oregon (1983 ), Smith, Organ, and Nir (1983), Podsakoff, Mackenzie and Moorman (1990), Williams and Anderson (1991), Motovidlo and Van Scooter (1994), Van Dyam Graham and Dyansch (1994), Moorman and Blacki (1995), Van Scooter and Motovidlo (1996), Farh Arly (1997) and Van Diane and Lipin (1998), which are developed compatible to the Iranian culture, a conceptual model is presented in Figure 1:



**Figure 1: Conceptual model of the research**

**RESEARCH METHOD**

Present research given its goals is practical and in terms of data collection is considered a descriptive and correlational study.

### **Target and sample populations**

The target population of the study included all employees of Qeshm Free Zone Organization, which overall included a total of 300 people. The sample size according to Cochran's sample size formula was determined equal to 169 people and the sample members were selected by simple random sampling.

### **Data collection tool**

Information needed for this study was collected by two methods: library method and field method.

In the library method, to gather the information related to the research, we used the literature existing in books, theses, articles and databases.

In the field method, a questionnaire was designed and distributed in the sample population and the information about managers' leadership style and their organizational commitment was obtained.

To collect the required data in addition to the individual's information form, which include gender, education, age, employment status, years of service and marital status, and other needed information such as leadership style by using a 20-questions questionnaire, which was designed on a scale of 5 options, was collected. This questionnaire takes the transformational leadership style questionnaire, which is derived from transformational leadership model (Bernard Bess, 1998), as input and explains that in the form of four dimensions of ideal influence, inspirational motivation, intellectual motivation and individual considerations.

The organizational citizenship behavior questionnaire (Podsakoff, 2000) includes five dimensions of social customs, altruism, citizenship excellence, sportsmanship and suavity with five-item scale and 27 questions.

#### **• Validity and reliability of the questionnaire of organizational citizenship behavior**

Trustworthiness or reliability of an instrument indicted the degree of stability of that instrument in measurement of whatever it measures. This means that how much different measurements in the same conditions give the same results. This questionnaire has a good reliability and validity. In the research by Sajedi and Karimi (2010), the validity of the questionnaire was determined based upon the corrective comments of experts in sports management. Through a pilot study on 30 sport teachers in Mashhad city, internal reliability of the organizational citizenship behavior questionnaire was determined by using Cronbach's alpha of 0.76.

#### **• Reliability and validity of transformational leadership questionnaire**

Results of the previous studies indicate the validity of this questionnaire. Mandana and Vation (1966) calculated the validity and reliability of this questionnaire equal to 0.5 and 0.94, respectively. Bass and Oliye (1990) calculated the reliability coefficient of this questionnaire between 0.77 and 0.95 and Ingram (1996) calculated the reliability coefficient of this questionnaire equal to 0.76. Moreover, results of some other studies suggest the high validity and reliability of the questionnaire (Bess, 1985; Harteb, 1988; Seltz and Rebs, 1990).

### **Data analysis method**

In this study, collected data from the questionnaires after being coded were entered into the computer and were analyzed using SPSS. In setting data and information, the most common statistical tools and techniques, e.g. regression analysis, descriptive statistics, mean, variance, standard deviation and inferential statistics as well as Pearson correlation method were used.

Hypotheses were deliberately determined because in previous researches the effect of transformational leadership on organizational citizenship behavior has been considered as constant.

Chalshotory (2008) in a study about evaluation and modeling of the relationship between transformational leadership, organizational justice and organizational citizenship behavior in the Physical Education Department, Yaghoobi et al. (2010) in a study about the relationship between transformational leadership and organizational citizenship behavior of employees, Mohammadnia et al. (2011) in their study about investigating the role of transformational leadership on empowerment of employees, Moradi et al. (2011) in their study about the effects of transformational-transactional leadership style on the organizational citizenship behavior in Physical Education Organization of Islamic Republic of Iran and Arefi et al. (2012) in his study about the transformational leadership and its role in improving organizational citizenship behaviors used of the same analysis method in their study.

## **RESULTS**

Bass and Alio stated that transformational leadership style has four components. Accordingly, in this study the relationship between the four components of transformational leadership style and organizational citizenship behavior has been studied. Then, according to the average of these five factors, the relationship between transformational leadership and organizational citizenship behavior was obtained.

Cronbach's alpha for variables ideal features, inspirational motivation, intellectual motivation and individual considerations were equal to 0.71, 0.82, 0.76 and 0.84, respectively.

38.46% of people aged 25-35 years, 42.60% of people aged 36-45 years, 18.93% of patients were aged 45 years and older. 53.25% of males and 46.75% were female. The age range of people in the sample was as follows: 25-35 years old people were 38.46%, 36-45 years old people were 42.60% and people with the age higher than 45 were 18.93%. 53.25% of participants were male and others were female. Participants with diploma or associate's degree were 20.71%, those with bachelor's degree were 59.76% and those with master's degree constituted 19.52% of the sample.

**Results of testing the main hypothesis:** transformational leadership style is effective on the improvement of organizational citizenship behavior.

Transformational leadership style has an average of 82.13 with a standard deviation of 5.02 and organizational citizenship behavior variable has a mean of 46.3 with a standard deviation of 0.03. Pearson correlation coefficient at the significance level of 0.000 is equal to 0.702. The coefficient of determination is equal to 0.305 and the amount of beta is equal to 0.333. So, there is a significant relationship between the two components of transformational leadership style and organizational citizenship behavior and the hypothesis is confirmed.

**Table 1: Table of regression coefficients of the main hypothesis**

Model	Non-standardized coefficients		Standardized coefficients	t statistics	Significant level
	B	Standard deviation	Beta		
Constant	8	5.04		21	0.000
Transformational leadership style	3.265		0.333	0.002	0.000

**Results of the first sub-hypothesis:** ideal features are effective in improving the organizational citizenship behavior.

Ideal features had an average of 12.18 with standard deviation of 2.818. The correlation coefficient at the significance level of 0.002 is equal to 0.567 and the coefficient of determination is equal to 0.322. So, there is significant relationship between ideal characteristics and improvement in organizational citizenship behavior. Thus, this hypothesis was confirmed.

**Table 2: Table of regression coefficients of the first sub-hypothesis**

Model	Non-standardized coefficients		Standardized coefficients	t statistics	Significant level
	B	Standard deviation	Beta		
Constant	7	2.283	-	3	0.000
Ideal feature	8.806		0.448	0.002	0.002
	.015			.557	

**The second sub-hypothesis test results:** inspirational motivation is effective on the improvement of organizational citizenship behavior of employees.

Inspirational motivation average was equal to 6.65 and had a standard deviation of 1.84. The correlation coefficient, the significance level and beta coefficient were equal to 0.661, 0.029 and 0.195, respectively. Thus, there is significant relationship between inspirational motivation and improvement in organizational citizenship behavior of employees and therefore the hypothesis was confirmed.

**Table 3: Table of regression coefficients of the second sub-hypothesis**

Model	Non-standardized coefficients		Standardized coefficients	t statistics	Significant level
	B	Standard deviation	Beta		
Constant	8	2.108	-	4	0.000
Inspirational motivation	6.693		0.195	1.132	0.029
	3.701	0.305		.203	

**Results of the third sub-hypothesis:** intellectual motivation is effective on the improvement of organizational citizenship behavior of employees.

Average intellectual motivation was equal to 11.04 and it had a standard deviation of 2.137. Correlation coefficient, the coefficient of determination, beta value and the significance level were equal to 0.376, 0.141,

0.391 and 0.004, respectively. So, there is a significant relationship between organizational citizenship behavior and improvement in organizational citizenship behavior of employees. Thus, the hypothesis is confirmed.

**Table 4: Results of regression coefficients of the third sub-hypothesis**

Model	Non-standardized coefficients		Standardized coefficients	t statistics	t level	Significant
	B	Standard deviation	Beta			
Constant	8.777	7	2.804	-	2	0.000
Intellectual motivation	1.122	1	0.249	0.391	4.500	0.004

**Results of the fourth sub-hypothesis:** Individual considerations are effective in improving organizational citizenship behavior of employees.

The average of individual considerations was 9.43 with the standard deviation of 1.95. Correlation coefficient, the coefficient of determination, beta value and the significance level were equal to 0.240, 0.058, 0.240 and 0.007, respectively. Thus, there is significant relationship between individual considerations and improvement in the organizational citizenship behavior. So, the hypothesis is confirmed.

**Table 5: Table of regression of the coefficients of the fourth sub-hypothesis**

Model	Non-standardized coefficients		Standardized coefficients	t statistics	t level	Significant
	B	Standard deviation	Beta			
Constant	3.766	8	2.756	-	3	0.000
Individual considerations	0.785	0	0.286	0.240	2.742	0.007

In general, findings of the study showed that transformational leadership style is effective on the improvement of organizational citizenship behavior, i.e. the main hypothesis. It was also indicated that variables and components of the ideal characteristics, inspirational motivation, intellectual stimulation and individual considerations are also effective on improving organizational citizenship behavior.

### DISCUSSION AND CONCLUSIONS

In this study it was concluded that transformational leadership style is effective in the improvement of organizational citizenship behavior. Results of the research are consistent with previous researches and theories such as Nargesian (2010), Himks and Gullet (1997), Vailz and Kimble (1988), Rezai et al. (2008) and Nabavi (2003).

This study showed that ideal characteristics are effective on the improvement of organizational citizenship behavior. This result is consistent with of studies and theories such as French (2005), Majdfar (2002) and C. et al. (2008). This result is consistent with that of studies such as Robbins (1996), Nargesian (2010), Abedi and Aghaz (2008), Bahramzadeh and Mokhtaran (2010) and Breech and Kuntz (2007).

The other result of this research is that intellectual motivation is effective on the improvement of organizational citizenship behavior of employees. This result is consistent with that of studies such as French (2005), Moghimi (2005), Breech and Kuntz (2007), Dashti (2009), Moghloo (2003) and Bahramzadeh and Mokhtaran (2010).

This research also showed that individual considerations are effective in improving organizational citizenship behavior of employees. This result is consistent with of studies and theories such as Yokel (2003), Mostabseri and Nejabi (2008), Rezaei kelid Barry and Salimi (2008), Islami (2008), Robbins (1996), C. et al. (2008), Moghloo (2003) and French (2005).

It should be noted that due to the lack of referral of some clients to fill out the questionnaires, the wideness and variety of behavioral problems for transformative leadership and organizational citizenship behavior in employees was faced with shortages or lack of resources available and this was one of the limitations of the study.

### Suggestions

With regard to the research’s findings, in line with the first hypothesis it is suggested that operational managers to enhance partnership and cooperation in members of the organization. Operational managers to create a culture of participation in the organization should first identify deterring factors and take the necessary steps to eliminate them. Basically, deterring factors can be categorized as follows:

- Culture of individualism and individualism among employees,
- Skepticism of subordinates about the effectiveness of collaborative management of executives in all the three levels of excellent, middle and operational,
- Belief of some senior managers to the assumptions of the theory of X, and
- Top managers consider participation as a means of threatening and jeopardizing their power.

To eliminate the high barriers, middle and operational managers need to establish the system of recommendations in the organization. In this context, managers try every so often to hold informal meetings between employees, middle and operational managers as well as to hold the question and answer sessions and inform employees of the function and purpose of the organization to prevent any occurrence of problems in the work and to give more importance to the suggestions of staffs for improving methods and organizational tasks. However, they should not only use the same and repetitive methods, but they should all methods of participation with respect to the environmental conditions of the organization to avoid liar participations.

Also, according to the components of ideal characteristics, it suggests to the senior managers of the organization, regardless of their individual desires and desires of others as well as sacrificing individual interests for the benefit of others and in order to strengthen these characteristics, to combine individual and organizational objectives from the value perspective.

By comparing the statistical results for each of the components of transformational leadership and organizational citizenship behavior it was found that organizational citizenship behavior is more associated with the component of inspirational motivation (Correlation coefficient in this hypothesis was equivalent to 0.661). Thus, according to the second hypothesis and inspirational motivation component, it suggests to the senior managers to provide the public trust to the organizational objectives. In order to increase the public confidence the following actions are very effective:

- The senior managers must adhere to their promises intensely,
- Operational managers must show their willingness in open and honest communication with staffs,
- Operational managers should before speaking, to listen to the words of staffs seriously,
- Middle and operational managers have to be available to staff in different ways,
- Middle and operational managers must respect employees and conduct affairs fairly and insistenty,
- Operational managers should be accountable, avoid blame and to help employees in resolving problems and seek for solutions and so on.

About the third hypothesis, senior managers should by using of intellectual motivation as a stimulus in subordinates encourage to re-examine the basic assumptions to question them. As well as forcing subordinates to look at problems from different angles and to offer new ways, to look at how tasks are done and completed and to check principals of re-engineering as a solution to their problems.

Again, by comparing results for each of the components of transformational leadership and organizational citizenship behavior, it was resulted that organizational citizenship behavior is less associated with the element of individual considerations (correlation coefficient of this hypothesis was equivalent to 0.240). Thus, about the fourth hypothesis and component of individual considerations, middle managers have to gather different people under the umbrella of the same thoughts and ideas and to foster innovative and entrepreneurial people. This is very effective in developing the individual initiatives component of organizational citizenship behavior. Inspiration of optimism images about the future in employees of the organization provide the necessary motive for moving in the direction of the organization's objectives and facilitates the phenomenon of organizational citizenship behavior in organizations.

The fact that among components of transformational leadership, individual considerations is of the lowest correlation with the organizational citizenship behavior means that operational managers and middle managers should support their employees by education and guidance and to enhance their abilities through a systematic and orderly process, employees who have a high level of individual empowerment feel more self-confidence, are more initiative, feel more responsible in their actions and learn faster.

Finally, organizations and senior managers to create organizational citizenship behavior should move step by step, since the process of creating organizational citizenship behavior is not a one day process, like a new technology that can be implemented into an organization quickly, but it is a continuous process and takes time.

For future research, it is suggested in further researches, other organizational problems such as organizational deviance of employees also to be taken into consideration. Also, it suggests that the effect of other types of organizational leadership, e.g. charismatic leadership, strategic leadership, effective leadership, on improving organizational citizenship behavior to be investigated. As well as other types of models and styles of leadership such as a democratic leadership style, autocratic leadership style and promiscuous leadership style can be investigated. Finally, it suggests generalizing the present study in other similar organizations of other cities.

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