The examine effect of transformational leadership on the organizational performance with the mediating role of job satisfaction

Behzad Salehianfard¹, Seyed Ehsan Zohoori²*

¹ M.A student, Islamic Azad University Branch of shoushtar, Department of Governmental Management, shoushtar, Iran
   Email: behzad.salehianfard@yahoo.com
² Instructor, Islamic Azad University Branch of shoushtar, Department of Governmental Management, shoushtar, Iran
   Email: zohoori2075@yahoo.com

Abstract:
The present research is done to examine the effect of transformational leadership on the organizational performance with the mediating role of job satisfaction of the personnel of Dezful municipality. The studied satisfied society, the employed personnel of Dezful municipality were 200 the sample was specified according to the number of the members in the society and in this regard, Morgan table was used. The random sampling method was used and the obtained sample was 127. This research, according to the purpose of the practiced research is of survey type. The research findings show that the transformational leadership has a significant effect on organizational performance and job satisfaction. Also the entire element of transformational leadership (intellectual stimulation, ideal influence, inspiring motivation and individual seen) has significant effect on the organizational performance.

Keywords: Transformational leadership, intellectual stimulation, idealized influence, inspiring motivation, individual seen, organizational performance and job satisfaction

1- Introduction
In this job world with a lot of changes, organizations will to receive so many advantages. Hence companies and organizations willing create or keep comparative advantages. They must be
accepting changes and be flexible. Furthermore the leadership genres have a dominant role in organization. Management new era, know humans force one of main asset. According this conclusion, it seems that cognition and awareness from organization behavior and emphasis on human’s job in several organizations are necessary in order to increasing efficiency and be more effective (Alaghe band, 1998). In this competitive and dynamic world organizations can stay in rivalry arena and change mince and instability into change that can adapt themselves with condition and be flexible. For alteration in precinct human resources or organization strategy or structures that often feels in organization we clearly need to managers or leaders that have Transformational spirit. Leaders because of the special characteristics put all the society under their influences (Bass, 1997- Robbins, 1977). Transformational leadership appearance in organizations for increasing efficiency is a competitive factor. The important things that we Bering in this article are Iaching purpose and using from golden change. Success in organizational environment is in depends on manager’s ability (Avolio, 1993 -Gardner and Avolio, 1998). Transformational leadership genres theory is one of theory frame I the world that many managers has special attention to this, today’s world needs to managers that are open viewed, and use from subaltern in maximum way. Transformational leadership has enough ability whose can actuation personnel’s. And this factor cause more job satisfaction (Alolio, 2002). The main issue in this article is that does Transformational leadership has influences on organizational performance and job satisfaction? Also in this research we deliberation Transformational leadership effects on organizational performance and job satisfaction.

2- Research theory literature

Leadership

Antiquity of leadership word comeback to 1300 year before Christ. Leadership has several shapes and types. And has so many definitions (Afje, 2006, p. 367). We are reviewing these definitions that they are the process that individual or group dominance over acting for achieving special goal in special situation (Hersey and Blanchard, 1969, p. 171).

2-1-1- Leadership new theories

2-2-2-1-1- Servitor leadership

in servitor leadership the pyramid leadership is inverse because of that individuals are antecessor. And leaders put below of the pyramid and give services to peoples and their followers. This model gives personnel’s are equal. Green life believes that servitor leadership steady on give services philosophy. These leaders prefer manner and services value more than other things (Gholipuor and Hazrati, 2009).
2-2-1-2 Transformational leadership

One of latter viewpoint in leadership topic is transformational leadership. Transformational leadership is a complex and dynamic process that is this, leader’s beliefs, values, and purposes follower are under their influence commutative leaders by retribution and Gurdon encourage the personnel’s (Bennis and Nanos, 1985). Buss in 1985 claimed that leaders can do both transformational and commutative behavior. By new style they made motivation in personnel’s. So transformational leadership is interactive interaction (Duct and Mac Farlane, 2003).

2-2- Transformational leadership components

1- Intellectual stimulation: leaders motivated workers mentally. These leaders admire their followers that for solving problems are so creative (Bass, 1998).

2- Idealized influence: in this state, leader has charismatic feature. And subaltern truss leader and admire him or her. Subaltern know leader as a pattern. And try that be like leader (Bass, 1998).

3- Inspirational motivation: leader motivation: leader motivation workers, till achieve to purposes. These people usually are optimist (Bass, 1998).

4- Individual seen: the leader meets the needs of employees. These leaders identify the needs of individuals and help them. Leaders spend so much time for training workers (Bass, 1998).

2-3- Transformation

Transformation is process that planed and including changing organizational culture go to group processes. A transformation is a process that focuses attention on culture and a comprehensive system (Vandals French and Cecil H. Bell, translator Mehdi Alvani and Hassan Danaeefard, 1998).

2-4- Performance

In the word means shape or quality of operation, also organization performance is a general structure that prefers to how an organization operates. This definition is belongs to Nelly and his worker (2002): process quality explain effectiveness and efficiency past actions.

2-5- Organizational performance

It means that, achieve organizational and social purpose or more than this things and doing responsibilities that are belong to organization. (Haghighi and Coworker, 2010).

2-6- Organizational performance theories

Organizational performance is a scale that measure purpose realization of one organization or institute (Ho, 2008). organizational performance is a complex phenomenon that maybe in complex interpretation for this is to achieve to organizational purpose. So organizational
performance is related to this topic that one organization how much can achieve to their purpose (Sanford, 2009).

2-7- Achio model
Managers in order to have more effect on valuation and solving personnel performance problems. Achio model is a guidance tool that helps managers with recognizing performance person’s issues in organization. Strategies like organization development which their purpose is solving Rooty problems. These tools are consist of main cases: ability( knowledge and skill), transparency(realization or role understanding), help( organizational supporting), encouragement(making motivation), evaluation(preceptor ship and performance feedback), authenticity(laws related to personnel), environment(environmental propriety).

2-8- Job
Job, in lexical context means put on somebody for doing something and everything that makes us active. Via working you are active in production current and participation services and you receive pecuniary gravity. Job and occupation are physical or mental activities in way of production and service. Generally, job is an activity that wanted from someone and for doing this work someone pays off fee to someone else. Briefly, we can say: job means a work that person is busy with doing it and by that can do his duty and money. In other definition, job is a group of same position in an institute, office or workshop which individuals with have special condition can season job and do their duty.

2-9- Job satisfaction
Job satisfaction is collection of emotions and beliefs that individuals have for their occupations. Job satisfaction is one important factor in job success, a factor that cause more efficiency and also makes persons satisfied. Job satisfied means that like conditions and requirements of a job. Conditions that doing job do in that and the premium receive for that with regarding these matters, we can say job satisfaction means cheerfulness and contentment emotion that individual have from his/her job and the joy which have in conclusion, find his self/herself reliance and depend on job. Job satisfaction is an agreeable emotional and positive feeling from evaluating job or job experience. One section of job satisfaction achieve by really job condition comparison with job expectance and other section by the treatment of individuals. Then in work environment individuals treatments are factors for making motivated satisfied. As we said the individual cognition from job is better than job itself (Alwani, Seyed Mehdi 1374 p. 158).

2-10- Job Satisfaction Theories

2-10-1- Requirements hierarchy:
Organizational psychologist believes that requirement hierarchy in Mazlo theory, in checking job satisfaction’s has more value. This theory denote 5 types of human need that sequential from below to above are physiological needs(like for, clothes, air) safety needs(like avoid danger and
economic safety), social needs (like love, admission and belongs to group), myself needs (development, recognizing and acceptance) and triteness. Fisher and Hana know the job satisfaction an inner factor. It means that if the job can make us motivate it can also satisfy us.

3- Research conceptual model
Models are apercu or abstract from one theory that show variables and relationships between them. Conceptual model is consisting of main and incidental variables.

![Research conceptual model (self-made)](image)

**Figure1. Research conceptual model (self-made)**

4- Research hypothesizes:
5- 1- Transformational leadership has a significant effect on organizational performance in municipality personnel Dezful city.
6- 1-1- Intellectual stimulation has a significant effect on organizational performance in municipality in Dezful.
7- 2-1- influence of idealized has a significant effect on organizational performance in municipality in Dezful.
3-1- Inspirational Motivation has a significant effect on organizational performance in municipality in Dezful.
8- 4-1- individual seen has a significant effect on organizational performance in municipality in Dezful.

2- Transformational leadership has a significant effect on job satisfaction in municipality Dezful.
3- Job satisfaction has a significant effect on organizational performance in municipality Dezful.
4- Transformational leadership has a significant effect mediator through job satisfaction on organizational performance in municipality Dezful.

5- Research methodology
this research has applied and descriptive purpose and is geodesic type. The ways that we collect data are geodesic and library. Population in this research is burgomaster personnel in Dezful. Township, that they are zoo one. By use of Morgan table we choose 127 one from population. We use from Boss and Olive (2000) transformational leadership questionnaire that is like to MLQ. This questionnaire has (4) concept: individual seen, intellectual simulation, idealized influence and job satisfaction. According several studies by researcher they can prove validity of transformation leadership questionnaire Boss and Olive (2000). The other validity of it accepts by clear sighted professor of management science. Stability of transformation leadership questionnaire confirmed in several researches. (Boss and Olive, 1997) according 14 independent studies outcomes. MLQ stability constituted general model from 3570 responder, reported between 0/81-0/94 in commercial, industrial and medical jobs. Stability of questionnaire for every petty scale is 0/88, 0/94, 0/88, and 0/88. Organizational performance in questionnaire stability acquire by Kronbakh Alfa 0/82. Job satisfaction in questionnaire acquire by Kronbakh Alfa test 0/92. For distribution data’s we use Kolmogorov- Smirnoff test. For evaluation relation between variables we use cohesion test, for hypothesis. We use analysis model and for interpreting data’s we use Spss software version 17 and PLS smart version 3.

6- Findings
6-1- Descriptive statistics
6-1-1- Responders gender
naturally human divide in 2 group, man-woman. And these variables have influence on observation directly and indirectly. According to importance of this variable, responder reply question in this way:

Table (1) frequency of responder gender

<table>
<thead>
<tr>
<th>gender</th>
<th>percentag e</th>
<th>frequency</th>
<th>mean</th>
<th>standard deviation</th>
</tr>
</thead>
</table>

762
Concerning these result, 100 persons are male (means 78/7) and 27 persons are female (means 21/3 female).

6-1-2- Educational level of responder

Education has an important role in acquire job position. Today education has many effects on our life that almost life is impossible without this. Education has influence on phenomenon’s, events and observation.

Table (2) frequency of respondent’s education level:

<table>
<thead>
<tr>
<th>education</th>
<th>distribution</th>
<th>frequency</th>
<th>mean</th>
<th>standard deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diploma</td>
<td>15/7</td>
<td>20</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ingeniousness</td>
<td>44/9</td>
<td>57</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expertise</td>
<td>25/2</td>
<td>32</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Master of Science</td>
<td>14/2</td>
<td>18</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>100.0</td>
<td>127</td>
<td>3/378</td>
<td>0/410</td>
</tr>
</tbody>
</table>

According to these results from table (2) 20 persons are diploma (15/7%) and 57 persons are ingeniousness (44/9%) and 32 persons are expertise (25/2%) and 18 persons are Master of Science (14/2%).

6-2- Illation statistics:

In illation statistics by use of special statistical ways we decide about confirm or ignore hypothesis normal data distribution test:

6-2-1- Normal distribution of data

this test is despondence distribution for quantitate dates. Assume that the researcher have sample of quantitate measure and want to appoint that does this sample acquire from normal distribution? Or not? This test is common test for small sample that researcher is not sure which it is normal. For this purpose K-S test is suitable. If the level of meaningfulness was more than 0/05 it is normal and if the level of meaningfulness was lower than 0/05 it is immoral.

Table (3) normal distribution of data:

<table>
<thead>
<tr>
<th>factor</th>
<th>significant Level</th>
<th>Error</th>
<th>hypothesis Conclusion</th>
<th>conclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transformational leadership</td>
<td>0/094</td>
<td>0/05</td>
<td>H0</td>
<td>is normal</td>
</tr>
</tbody>
</table>
6-2-2- Relationship between variables test: In most cases for doing researching studies we want to check the relationship between quantitate accidental variables. For this situation we use Pearson correlation. Usually in this analysis correlation of 2 variables depend on other variable. Is sig (level of significant) more than 0/01, H0 declining and the result is significant it means that our hypothesis is accepted.

Table (4) Pearson correlation

<table>
<thead>
<tr>
<th>Independent variable</th>
<th>dependent variable</th>
<th>correlation coefficient</th>
<th>significance level (0.01)</th>
<th>Number of samples</th>
<th>relationship</th>
</tr>
</thead>
<tbody>
<tr>
<td>transformation leadership</td>
<td>organizational performance</td>
<td>0/629</td>
<td>0/000</td>
<td>127</td>
<td>has it</td>
</tr>
<tr>
<td>transformational leadership</td>
<td>job satisfaction</td>
<td>0/825</td>
<td>0/000</td>
<td>127</td>
<td>has it</td>
</tr>
<tr>
<td>job satisfaction</td>
<td>organizational performance</td>
<td>0/619</td>
<td>0/000</td>
<td>127</td>
<td>has it</td>
</tr>
<tr>
<td>Intellectual stimulation</td>
<td>organizational performance</td>
<td>0/516</td>
<td>0/000</td>
<td>127</td>
<td>has it</td>
</tr>
<tr>
<td>idealized influence</td>
<td>organizational performance</td>
<td>0/471</td>
<td>0/000</td>
<td>127</td>
<td>has it</td>
</tr>
<tr>
<td>Inspirational Motivation</td>
<td>organizational performance</td>
<td>0/475</td>
<td>0/000</td>
<td>127</td>
<td>has it</td>
</tr>
<tr>
<td>individual seen</td>
<td>organizational performance</td>
<td>0/586</td>
<td>0/000</td>
<td>127</td>
<td>has it</td>
</tr>
</tbody>
</table>

6-2-3- Hypothesizes test

6-2-3-1- Measurement level

test is inclusive stability and validity of model. For mean of variance they suggested (Fresnel and Larker, 1981) more than 0/5. It means that, this component, about 50% our more they specify. For the values of every component (Chain, 1998) suggested Dilvon- Goldeshtain coefficient must be more than 0/7. Also Kronbakh Alfa must be more than 0/7.
Table (5) reliability with smart PLS.

<table>
<thead>
<tr>
<th>variables</th>
<th>Kronbakh Alfa</th>
<th>reliability of combined (Dilvon-Goldeshtain)</th>
<th>Average variance explained</th>
</tr>
</thead>
<tbody>
<tr>
<td>transformational leadership</td>
<td>0/82</td>
<td>0/88</td>
<td>0/65</td>
</tr>
<tr>
<td>Organizational Performance</td>
<td>0/83</td>
<td>0/85</td>
<td>0/56</td>
</tr>
<tr>
<td>Job satisfaction</td>
<td>0/70</td>
<td>0/84</td>
<td>0/50</td>
</tr>
</tbody>
</table>

Tenen Haves and others (2005) for checking the measurement quality, suggested subscription reliability. The positive amount of this dial is representative of suitable quality.

Table (6) checking the measurement quality amount

<table>
<thead>
<tr>
<th>Variable</th>
<th>SSO</th>
<th>SSE</th>
<th>SSO/SSE-1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transformational leadership</td>
<td>000/508</td>
<td>000/508</td>
<td>0/450</td>
</tr>
<tr>
<td>organizational performance</td>
<td>000/762</td>
<td>901/484</td>
<td>0/401</td>
</tr>
<tr>
<td>Job satisfaction</td>
<td>000/899</td>
<td>398/688</td>
<td>0/234</td>
</tr>
</tbody>
</table>

6-2-3-2- Path analysis model: For that test which conceptual research is important we can use from PLS. this technique can checking invisible relation at the same time. In PLS model (2) model can test, external model and internal model. External model is like measurement and internal model is like path analysis in structural equation. By use of internal model we can analysis research model. Is the amount of is more than 1/96 in the level 0/05 and if the amount of is more than 2/58 in the level of 0/01 it is significant.

Hypothesis (1) transformational leadership has a significant effect on organizational Performance in municipality Dezful.

Table (7) Model path analysis of the first hypothesis

<table>
<thead>
<tr>
<th>Independent variable</th>
<th>Dependent Variable</th>
<th>Explained variance values (R2)</th>
<th>path coefficient Beta (β)</th>
<th>statistic T</th>
<th>Resulting hypothesis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transformational leadership</td>
<td>organizational performance</td>
<td>47.8</td>
<td>0.691</td>
<td>10.220</td>
<td>accept</td>
</tr>
</tbody>
</table>

Chart (1) the model first hypothesis path coefficient value (β)
The results of the research show that the level of significance level (sig) is 0.000, the explained variance (R2) is 47.8, the path coefficient (β) is 0.691 and the statistic T (t) is 10.691, which indicates the significant effect of leadership Transformationalism has an organizational performance and confirms the research hypothesis.

Hypothesis (1-1) intellectual stimulation on organizational performance in municipality in Dezful have a significant effect

Hypothesis (2-1) influence of idealized on organizational performance in municipality in Dezful have a significant effect

Hypothesis (3-1) Inspirational Motivation on organizational performance in municipality in Dezful have a significant effect

Hypothesis (4-1) individual seen on organizational performance in municipality in Dezful have a significant effect

Table (8) the model path analysis of 1-1, 2-1, 3-1, 4-1 hypothesis.

<table>
<thead>
<tr>
<th>Independent variable</th>
<th>Dependent Variable</th>
<th>Explained variance (R2)</th>
<th>path coefficient (β)</th>
<th>statistic T</th>
<th>Resulting hypothesis</th>
</tr>
</thead>
<tbody>
<tr>
<td>intellectual stimulation</td>
<td>organizational performance</td>
<td>49.2</td>
<td>0.701</td>
<td>14.902</td>
<td>accept</td>
</tr>
<tr>
<td>idealized influence</td>
<td>organizational performance</td>
<td>26.3</td>
<td>0.512</td>
<td>5.486</td>
<td>accept</td>
</tr>
<tr>
<td>Inspirational Motivation</td>
<td>organizational performance</td>
<td>27.9</td>
<td>0.528</td>
<td>8.003</td>
<td>accept</td>
</tr>
<tr>
<td>Individual seen</td>
<td>organizational performance</td>
<td>53.5</td>
<td>0.732</td>
<td>10.952</td>
<td>accept</td>
</tr>
</tbody>
</table>

Second hypothesis: transformational leadership has a significant effect on job satisfaction in municipality Dezful.

Third hypothesis:
job satisfaction has a significant effect on organizational performance in municipality Dezful.

Forth hypothesis: Transformational leadership has a significant effect mediator through job satisfaction on organizational performance in municipality Dezful.

Table (9) The Model Path analysis of the Second, third, fourth hypothesis

<table>
<thead>
<tr>
<th>Independent variable</th>
<th>Mediator variable</th>
<th>Dependent variable</th>
<th>Explained variance values (R²)</th>
<th>path coefficient beta (β)</th>
<th>statistical T</th>
<th>Resulting hypothesis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transformational leadership</td>
<td>Job Satisfaction</td>
<td>organizational performance</td>
<td>67.8, 57.2</td>
<td>0.174, 0.824, 0.606</td>
<td>1.040, 17.22, 3.989</td>
<td>accept</td>
</tr>
<tr>
<td>Job satisfaction</td>
<td>organizational performance</td>
<td>60.1</td>
<td>0.775</td>
<td>21.448</td>
<td>Accept</td>
<td></td>
</tr>
</tbody>
</table>

7- Discussion and conclusion

7.1 Discussion and conclusion: Transformational leadership has a significant effect on organizational performance in municipality Dezful. According to the findings of Tahereh Bastami and Hamid Reza Tajri (2014), Nesa Mohammadi (2015), Sarmina Samad. (2012), Birasnav (2014) and Albert's research findings (2016) it was found transformational leadership has a significant effect on organizational performance, which is consistent with research findings. Therefore, in the municipality of Dezful, transformational leadership has a significant effect on organizational performance.

The 7.1 hypothesis: intellectual stimulation on organizational performance in municipality in Dezful has a significant effect.

According to the findings of Sarmina Samad (2015), Henna Salm (2015) found intellectual stimulation has an impact on organizational performance, which is consistent with research findings. Therefore, in the municipality of Dezful, an intellectual stimulation has a significant effect on organizational performance.

The 2.1 hypothesis: influence of idealized on organizational performance in municipality in Dezful have a significant effect. According to the findings of Mohammad Ghazal Aiagh and MR Rezaeian (2015), Sarmina Samad (2015) found idealized influence has an effect on organizational performance which is consistent with research findings. Therefore, in the municipality of Dezful, an influential influence has a significant effect on organizational performance.

The 3.1 hypothesis: Inspirational Motivation on organizational performance in municipality in Dezful has a significant effect. According to the findings of Sarmina Samad (2015), Henna Salm...
(2015) found inspirational motivation has an impact on organizational performance, which is consistent with research findings. Therefore, in the municipality of Dezful, an Inspirational Motivation has a significant effect on organizational performance. The 4.1 hypothesis: individual seen on organizational performance in municipality in Dezful have a significant effect. According to the findings of Sarmina Samad (2015) found intellectual stimulation has an effect on organizational performance, which is consistent with research findings. Therefore, in the municipality of Dezful, an Inspirational Motivation has a significant effect on organizational performance.

The second hypothesis: transformational leadership has a significant effect on job satisfaction in municipality Dezful. According to the findings of Mohammed Saeed Jafarpoor (2014), Henna Salm (2015), Albert (2016), Elsevier (2013) and Hayroenisa (2012) found transformational leadership has a positive effect on job satisfaction, which is consistent with research findings. Therefore, in the municipality of Dezful, transformational leadership has a significant effect on job satisfaction.

The third hypothesis: job satisfaction has a significant effect on organizational performance in municipality Dezful. According to the findings of Nabiollah Dehghan, Samad Fathi, Somayeh Germi, Hossein Valiwand Zamani (2014), Qanbar Amirnejad, Alireza Jafari (2014) found job satisfaction has an effect on organizational performance, which is consistent with research findings. Therefore, in the municipality of Dezful, job satisfaction has a significant effect on organizational performance.

The fourth hypothesis: transformational leadership has a significant effect mediator through job satisfaction on organizational performance in municipality Dezful. With the entry of job satisfaction as a mediator, transformational leadership has a significant effect on organizational performance of the employee’s municipality of Dezful, which confirms the research hypothesis. Therefore, in the municipality of Dezful, transformational leadership has a significant effect mediator through job satisfaction on organizational performance in municipality Dezful.


22. SA CE; Shatter, K, Centurion, p. (2013). «Clarifying the role of transformational leadership in the fields of organizational creativity». *Journal of innovation and value creation*.

23. Sanmina Seamed. (2015).« The Influence of Innovation and Transformational Leadership on Organizational Performance» *Faculty of Business Management/Malaysian Institute of Transport*, Universiti Technology MARA, Shah Alma, 40450, Selangor, Malaysia.