

The Study of Relationship between Transformational Leadership Style and Organizational Performance in State Offices of Sirjan City Based on EFQM Model

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Abstract

The present study is conducted to investigate the relationship between transformational leadership style and organizational performance in governmental offices of Sirjan city based on the EFQM model. The study has applied purpose and in terms of nature and method is descriptive - correlational. The statistical population includes all government staff in Sirjan city in 2014 that is more than 1815 people. According to Morgan table, among them, 317 subjects were selected by random class sampling method. The standardized questionnaire of transformational leadership style with 20 questions was used for data collection and standardized questionnaire of Quality Excellence Model of Europe with 42 questions was used for organizational performance. Both questionnaires had acceptable validity and their reliability based on Cronbach's alpha test was obtained to be 0.961 for transformational leadership style and 0.95 for organizational performance. Descriptive statistic and inferential statistic methods were used to analyze the data. The results of data analysis showed a significant and positive relationship between transformational leadership style and all dimensions with organizational performance in governmental offices of Sirjan city based on the EFQM model.

Keywords: Transformational Leadership, organizational performance, Idealized influence, inspirational motivation, intellectual persuasion, personal considerations

Introduction

Leadership is a subject that has always attracted

the researchers and public's attention. Perhaps the wide attractiveness of leadership is because of leadership's mysterious process that exists in all people's life. In most cases, behavioral scientists have tried to understand that based on what characteristics, abilities, behaviors and sources of power or by relying on what aspects of success the leader's ability can be determined for impacting on followers and achieving group goals. (Yukl, 2004) The subject that has recently attracted many researchers' attention is that what kind of leadership behavior will be useful on organizational change process. The leaders should behave with followers in transactional form and lead their reward and punishment in desired way and or address their high-level needs and motivate them. This subject has led to the formation of two types of leadership style that are known to the transformational leadership and transactional leadership. Researchers say that these two leadership styles are apart from each other and each will have a particular impact on the organization and the followers and so far, different researches have been done regarding these two styles. Various research results indicate that the transformational leadership has created a fantastic motivation in their followers and improves their performance. Also, these leaders will increase trust, commitment and team performance of followers (Arnold et al, 2001) and will pave the organizational changes flow (Eisenbach et al, 1999).

Statement of problem

In current situation in which organizations are facing with a competitive environment, the need to radically changes and work innovations are always

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felt. The global competition force has forced the today's organizations to take the new work methods after ten years working in fix methods and working practices. So that, organizations do not have the work stability and encounter to a relative stability and in order to improve themselves most of them use change management skills and with certain courage and audacity are trying to create radically changes in their organizations. (Geijsel et al, 2003) These organizations should show immediate reaction in front of environmental threats and take advantage of the available opportunities and in other words, have agile organization structure. This matter needs to create fundamental and wide changes in organizations. On the other hand, the internal environment of the organization should be in a way that employees become completely aware of the reason and process of changes to have enough motivation. In this situation, the role of transformational leaders will be highlighted. On the other hand, a topic that has attracted attention refers to creating the rapid and fundamental changes that cause employees do not trust to the organization and its structure and cannot gain a sense of belonging between themselves and workplace. In other words, organizational commitment decreases and consequently the organization performance will decrease. So today, organizations in addition to compete with global competitors will face to a kind of challenges within organization which a framework should be developed for measuring, evaluating, planning and improving performance of modern transformational and learning organizations. Experts and researchers believe that performance is the main issue at all organizational analysis and it is hard to imagine an organization without performance evaluation and measurement. They believe that organization's performance led to the development of organization's theory and consider performance as the main theme in the practical space. (Zali, 1999)

Performance is measurable results, decisions and actions of an organization that represents the rate of acquired success and achievements. (Marr et al, 2003). Organizational performance is a complex phenomenon which the set of activities focused on achieving organizational goals may be known as the simplest interpretation for that. When the organizational performance are studied from various valves with different purposes, different performance evaluation models are also used with respect to the purposes, organizations' performance measurement

should occur based on the appropriate indicators (Silla, 2007). According to the above contents, investigating the organizations' performance by using appropriate indicators and models and also determining the type of relationship that can exist between managers' leadership style with performance of organization are very important. In this regard, the main research question is that is there a relation between the transformational leadership style and organizational performance in government offices in Sirjan city based on the EFQM model?

Research objectives

A. Main Objective: The study of relationship between the transformational leadership style and organizational performance based on the EFQM model in government offices in Sirjan city

B. Minor objectives

1. Describing the status of transformational leadership in government offices of Sirjan city
2. Describing the status of organizational performance in government offices of city Sirjan
3. Determining the relationship between each dimension of transformational leadership and organizational performance in government offices of Sirjan city based on the EFQM model

Transformational Leadership Theory

Recent developments in leadership theories have been transferred from charismatic leadership theories which assume leader as a non-conventional creature and knew followers depend on leadership toward the neo-charismatic theories and transformational leadership which pay attention to the development and empowerment of followers to independent performance (Kark, 2003).

Transformational leadership paradigm rooted in the sixteenth century, when the researches were carried on Machiavel king. Machiavel studied the characteristics and behavior of the leaders inside the structure of feudal of England for the development of leadership theory. According to him, leader is someone who directs and supports others' leadership to gain transcendental objectives. In the early nineteenth century, Weber stated a definition for leadership similar to the Machiavel's. He considered the leadership as the source of influence in others. Characteristics that support and emphasis was placed Webber was called charisma. Personality characteristics that Weber had supported and

emphasized were called charisma. The root definition of charisma states it equal to a divine talent with a power over others which contains the trust and loyalty. Description of charisma precisely depends on the influence and stimulation of followers and creating a vision and insight for them which is considered as one of the key elements of transformational leadership. Other leadership theorists such as House and Bass have defined charisma as a basic element for transformational leadership (Aghaz, 2006). The primary concept of transformational leadership was presented by Burns in 1978 as a result of his descriptive research on political leaders. Burns defined transformational leadership as a process in which leaders and followers lead each other into a higher level of morality and motivation. These leaders try to manifest the ethical characteristics and transcendental ideals such as freedom, justice, equality, peace and humanity around themselves and not vulgar characteristics such as fear, greed, jealousy and hatred. In relation to the theory of Maslow's needs hierarchy, this theory emphasizes on the strengthening of higher needs of followers. According to Burns the transformational leadership can be implemented by everyone at any position in the organization. This type of leadership can also occur in the everyday activities of ordinary people, but this matter is no normal and common (Yukl, 2004). Burns drew attention to the nature of the balanced relationship between leaders and followers. He drawn the study of leadership towards the dynamics of conflict and power, collective goals and the importance of moral foundation of leaders and followers and then proposed two types of leadership: transactional and transformational. (Magliocca & Christakis, 2001). According to him, the transactional leadership is more common type which based on bureaucratic authority and legitimacy in relation to the individual's position is within the organization. Transactional leaders emphasize on clarification of tasks, working standards and results. These leaders strongly rely on the rewards and punishments in organization to influence employees' performance and motivate their own followers by the promise of reward or modify them by negative feedback such as blame, threat and disciplinary actions. (Syndell, 2008) The purpose of such leadership refers to the agreement on a set of actions that meet both leaders and followers separate and immediate goals. On the other hand, the goal of transformational leadership is beyond the satisfaction of immediate needs. Accord-

ing to Burns, transformational leadership is seeking for potential motives in followers. Here, the goal is to draw followers' attention to the superior needs and converting individual interests to the collective interest (Mandell & Pherwani, 2003). Transformational leadership pays attention to the subordinates' needs and motivation and improvement of personal, organizational and group needs and provides new opportunities for organization to identify effective ways to do the work. (Esfahani & Ghezesoflu 2011) Transformational leadership creates awareness of the organization's mission or outlook and develops higher levels of ability and potential of colleagues and followers. Therefore the top executive managers of organization use transformational leadership style more than ordinary managers (Mwangi et al, 2011). Burns indicated that transformational leaders are those who possess insight and force others to do exceptional things and make effort. He continued his argument by stating that only transformational leaders are able to draw the necessary new routes for new organizations, because they are the source of changes. In other words, transformational leaders are completely aware of changes governing the organization and master the wave of changes. This type of leader can provide a better and clearer picture of the future and effectively explain their own outlook to the employees and they also willingly accept the outlook as a fact (Zali, 1999). Organizational Performance

Organizational Performance is one of the main structures in Management Studies. A review of previous studies clearly reveals the multi-dimensionality concept of this issue that mainly is related to the stakeholders, product market and time. All management researches should have two requirements in management area: a strong logic theory about the nature of the performance itself and providing the scale and method due to the theory that have. Like other areas of management, market competition makes organizational performance an important issue for the survival and success of modern businesses to gain customers, inputs and capital. Marketing, operations, human resources and strategy all are ultimately judged by its role in performance. So far, different dimensions of organizational performance scales have been studied in terms of financial and non-financial, quantitative, qualitative, etc. In the past, financial indices had utmost importance. However, many also used the total quality management philosophy to continuous improvement of performance. These cases in-

dicating that regularly monitoring of organizational performance has particular importance. Performance measurement is the process of quantifying the operational efficiency and effectiveness that lead to organization's performance. In the past, some cases such as rates of return on investment, turnover and profitability have been emphasized, but these matters do not seem to be sufficient in today's full of evolution world and not only the profit and loss but also their stimulus like innovation, satisfaction, etc are considered. (Chin et al, 2003). In most organizations of world, organizational managers and leaders are always seeking to improve and promote their organization's performance. The organization's performance is a wide combination of intangible intakes such as enhancement of organizational knowledge and also tangible and concrete intakes like the economic and financial results. Various models have attempted to present and evaluate organizational performance. The study of these patterns indicates that at first, the organizational performance changes should be measured and assessed. Secondly, the organizational performance changes should be considered at all levels of the organization and the individual and group goals in organization should be in line with organizational objectives.

The evolution of EFQM model

In 1950, JUSE Institute of Japan invited Dr. Edward Deming to conduct various lectures about quality. In 1951, this institute appreciated Dr. Deming Prize by establishing a reward in his name that its donation continues yet. This model created and proposed a new attitude in the quality discussion that the comprehensive coordination at the organization level is necessary to produce quality products and service.

Although at that time the utilization of statistical methods for quality control was mainly the focus of this discussion, this comprehensive attitude of thinking led to the emergence of total quality control in the 60s AD. Japan's success in the application of scientific methods of business created a serious threat to American companies so that in the 80s, many of them by transferring market to Japanese competitors were on the brink of bankruptcy. These threats led Western companies to reconsider their business practices and widely apply Total Quality Management (TQM). (Hosseini and Najafi, 2007).

In the late 1980s, two main approaches were

introduced that significantly influenced the quality management methods and systems of organizations: standards of ISO 9000 series and Total Quality Management (TQM). Standards of ISO 9000 series emerged in order to coordinate quality standards and provide patterns to guarantee quality. The adaptation and adjustment rate assessment of every organization is easily possible through standard ISO 9000 and audit program (internal / external) and organizations that can successfully pass the third party audits (by certifying organizations), will be succeed to receive the relevant certificate (Inaki and Landin, 2006).

Total quality management is a method for management and presentation of an organization that its base is to focus on quality and participation of all members of organization and aims to achieve long-term success through customer satisfaction and meeting the interests of all stakeholders. Unlike ISO 9000, there is not a formal international standard for total quality to determine how can create a total quality management system. Even, there is no same and coordinate guidelines that help how can measure and evaluate the establishment and application of total quality management. On the other hand, there is no organization or official reference of certification that to be able to certificate and recognize the establishment and achievement of total quality management according to international standards. Hence, more or less different opinions are proposed on definition of total quality management and its principles and strategies by scholars of this field like Deming, Juran, Ishii Kava, Figen Bam, etc. But the subject that all management scientists have consensus on it refers to the necessity of measuring the main principles and criteria of TQM. It should be noted that the patterns were created more in the West to evaluate non-industrial and industrial firms, but none of them had total view toward business. One of the first steps to give a comprehensive view to these patterns had been taken in Canada in 1983 by proposing the Quality Award and Canadian excellence. After that year, in 1987, after several continuous working, business model was introduced as the National Quality Award of Malcolm Baldrige in the U.S. which actually covered all components of a business by considering all the stakeholders. Following the Baldrige pattern, the Quality Award pattern of Europe was presented in 1991 by the European Foundation that many of European and non-European countries followed it. (Ignacio & Castilla, 2008).

On the other hand, the occurred changes in the global economy and the efforts made by World Trade Organization (WTO) in line with the economy globalization and increasing global competition have led all different countries (whether developed or developing) to achieve this believe that they should increase the competitive ability and capabilities of competitiveness of their industries and organizations in order to attend and survive in regional, global and even internal markets. Hence, different countries have done numerous studies on identifying and disseminating key factors in the success of organizations to improve their performance. Although this pattern has been always regarded and reconsidered by European Foundation of Quality, the most important revision that led to the changes in the pattern occurred in 1999. The most important changes included greater attention to the approaches that could follow the results related to the customers and also paying more attention to the partnership and knowledge management discussion in 2001 that the pattern of small and medium organizations found more coordination with Excellence Model of EFQM and introduced in the name of Excellence Model of EFQM of editing small and medium organizations. A new edition of the EFQM Model is presented in 2003 that contains significant changes in the sub-criteria and Tips Help compared to the edition of 1999 (Davis, 2008).

Background of Study

A descriptive study of survey type entitled “Investigating the effect of transformational leadership style and interactional leadership on teachers’ job conscience” has been done by Niaz Azari and others (2011). In this study that was conducted on a sample of 150 subjects he concluded that the main research hypothesis “There is significant difference between transformational and interactional leadership style of men and women” is rejected.

Sarafrazi (2011) in a study entitled “The evaluation of the quality of service provided in governor of Karaj city based on measures of EFQM model” has stated that in recent years various models of organization excellence have been proposed as management frameworks in organizations which among these the European Foundation of Quality Management of Organization Excellence Model enjoys great attention by governmental organizations and private companies in different countries.

Ghorbaniyan and colleagues (2011) conducted

a research in Esfahan city entitled “The relationship between transformational, transactional and non-interventional leadership style of managers and job satisfaction of medical emergency technicians”. They concluded that in challenging career like emergency services, among the three leadership styles the transformational leadership styles can make the most job satisfaction. Leaders more knew their style as transformational.

Garcia-morales et al (2011) studied the impact of transformational leadership on organizational performance through dynamic capabilities of learning and innovation. The result was that companies and organizations require transformational leadership to improve their performance in order to change the business environment in real life. The results show that transformational leadership style simultaneously affects organizational performance through innovation and organizational learning.

Hur et al (2011) conducted a study entitled “Transformational leadership as a mediator between the emotional intelligence and team outcomes”. The results show that transformational leaders are mediator between emotional intelligence and leader effectiveness as well as the emotional intelligence and working atmosphere. Although, any relationship was not found between emotional intelligence and team effectiveness, the innate ability of leaders in emotional intelligence enable them to lead their behavioral channel toward transformational leadership which ultimately followers’ perceptions is effective in leader effectiveness and working atmosphere.

Main hypothesis

There is a significant relationship between the characteristics of transformational leadership style and organizational performance in governmental offices of Sirjan city based on the EFQM model.

Sub-hypotheses

1. There is a significant relationship between idealized influence of leader and organizational performance in governmental offices of Sirjan city based on the EFQM model.

2. There is a significant relationship between inspirational motivation of leader and organizational performance in governmental offices of Sirjan city based on the EFQM model.

3. There is a significant relationship between leader’s mental persuasion and organizational per-

formance in governmental offices of Sirjan city based on the EFQM model.

4. There is a significant relationship between leader's personal considerations and organizational performance in governmental offices of Sirjan city based on the EFQM model.

Methodology

This study has applied purpose and in terms of nature and method is a correlation type. Applied researches are those that by using cognitive and informational context that are provided through fundamental researches, are used to meet human needs and improvement and optimization of tools, objects and patterns in developing and promoting the welfare of human life (Hafez Nia, 2011). Also, in correlation studies, the primary objective is to determine if there is a relationship between two or more quantitative variables (measurable) and if there is, how much is it. (Khaki, 2005)

Statistical population sampling method and sample size

The statistical population of this study includes all employees in government offices of Sirjan city that according to the following table, their number is 1815 in 2014 and among the mentioned statistical population 317 subjects are determined as sample by Farmers and Morgan table that the proportionate share of each organization is assigned based on the class-random method.

Data collection instruments

Two types of questionnaires are used to measure the variables that one of them is provided to measure the transformational leadership style and the other to measure the organizational performance. The questionnaire consists of two parts of general questions (gender, work experience, education and age) and specialized questions.

The transformational leadership style questionnaire is consisted of 20 questions that consider the transformational leadership style and its dimensions. The organizational performance questionnaire is composed of 42 questions that examine the performance of organization based on the EFQM model (European Quality Excellence Model) (Appendix 2). The five-point Likert spectrum is used in both questionnaires.

Validity of instrument

The purpose of validity is that whether the mea-

surement tool can measure the characteristics and features that the tool is designed for it. (Hafez Nia, 2011) The questionnaire was given to five professors from Islamic Azad University of Sirjan to determine the validity of measurement tool and was asked them to state their opinions about questions intended to measure the transformational leadership style dimensions and organizational performance in the form of options of completely appropriate, appropriate, somewhat appropriate, inappropriate and completely inappropriate. After receiving responses, according to the view of Supervisor the necessary structural reforms imposed on them.

Reliability of instrument

Reliability of tool that is interpreted as the validity, accuracy and reliability means that if a measurement tool which is constructed to assess the variable and attribute is used in a similar situation at other time or place, similar results can be obtained from it, in other words, reliable or valid tool has the repeatability property and measuring the same results. (Hafez Nia, 2011)

In this study, the Cronbach's alpha was used to test the reliability of the questionnaire. Based on this method and conducting a pilot study on 30 subjects of the statistical population and by using the statistical software SPSS 19 the reliability of transformational leadership style questionnaire was obtained 0.950 and 0.961 for the questionnaires of organizational performance. The amount of these statistics shows that the reliability of questionnaires has high quality.

Hypothesis testing

Major hypothesis

There is a significant relationship between the characteristics of transformational leadership style and organizational performance in governmental offices of Sirjan city based on the EFQM model.

The Pearson and Spearman correlation coefficient was used to examine the relationship between transformational leadership style and organizational performance. The results of this test are shown in Table 1.

The Pearson and Spearman correlation test results demonstrate that there is a significant relationship between transformational leadership style and organizational performance (significance level less than 0.01) and this relationship is direct.

Table 1. Correlation coefficients between the characteristics of transformational leadership style and organizational performance

Kind of relation	Relation	Organizational performance						Variable
		Spearman correlation coefficient			Pearson correlation coefficient			
Direct	+	N	Sig.	R	N	Sig.	R	transformational leadership style
		317	0.000	0.556	317	0.000	0.566	

Table 2. Summary of regression model (main hypothesis)

Estimated standard error	Reduced R ²	R ²	R	Model
0.5189	0.318	0.321	0.566	1

According to Table 2, and the adjusted amount of R² we find that the transformational leadership style justifies the 0.318 (equivalent to 31.8%) of the variations in organizational performance.

Minor hypotheses

1. There is a significant relationship between

idealized influence of leader and organizational performance in governmental offices of Sirjan city based on the EFQM model.

In order to investigate the relationship between idealized influence and organizational performance, the Pearson and Spearman correlation coefficient was used and obtained results are presented in Table 3.

The results obtained from Pearson and Spearman correlation test indicate a significant relationship between idealized influence and organizational performance (significance level less than 0.01) and this relation is direct in the middle.

Table 3. Correlation coefficients between the idealized influence and organizational performance

Kind of relation	Relation	Organizational performance						Variable
		Spearman correlation coefficient			Pearson correlation coefficient			
Direct	+	N	Sig.	R	N	Sig.	R	Idealized Influence
		317	0.000	0.507	317	0.000	0.525	

Table 4. Summary of regression model (sub-hypothesis 1)

Estimated standard error	Reduced R ²	R ²	R	Model
0.535	0.273	0.275	0.525	1

Based on the Table 4, and the adjusted amount of R² we understand that the idealized influence justifies the 0.273 (equivalent to 27.3%) of the changes in organizational performance.

2. There is a significant relationship between in-

spirational motivation of leader and organizational performance in governmental offices of Sirjan city based on the EFQM model.

The Pearson and Spearman correlation coefficient was utilized to examine the relationship between inspirational motivation and organizational performance. The results of this test are given in Table 5.

The Pearson and Spearman correlation test results show a meaningful relation between inspirational motivation and organizational performance (significance level less than 0.01) and this relation is direct in the middle.

Table 5. Correlation coefficients between inspirational motivation and organizational performance

Kind of relation	Relation	Organizational performance						Variable
		Spearman correlation coefficient			Pearson correlation coefficient			
Direct	+	N	Sig.	R	N	Sig.	R	Inspirational Motivation
		317	0.000	0.430	317	0.000	0.476	

Table 6. Summary of regression model (sub-hypothesis 2)

Estimated standard error	Reduced R ²	R ²	R	Model
0.553	0.224	0.226	0.476	1

By looking at the Table 6, and the adjusted amount of R² it can be found that the inspirational

motivation vindicate the 0.224 (equivalent to 22.4%) of the organizational performance variations.

3. There is a significant relationship between leader's mental persuasion and organizational performance in governmental offices of Sirjan city based on the EFQM model.

In order to consider the relationship between mental persuasion and organizational performance the Pearson and Spearman correlation coefficient was utilized. The obtained results from this test are shown in Table 7.

Table 7. Correlation coefficients between mental persuasion and organizational performance

Kind of relation	Relation	Organizational performance						Variable
		Spearman correlation coefficient			Pearson correlation coefficient			
		N	Sig.	R	N	Sig.	R	
Direct	+	317	0.000	0.462	317	0.000	0.475	Mental Persuasion

The Pearson and Spearman correlation test results demonstrate a meaningful relationship between mental persuasion and organizational performance (significance level less than 0.01) and this relation is direct in the middle.

By considering the Table 8, and the adjusted amount of R² it can be found that the mental persuasion justifies the 0.224 (equivalent to 22.4%) of the organizational performance variations.

4. There is a significant relationship between leader's personal considerations and organizational performance in governmental offices of Sirjan city based on the EFQM model.

The Pearson and Spearman correlation coefficient was utilized in order to investigate the relationship between personal considerations and organizational performance. The obtained results are shown in Table 9.

Table 8. Summary of regression model (sub-hypothesis 3)

Estimated standard error	Reduced R ²	R ²	R	Model
0.553	0.224	0.226	0.475	1

Table 9. Correlation coefficients between personal considerations and organizational performance

Kind of relation	Relation	Organizational performance						Variable
		Spearman correlation coefficient			Pearson correlation coefficient			
		N	Sig.	R	N	Sig.	R	
Direct	+	317	0.000	0.559	317	0.000	0.542	Personal Considerations

The Pearson and Spearman correlation test results demonstrate a significant relation between personal considerations and organizational performance (significance level less than 0.01) and this relationship is direct in the middle.

According to Table 10, and the adjusted amount of R² we find that the personal considerations justifies the 0.291 (equivalent to 29.1%) of the variations

in organizational performance.

Table 10. Summary of regression model (sub-hypothesis 4)

Estimated standard error	Reduced R ²	R ²	R	Model
0.529	0.291	0.294	0.542	1

Discussion

According to the table above and adjusted amount, we find that transformational leadership style justifies 0.318 of the variation in organizational performance. Also, the Pearson and Spearman correlation test results show that the correlation coefficient between two variables of transformational leadership styles and organizational performance are respectively equal to 0.566 and 0.556 with a significance level of 0.000, which is smaller than significance level of 0.01. This means that with 99% confidence level, there is a significant and positive relationship between transformational leadership style and organizational performance and transformational leadership style with appropriate dimensions increase the performance of the organization. Furthermore, research findings of Cut (2005) and Elenkov (2002) are consistent with the result of this hypothesis. Also, according to the adjusted amount, it can be found that the idealized influence justifies 0.273 of the variation in organizational performance. Also, the Pearson and Spearman correlation test results indicate that the correlation coefficient between two variables of idealized influence and organizational performance are respectively equal to 0.525 and 0.507 with a significance level of 0.000, which is smaller than significance level of 0.01, namely, with 99% reliability, there is a significant and positive relationship between idealized influence and organizational performance. Meanwhile, research findings of Cut (2005) and Elenkov (2002) are in line with the result of this hypothesis. By looking at the table above and adjusted amount, it can be concluded that the inspirational motivation justifies 0.224 of the organizational performance changes. Also, the test results of Pearson and Spearman correlation demonstrate that the correlation coefficient between two variables of inspirational motivation and organizational performance are respectively equal to 0.476 and 0.430 with a significance level of 0.000, which is smaller than significance level of 0.01. This means that with 99% reliability, there is a significant and positive relationship between the inspirational motivation and organizational performance. At the same time, the research findings of Cut (2005) and Elenkov (2002) are consistent with the result of this hypothesis. Also, the Pearson and Spearman correlation test results indicate that the correlation coefficient between two variables of mental persuasion and organizational performance are respectively equal to

0.475 and 0.462 with a significance level of 0.000, which is smaller than significance level of 0.01. Namely, with 99% reliability, there is a significant and positive relationship between mental persuasion and organizational performance. In this way, the research findings of Cut (2005) and Elenkov (2002) are in line with the result of this hypothesis. As well, the test results of Pearson and Spearman correlation indicate that the correlation coefficient between two variables of personal consideration and organizational performance are respectively equal to 0.542 and 0.294 with a significance level of 0.000, which is smaller than significance level of 0.01. This means that with 99% reliability, there is a significant and positive relationship between the personal consideration and organizational performance. Meanwhile, the research findings of Cut (2005) and Elenkov (2002) are consistent with the result of this hypothesis.

Suggestion for further research

- According to the research results, there is a significant and direct relationship between transformational leadership and organizational performance and according to the utility of this leadership style, paying attention to other issues, such as how to create and develop it in organizations, it is recommended that senior managers in organizations provide the area to enhance the transformational leadership behaviors between managers in lower levels with various methods like education. Also, senior managers actually show transformational behaviors by oneself and to be introduced as a model and pattern in this area, in order to provide a basis for transformational behaviors at lower levels.

- According to the coefficients of the regression model, one of the strengths of the studied population refers to the greatest impact of personal considerations, this means that leaders help their followers in order to achieve the desired needs and develop the potential ability of individuals. Therefore, it is recommended that leaders utilize personal considerations as leadership behavior and allocate more time to guide and train their employees and consider individuals with different needs, abilities and creativities and help them to develop their abilities as well, anticipate the needs of their employees and try to satisfy them. Managers should understand the differences between individuals and in front of each choose particular method for empathy.

- In relation to the idealized influence, it is sug-

gested that the senior manager of organization in collaboration with others specifies the objectives of the organization and its future prospects and provides it to all employees in written form to draw and explain the bright and clear future for organization through their cooperation. Therefore, managers by relying on them lead their employees and subordinates for organizational goals and vision.

- In relation to the inspirational motivation, it is recommended that the leaders express

the prospects of organization pleasantly and attractively for followers and speak optimistically about the future and promise their followers that the goals are achievable.

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