

INVESTIGATING THE EFFECT OF TRANSFORMATIONAL LEADERSHIP ON IN-ROLE AND EXTRA-ROLE PERFORMANCE OF EMPLOYEES IN SADERAT BANK BRANCHES IN TEHRAN CITY: BY EMPHASIZE UPON MEDIATING ROLE OF ORGANIZATIONAL COMMITMENT

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Abstract. Employee's performance includes in-role and extra role performance for employees (citizenship organizational behavior) has been paid by the researchers and manager of business because of its importance and role to reach in its aims. Different researches showed that different factors like insight factors (organizational commitment) and field factors (leader of organization) influence on in-role and extra-role of performance for the employees. In this research, it has done to Investigate of effecting the Transformational Leadership on In-role and extra-role performance of employees in Saderat Bank Branches in Tehran city: by emphasize upon mediating role of Organizational Commitment. This research in terms of purpose is applied research and in terms of method is descriptive- survey research. In order to hypothesis testing and obtain results by Lisrel software and structural equations model have been used. The results showed that variation leadership has positive effect on in-role performance and organizational commitment of Saderat Bank branches in Tehran city. Also, organizational commitment of employees has positive effect on inter and extra-role performance of employees (organizational citizenship behavior).

Keywords: Transformational Leadership, In-role performance, extra-role performance, Organizational Commitment, Saderat Bank.

INTRODUCTION

In different studies, it was emphasized upon improvement and development of occupational performance in order to reach in business strategy and establish high level of human force performance. Thus, occupational performance is so important and it has vital value to reach in organizational aims and performance. Suitable Occupational performance results to identify the organization and coordinate employees' aims with aims and results of organization (Tastan and Mousavi Davoudi, 2015).

Employee's performance includes in-role and extra role performance (organizational citizenship behavior) has been paid by the researchers and managers of business because of its importance and role to reach in its aims. Different researches showed that the factors like insight ones (organizational commitment, occupational satisfaction, occupational involvement, organizational feeling) and field factors (like organizational justice, occupational demand, actions of human resource management and psychological contract) influence on in-role and extra role performance (Lu et al., 2016).

In humanities texts, organizational commitment is one of the well-known occupational insights. Prerequisites and the effective factors on organizational commitment are correlated and during different years, were studied in management and organizational psychology researches. Especially, in current competitive markets, employee's belongings to organization is low. The employees are replacing increasingly and are loyalty to organization less. The researchers showed that organizational commitment is important predicator factor for absence and leave of service and its attention shall have many advantages (Zahir et al., 2012).

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Many studies and texts pertain to organizational citizenship behavior have positive relationship between organizational commitment and organizational citizenship behavior. The employees who have commitment to organization try more to service organization and estimate aims of organization and person in organization. Thus, the employees who organizational citizenship behavior because of high organizational commitment are inclined to establish positive relations and help to organization (Guzman and Espejo, 2015).

Also, transformational leadership empower and motivate its followers in different methods like increase self-efficient, facilitate social nature with group or organization and communicate working value with follower' value. This relation allows the followers to feel independency and empowering at work (Avey et al., 2008). Also, transformational leaders motivate the employees into change in organization and performance beyond anticipations, inspirations and stimulations. In these environments in which leader makes challenge current situation, the followers have less pessimism to change in organization and leave and they have high organization commitment and occupational performance (Avey et al., 2008).

In this research, it was tried to consider the effect of Transformational leadership based on conceptual model (figure 1). Investigating the Transformational Leadership on In-role and extra-role performance of employees in Saderat Bank Branches in Tehran city: by emphasize upon mediating role of Organizational Commitment has been done.

LITERATURE

In- role and extra role performance (organizational citizenship behavior): Human' performance is defined as a result to obtain an aim based on special standard. The actions are including visible behavior or invisible processing (Maleki, 2015).

Wetzel et al., (2000) stated that occupational performance is the scale the employees perform their tasks and responsibilities (Ebrahimi and Javadi, 2011).

Occupational performance is defined as organizational values of occupational behaviors in occupational times and status. The mean of organizational value is estimation the organization has by its activities and services including occupational task or suitable working relation with others. Important is that occupational performance is defined as certain behavioral specification, especially occupational performance is considered as integrated specification from separated behaviors in the domain of time. Second point is that behavioral specification is pointed to anticipated value of organization, thus, occupational performance is defined as variable which is done between behaviors by different persons and regards the similar behaviors by persons in different times (Ezhei et al., 2009).

Occupational performance is regarded as collection of behaviors which is seen between people and their occupations in other word, it is scale of product, outcome or yield which is obtained in his employment (Moazen et al., 2011). Borman and Motowidlo¹ (1993) stated that occupational performance includes two dimensions. They discriminated between in-role (task) and extra role performance (field). That section which is on description of official occupation is in-role performance or task performance and field performance is defined as behavior that helps effectiveness of organization by psychological, social and organizational fields (Barati et al., 2009).

In-role performance or task performance is same tasks and duties which are registered in the leaf of tasks and are related with tasks directly (Kwong and Cheung, 2003).

Before 1990s, the researchers considered relation between occupational behaviors and organizational effectiveness and paid attention to in-role performance². In- role performance is regarded as occupational behaviors which are stated in official task list. Gradually, the researchers discriminated between in-role and extra role performance. Extra- role performance³ points to occupational behaviors beyond official role of employees which are arbitrary and they have not rewards. The effect of extra role performance on organizational performance is high. One of the most customary conceptualizations is organizational citizenship behavior (Gholipour et al., 2010).

Organizational citizenship behavior is important in places and environments especially where more uncertainty and dependency. In these environments, since it is difficult to formalize roles, the organizations try to need employees' efforts to offer organizational citizenship behavior more (Bower et al., 2010).

Organizational citizenship behavior is arbitrary behavior which is not identified or rewarded directly or clearly by reward official system and promotes the effective function of organization. Arbitrary behavior is that the behavior is part of compulsory requirements which is stated in employment contract, this behavior is a personal selection and its leave doesn't result to punishment (Oplatka, 2009).

Organizational Commitment: Organizational commitment points to employees' dependency to organization, its nature and commitment to it (Holcomb, 2009).

Although, there are different and variate conceptualizations on commitment but each of them reflect three general concepts like dependency, emotional dependency and costs implicated (commitment).

Emotional Commitment: the most prevalent insight on organizational commitment is an insight in which commitment is discussed as emotional dependency or belonging. The persons who have high commitment to organization feel nature with it and participate in it and enjoy it. This insight was explained by Kanter (1968) who described coherent commitment as dependency of a person as emotional mode and Bachanan (1974) regarded it as supporter or advocate and emotional commitment for aims. Whereas, the best insight to emotional commitment was offered by Porter et al., (1979) in which organizational commitment is defined as relative power and participation with a special organization (Mowday et al., 1979).

Cost Apprehended: From other researchers, emotion plays important role in conceptualizations at least. Instead, commitment was discussed as inclination or trend into activities based on personal revise on the costs. From Stebbins (1970) continuous commitment is aware from impossibility of social identity because of severe punishments (Stebbins, 1970).

Commitment (implication): is a belief on personal responsibility on organization. Wiener (1982) defined commitment as internalized normal pressures which estimated organizational aims and resources. Although, the researchers don't point to it as commitment but others saw it as important helper factor to behavior (end of cooperation with organization) (Allen and Meyer, 1990).

Transformational Leadership: Transformation, transformational are main concepts of leadership and used to discriminate between leadership and management. Leadership theory was used by Barnes¹ (1978) to discriminate between the leaders who have strong and motivation relations with the followers and those leaders who concentrate on transaction vastly.

Bas and Avolio (1994) defined transformational leadership as leadership and it happened when the leader is interested in relation between its coworkers and followers. Transformational leadership stimulate all to pay attention to their benefits (Mandell and Pherwani, 2003).

Transformational leadership is a style which empowers the followers to enhance their performance and encourage them to mass aims instead of personal benefits (Kark, 2004).

RESEARCH MODEL AND HYPOTHESIS

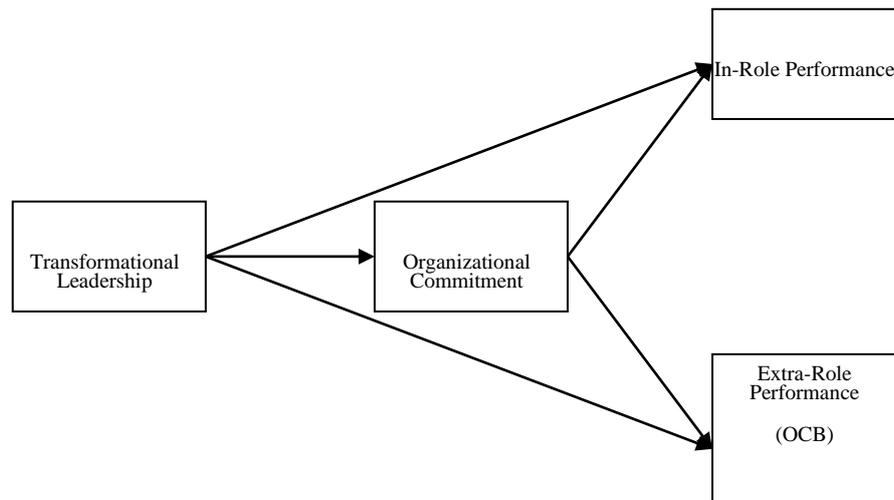


Fig.1, Research conceptual model

Research Hypotheses:

- Transformational leadership has positive effect on in-role performance of employees
- Transformational leadership has positive effect on extra-role performance of employees (organizational citizenship behavior).
- Transformational leadership has positive effect on organizational commitment of employees
- Organizational commitment has positive effect on in-role performance of employees
- Organizational commitment has positive effect on extra-role performance of employees (organizational citizenship behavior).

RESEARCH METHODOLOGY

This research in terms of purpose is applied research and in terms of method is descriptive- survey research. The statistical population of this study is all employees of Saderat Bank branches in Tehran city that they are 7500 people. The sample size is considered as 365 people by Morgan table. In order to collect data, questionnaire instruments based on standardized questionnaire have been used. The reliability of research instruments was tested by Alpha Cronbach. Alpha coefficient for all variables was 0.70 which shows suitable stability for research instruments (table 1). In order to discuss hypothesis, structural equations model has been used.

Table 1, the variables and stabilities for each

Variable	Number of Questions	Alpha Cronbach
Transformational leadership	5	0.846
Organizational commitment	5	0.803
in-role performance	5	0.851
extra role performance	5	0.827

Tests of Hypothesis: In this section, one discusses and tests hypothesis by structural equations modelling. After collecting data and model description, model estimation was estimated among variables by relations. The meaningful of all coefficients and parameters is tested. In order to be meaningful coefficient, significant numbers are higher than 1.96 or smaller than -1.96. The results are on tables 2,3 for structural equations modelling and meaningful.

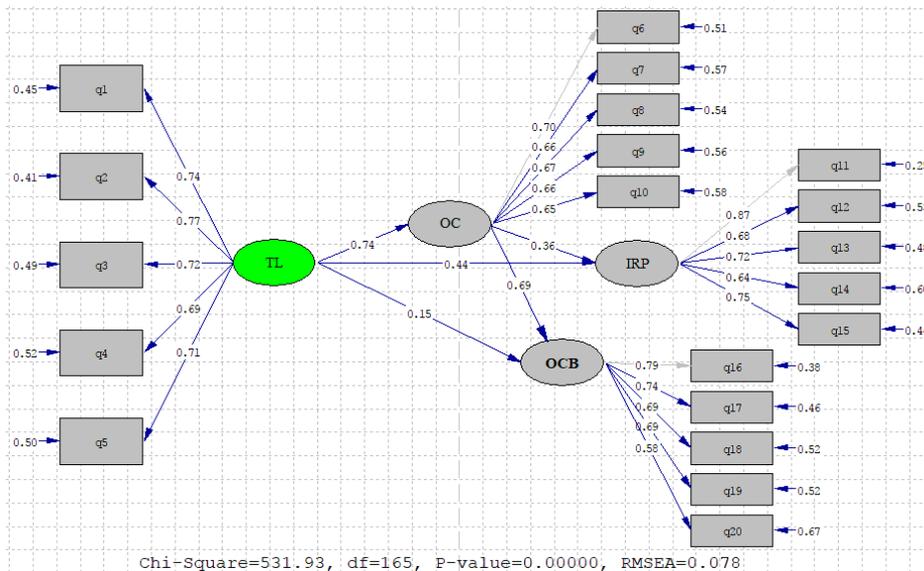


Fig. 2, Structural Equations Model (standard coefficient)

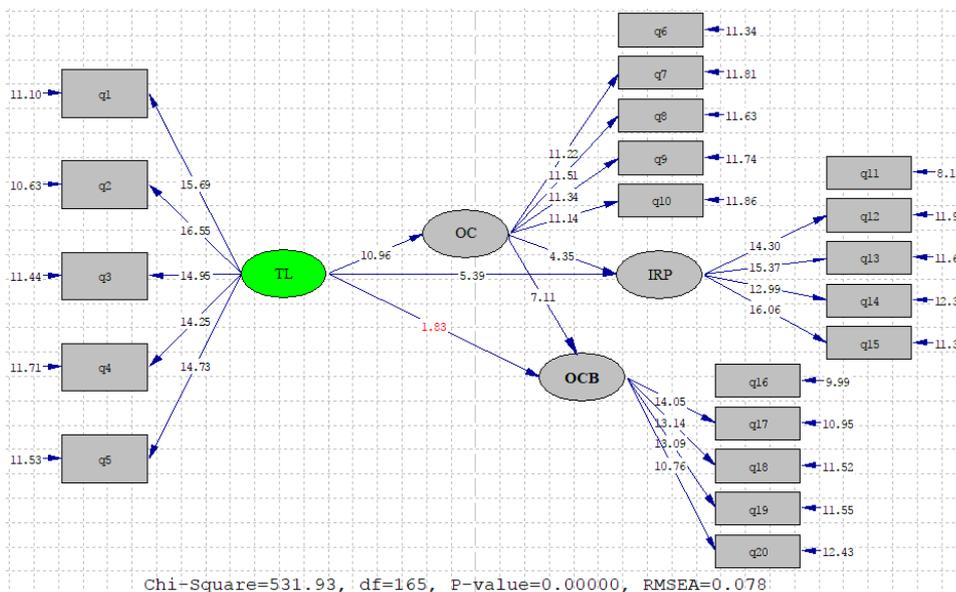


Fig.3, Structural equation model (Meaningful numbers)

As follows, a table is offered to display relations and parameters better.

Table 2, calculate direct and indirect effects and total effects of dependent and independent variables

Independent variable (from)	Dependent variable (to)	Direct effect	Indirect effect	Total effect
Transformational leadership	Organizational commitment	0.74	-----	0.74
	in-role performance	0.44	0.27	0.71
	extra role performance	0.15	0.51	0.66
Organizational commitment	in-role performance	0.36	-----	0.36
	extra role performance	0.69	-----	0.69

According to table 2, transformational leadership has the highest effect of total effect (0.74) on organizational commitment. In other side, indirect effect is pertaining to transformational leadership on performance with 0.51.

Table 3, results of standard coefficients and significant numbers (confirmation or rejection of Hypotheses)

From	To	Standardized coefficient	Significant Numbers (t values)	Confirmation or rejection
Transformational leadership	in-role performance	0.44	5.39	confirmed
Transformational leadership	extra role performance	0.15	1.83	rejected
Transformational leadership	Organizational commitment	0.74	10.96	confirmed
Organizational commitment	in-role performance	0.36	4.35	confirmed
Organizational commitment	extra role performance	0.69	7.11	confirmed

As indicated in table 3, standard coefficients had significant numbers (more than 1.96) for 4 hypothesizes and thus 4 hypothesizes are confirmed among 5 cases.

CONCLUSION

As the results and tests of hypothesis showed that, as for confirmation of transformational leadership on in-role and extra role performance and also, confirmation of the effect of organizational commitment on in role performance and extra role performance (citizenship behavior), following suggestions are offered to Saderat Bank:

- Bank managers encourage creativity and acceptance of challenges as a part of employees, also, they educate behavior methods to problems and solving problems techniques in an intellectual and creatively behaviors.
- Bank managers and leaders establish high level of confidence and loyalty as for their personal needs by showing respect and this causes to incline employees determine identity, as result, the employees don't trust in manager and condolence in difficult times and commit to increase occupational performance.
- Attention to personal needs for all employees and necessary considerations by the head of branches
- Establish voting and insights environment by the heads of branches to publish learning and perform the best activities and also enhance employees who have the highest learning capacity.
- Educate and develop employee's skills and abilities by educational investment to provide growth and success opportunities which result to organizational commitment.
- Apply participatory strategies and management styles and organizational structure, participatory environment causes the employees obtain independence more in their working roles and more commitment.
- Try to promote organizational environment for suitable strategy and organizational commitment. Thus it is necessary that the managers try to increase organizational commitment by knowing organizational environment and its factors.
- By reanalyze occupations of the employees, it is tried to offer more freedom and independence to perform the tasks and occupational flexibility is regarded as a factor to increase occupational dependency.
- By performing researches, the effective factors on organizational commitment (including promotion opportunities, behavior of leader, management style, and payment) and its importance shall be recognized.
- In order to increase occupational commitment, reduce employees' stress slightly.

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