

Original research article

The impact of environmental transformational leadership on organizational citizenship behavior (case study: Municipality of 22nd district of Tehran)

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Abstract: The main purpose of this study is to investigate the effect of environmental transformational leadership on organizational citizenship behavior with the mediating role of perceived meaningful work of Tehran District 22 Municipality. The study population in this study is the employees of the municipal district of District 22 of Tehran. The number is about 400 people and the sample size was obtained according to Cochran's 196 formula. The research method in the present study is applied in terms of purpose and descriptive in terms of implementation method. Kolmogorov-Smirnov test was used to test the normality of the data, which proved with 95% confidence that the variables had an abnormal distribution. Therefore, due to the abnormality of the data distribution, therefore, Pls software was used to analyze the data. The results showed that: environmental transformational leadership has an effect on organizational citizenship behaviors.

Keywords: environmental transformational leadership; organizational citizenship behavior

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1. Introduction

Today's organizations, if they are not able to adapt to the environmental changes, they will quickly leave the competition and give their place to their competitors, therefore, identifying the internal strengths and weaknesses of the organization, along with the opportunities and threats, is essential. It seems in such conditions, organizations need leaders who transform private or government organizations into organizations with greater ability to grow and develop and even survive. Transformational leadership is one of the leadership paradigms in organizational psychology that has been widely researched. Organizational citizenship behavior as a voluntary behavior and beyond the role is very necessary in today's organizations because organizations in today's complex and highly variable environment cannot correctly specify the required job requirements in their job description and specify what behaviors are necessary to achieve organizational goals. According to the presented materials, the purpose of this research is to investigate the impact of environmental transformational leadership on the behavior of organizational citizenship in the 22nd district of Tehran.

2. Statement of the problem

A good corporate citizen is a thinking and ideas that include various behaviors of employees such as

accepting and assuming additional duties and responsibilities, following the rules and procedures of the organization, maintaining and developing a positive attitude, patience and tolerance of dissatisfaction and problems in the workplace. Based on the organizational theories, the behavior of the corporate citizen helps to improve the performance of the organization. Therefore, organizational citizenship behavior is a type of behavior that goes beyond what is officially described for the organization's employees; it is optional and based on individual will; they are not directly rewarded or appreciated through the official organizational structure; and finally, it is important for the effectiveness and efficiency of the organization's performance and the success of its operations. If today's organizations are not able to adapt to the environmental changes, they will quickly leave the competition and give their place to their competitors, therefore, it is necessary to identify the internal strengths and weaknesses of the organization along with the environmental opportunities and threats. The impact of transformational leadership on organizational citizenship behavior, which is considered in this research, most organizations, especially service organizations, tend to choose employees who go beyond perform the role and duties specified in the job description. Today, the municipality and its management is one of the most important matters in any country. It will not be possible to improve performance in the municipality without considering its role and organizational position and factors such as: commitment, organizational citizenship behavior and social capital. On the other hand, the importance of urban management becomes prominent since citizens are considered as the main economic actors in the overall economy; therefore, attention should be paid to the issues and problems of urban management and municipalities in order to develop and grow economically. Therefore, the question that this research will answer is, what is the impact of environmental transformational leadership on organizational citizenship behavior in the 22nd district of Tehran?

3. Significance of the study

In today's challenging world, in order to compete on the global stage, to meet the needs and expectations of customers and to adapt to the changing nature of work, organizations are trying to hire employees who go beyond the duties and roles of their jobs, because it is believed that these behaviors beyond the role are reflected in the performance evaluation, affect the participation of employees in the programs, and can be said to be an effective factor on job engagement, organizational commitment, and self-esteem. Today, in the modern literature of management, behaviors beyond the role of employees, who are self-motivated and aware, are referred to as organizational citizenship behavior. By creating motivation, self-discovery and self-confidence, transformational leadership causes doing more work than expected. In other words, transformational leadership provides the most effective organization by creating cultural contexts. Several researches show the revealed necessity of moving towards organizational citizenship behavior with regard to transformational leadership, which is stated in the statements of Yaqoubi et al. The necessity of studying transformational leadership with employee citizenship behavior is that these structures are mentioned in the literature and background related to organizational behavior as key structures in organizational behavior. Therefore, organizational citizenship behavior as a voluntary behavior and beyond the role in today's organizations is very necessary because organizations in today's complex and highly variable environment cannot properly describe the needs and requirements of the required job. As a government institution, the municipality provides many public services to the citizens, including the construction of streets, public places and passages, garbage disposal and taking care of citizens' health affairs, civil works, beautification of the city and other urban services. Since the performance of such organizations is largely influenced by their leadership and citizenship behavior, therefore, the investigation and analysis of municipal employees' behaviors can provide the basis for strengthening employee motivation issues and subsequently increasing their effectiveness and efficiency. Also, the municipality, as a public institution, allocates a lot of budget to carry out its related affairs; therefore, the use

of organizational citizenship behavior and the help of employees will lead to better performance and efficiency of the organization. Also, by being aware of the state of organizational citizenship behavior of employees, the municipal managers will strengthen this behavior and achieve higher performance.

4. Research background

Taghipour et al.^[1] studied “Risk analysis in the management of urban construction projects from the perspective of the employer and the contractor.”

Mahboobi et al.^[2] discussed “Assessing ergonomic risk factors using combined data envelopment analysis and conventional methods for an auto parts manufacturer”, occupational injuries are currently a major contributor to job loss around the world.

Taghipour et al.^[3] studied “The impact of ICT on knowledge sharing obstacles in knowledge management process (including case-study).”

Khalilpour et al.^[4] studied “The impact of accountant’s ethical approaches on the disclosure quality of corporate social responsibility information an Islamic perspective in Iran.”

Mirzaie et al.^[5] studied “The relationship between social bearing capacities with conflict as a result, in the perception of the visiting historical sites.”

Alamdar khoodaki et al.^[6] studied “Effect of integrated marketing communication on brand value with the role of agencies reputation (including case study).”

Taghipouret et al.^[7] studied “A survey of BPL technology and feasibility of its application in Iran (Gilan Province).”

Mohammad et al.^[8] studied “Assessing the effect of the FRP system on compressive and shear bending strength of concrete elements.”

Jalili et al.^[9] studied “Comparative study of Khaje Rashid al-Din views on Rab-e Rashidi Islamic Utopia and Kevin Lynch ideas.”

Taghipour et al.^[10] studied “Insurance performance evaluation using BSC-AHP combined technique.”

Rezvani et al.^[11] discussed “The design of high-rise building with ecological approach in Iran (Alborz Province).”

Taghipour et al.^[12] studied “The identification and prioritization of effective indices on optimal implementation of customer relationship management using TOPSIS, AHP methods.”

Taghipour and Yazdi^[13] studied “Seismic analysis (non-linear static analysis (pushover) and nonlinear dynamic) on Cable-Stayed Bridge.”

Taghipour et al.^[14] studied “Investigating the relationship between competitive strategies and corporates performance (case study: Parsian Banks of Tehran).”

Taghipour and Moosavi^[15] studied “A look at gas turbine vibration condition monitoring in region 3 of gas transmission operation.”

Rahmani et al.^[16] studied “Providing health, safety and environmental management (HSE) program in metal mining industry (including case study).”

Taghipour and Vaezi^[17] studied “Safe power outlet.”

Tarverdizadehet et al.^[18] studied “Predicting students’ academic achievement based on emotional

intelligence, personality and demographic characteristics, attitudes toward education and career prospects through the mediation of academic resilience.”

Azarian and Taghipour^[19] studied “The impact of implementing inclusive quality management on organizational trust (case study: education).”

Ghadamzan Jalali et al.^[20] studied “Explain the relationship between intellectual capital, organizational learning and employee performance of Parsian Bank Branches in Gilan province.”

Mohammadi et al.^[21] studied “Investigating the role and impact of using ICT tools on evaluating the performance of service organizations.”

Abdi Hevelayi et al.^[22] studied “Predicting entrepreneurial marketing through strategic planning (including case study).”

Arsalani et al.^[23] studied “Investigating the effect of social media marketing activities on brand awareness.”

Khorasani and Taghipour^[24] studied “The location of industrial complex using combined model of fuzzy multiple criteria decision making (including case study).”

Taghipour et al.^[25] studied “Risk assessment and analysis of the state DAM construction projects using FMEA technique.”

Hoseinpour et al.^[26] studied “The problem solving of bi-objective hybrid production with the possibility of production outsourcing through Imperialist Algorithm, NSGA-II, GAPSO Hybrid Algorithms.”

Taghipour and Ahmadi Sarchoghaei^[27] studied “Evaluation of tourist attractions in Bourujerd County with emphasis on development of new markets by using Topsis Model.”

Hashemi et al.^[28] studied “The effect of personal factors on increasing the productivity of low-level employees in the General Welfare Department of Tehran Municipality.”

Safdarpour et al.^[29] studied “The effect of government support on innovation ability (including a case study).”

Ganjali et al.^[30] studied “Strategic analysis of household hazardous waste reduction.”

Taghipour et al.^[31] studied “The impact of managerial factors on increasing the productivity of low-level employees (including case study).”

Ganjali et al.^[32] studied “Investigating the relationship between environmental awareness and the level of education and occupation of people.”

Baghipour saramiet et al.^[33] studied “Modeling of nurses’ shift work schedules according to ergonomics: a case study in Imam Sajjad(As) Hospital of Ramsar.”

Moradi Lalekaei et al.^[34] studied “Measurement of the country of origin of the brand of branding and brand loyalty.”

Taghipour et al.^[35] studied “Investigating the effect of intelligent ordnance on the level of learning/teaching (including case study).”

Taghipour et al.^[36] studied “The study of the effect of smart schools on the level of learning-teaching in high school.”

Taghipour et al.^[37] studied “The impact of motives from obtaining ISO 9001 certification on organization performance (including case study).”

Yaghoubi et al.^[38] studied “Students learn and learn using the effects of smart schools.”

Taghipour et al.^[39] studied “The impact of working capital management on the performance of firms listed in Tehran Stock Exchange (TSE).”

Jedinia et al.^[40] studied “The effect of capital management on the performance of companies in the Stock Exchange (SG).”

Habibi Machiyani et al.^[41] studied “Designing a smart model for managing Iranian chain stores based on business intelligence (case study of proma chain store).”

5. Research objectives

5.1. The main goal

Explaining the impact of environmental transformational leadership on organizational citizenship behaviors with the mediating role of perceived meaningful work.

5.2. Sub-goal

Explaining the impact of environmental transformational leadership on organizational citizenship behavior.

6. Hypothesis

6.1. The main hypothesis

Environmental transformational leadership has an effect on organizational citizenship behaviors with the mediating role of perceived meaningful work.

6.2. Sub-hypothesis

Environmental transformational leadership has an effect on organizational citizenship behavior.

7. Research method

The current research is a descriptive research of survey type and is in the category of applied research.

7.1. Data collection method

Questionnaire:

To measure the variable of transformational leadership, the questionnaire of Bis Khan Gormani’s article^[42], with a 5-point Likert scale from completely agree to completely disagree, will be used. To measure the variable of organizational citizenship behavior, the questionnaire of Bis Khan Gormani’s article, with a 5-point Likert scale from completely agree to completely disagree, will be used.

7.2. Statistical population

The investigated community in this research is the employees of the 22nd district of Tehran municipality whose number is about 400 people.

7.3. Sampling method and sample volume

In this research, available sampling method will be used for sampling. Also, to obtain the sample size, Cochran’s formula will be used, according to this formula, a sample size of 196 was obtained.

7.4. Descriptive statistics of the research community

Out of 196 questionnaires completed by the employees of the 22nd district of Tehran; all respondents answered the question about “gender”. Studies show; about 58% of the employees were men (114 people) and about 42% of them were women (82 people). Also, the respondents’ education, age and work experience were examined in the same way.

8. Research models

8.1. Outer model (measurement)

In structural equation modeling, an item or any variable that can be measured directly is called a manifest variable, and a variable whose value is measured through items is called a hidden variable. Hidden variables are divided into two categories: external variables, which are variables that no one-way arrow has pointed towards, and internal variable is an element of the structural model that has at least one one-way arrow pointed towards it. The measurement model or external model specifies the relationship between indicators and underlying variables. In fact, a measurement model is a part of the overall model that includes a variable along with questions related to that variable. A factor load between 0.3 and 0.6 is acceptable, and if it is greater than 0.6, it is very desirable. If the factor loadings of the questions are less than 0.6, that index (questionnaire question) should be removed from the model, and in the measurement model, in the significance mode of the coefficients, the probability statistics of the questions are taken into account. The probability statistic of the questions should not be smaller than the absolute value of 1.96 (Figure 1).

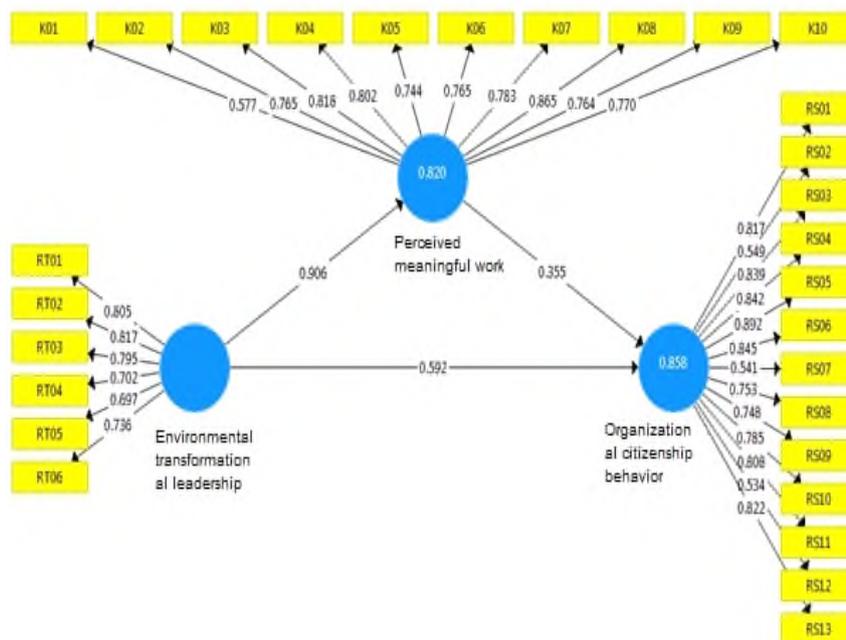


Figure 1. External model in the case of standard coefficients.

It can be seen that the factor load of some questions is less than 0.6, so these questions are inappropriate and should be removed from the model (Figure 2).

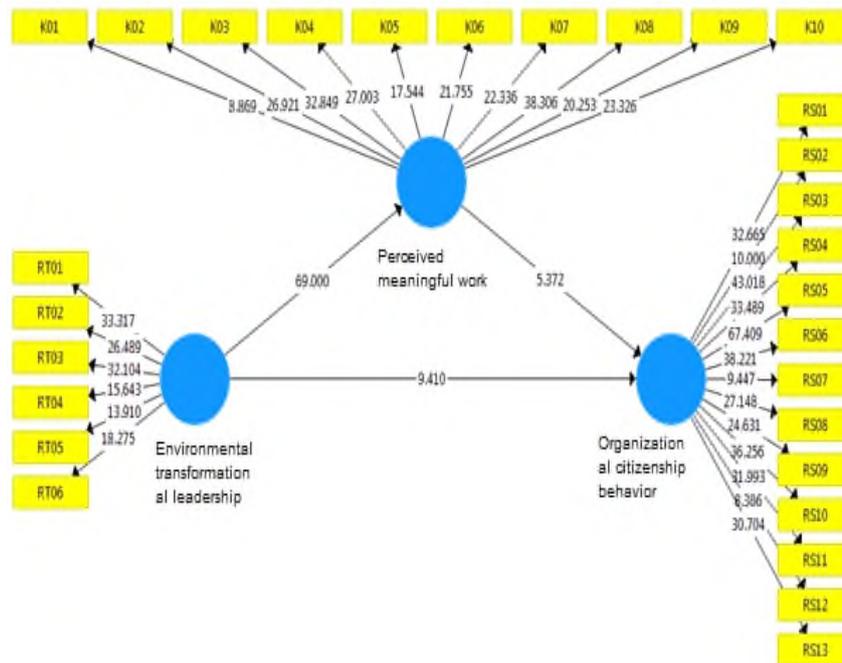


Figure 2. External model in the case of significant coefficients.

According to the output of the measurement model (external model), it can be seen that the probability statistic for all questions is greater than the absolute value of 1.96, but because some questions had a factor load smaller than 0.6, those questions should be removed from the model. The output of the measurement model in two standard and meaningful modes is presented below.

8.2. Internal model (structural)

An internal (structural) model is used to test research hypotheses. The structural model has two outputs: the structural model in the mode of standard coefficients and the structural model in the mode of significance. In order to check the significance of the relationship between the variables, the *t*-test statistic or *t*-value between the desired variables in the structural model is taken into consideration. If the test statistic is greater than 1.96, the relationship is significant. Also, the standard coefficient between the variables (in the structural model in the case of standard coefficients) is between -1 and $+1$, and its sign (positive or negative) shows the direction of the relationship, and the closer it is to one, the stronger the relationship (or impact).

9. Research hypothesis analysis

9.1. The main hypothesis

Environmental transformational leadership has an effect on organizational citizenship behaviors with the mediating role of perceived meaningful work. To check the research hypotheses, we pay attention to the probability statistic between the hidden variables, if the value of the probability statistic of the test between the hidden variables is greater than the absolute value of 1.96, the hypothesis is confirmed. According to the output of the structural model in the meaningful state of environmental transformational leadership on organizational citizenship behaviors with the mediating role of perceived meaningful work, the test probability statistic is 3.967, which is greater than the absolute value of 1.96 and shows that this hypothesis is 99% confident. % is significant (confirmed). Also, according to the output of the structural model in the mode of standard coefficients, the standard coefficient between these two variables is equal to 0.258, which is a positive

value; therefore, the perceived role of meaningful work in relation to environmental transformational leadership has a significant effect on organizational citizenship behaviors (Figures 3 and 4).

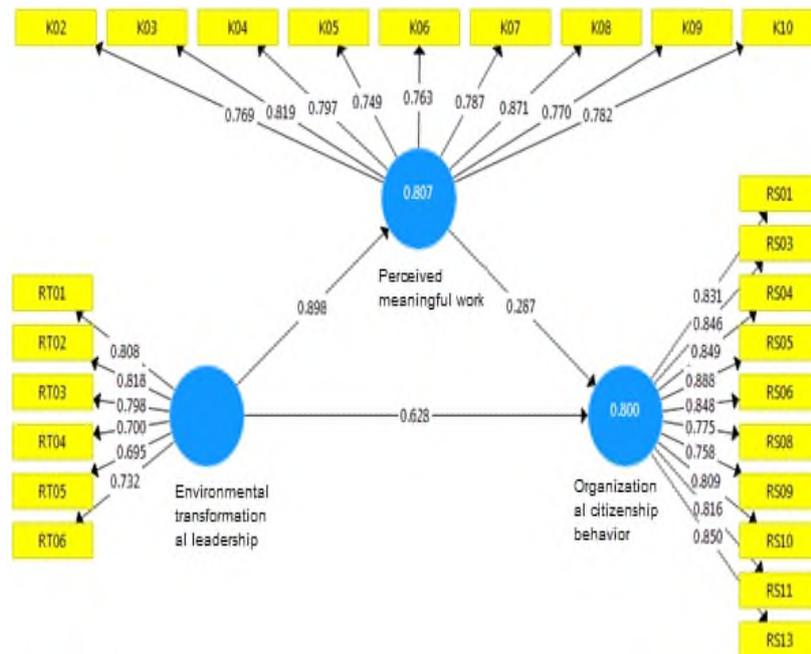


Figure 3. Internal (structural) model in the case of standard coefficients.

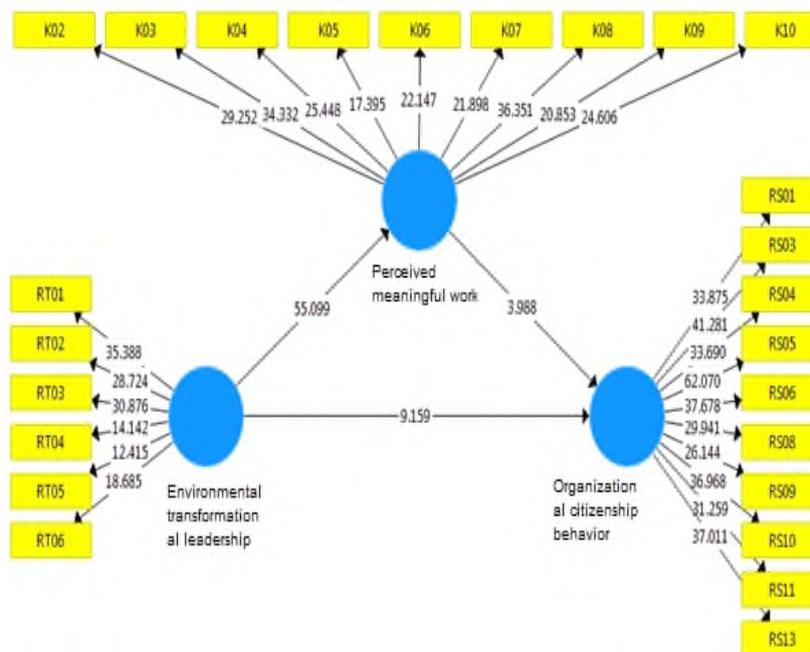


Figure 4. The internal (structural) model in the significance state of the coefficients.

9.2. Sub-hypothesis

Environmental transformational leadership has an effect on organizational citizenship behavior.

To check the research hypotheses, we pay attention to the probability statistic between the hidden variables, if the value of the probability statistic of the test between the hidden variables is greater than the

absolute value of 1.96, the hypothesis is confirmed. According to the output of the structural model in the significant state of **Figure 4** in the influence of environmental transformational leadership on organizational citizenship behavior, the test probability statistic is 9.159, which is greater than the absolute value of 1.96 and shows that this hypothesis is 99% confident. It is meaningful (confirmed). Also, according to the output of the structural model in the form of standard coefficients in **Figure 3**, the standard coefficient between these two variables is equal to 0.628, which is a positive value, so the effect of environmental transformational leadership on organizational citizenship behavior has a positive effect.

10. Conclusion

10.1. The main hypothesis

Environmental transformational leadership has an effect on organizational citizenship behaviors with the mediating role of perceived meaningful work. According to the output of the structural model in the meaningful state of environmental transformational leadership on organizational citizenship behaviors with the mediating role of perceived meaningful work, the probability statistic of the test is 3.967, which is greater than the absolute value of 1.96 and shows that this hypothesis is 99% confident. It is meaningful (confirmed). Also, according to the output of the structural model in the form of standard coefficients, the standard coefficient between these two variables is equal to 0.258, which is a positive value, so the perceived role of meaningful work in relation to environmental transformational leadership has a significant effect on organizational citizenship behaviors, and this hypothesis was confirmed.

10.2. Sub-hypothesis

Environmental transformational leadership has an effect on organizational citizenship behavior. According to the output of the structural model, the influence of environmental transformational leadership was reached. Regarding organizational citizenship, the probability test statistic of 9.159 was obtained, which is greater than the absolute value of 1.96 and it shows that this hypothesis is significant with 99% confidence (confirmed), so the effect of environmental transformational leadership on organizational citizenship behavior has a positive effect and this hypothesis was confirmed.

The results showed environmental transformational leadership has an effect on organizational citizenship behavior. Therefore, the following suggestions are made:

- 1) The management of the municipal organization should emphasize the importance of having a sense of teamwork regarding the organization's mission and environmental duties and encourage the members of the organization to achieve the goals.
- 2) For the benefit of the municipal organization, the management should give up their personal interests and stimulate the members of the organization to think about new ideas. In this context, it is necessary for the management of the organization to encourage and reward the new ideas of employees in short periods of time.
- 3) The management of the municipal organization should encourage the employees to provide more spontaneous help to each other by considering the environmental factors and support and encourage the employees who adopt more conscious behaviors towards the environment.

Author contributions

Conceptualization, MK, MHT and MT; methodology, MK, MHT and MT; software, MK, MHT and MT; validation, MK, MHT and MT; formal analysis, MK, MHT and MT; investigation, MK, MHT and MT; resources, MK, MHT and MT; data curation, MK, MHT and MT; writing—original draft preparation, MK, MHT and MT;

writing—review and editing, MK, MHT and MT; visualization, MK, MHT and MT; supervision, MK, MHT and MT; project administration, MK, MHT and MT.

Conflict of interest

The authors declare no conflict of interest.

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