Investigation of relationship between leadership style of exploitative authoritative, leadership style of benevolent authoritative and organizational citizenship behavior (A Case Study of Ahromsazeh Mashhad Company)

Javad Asa Kohne Farvoodi*1, Gholamreza Enayati2 and Gholamreza Malekzadeh3

*1 Department of Business Management, Neyshabur Branch, Islamic Azad University, Neyshabur, Iran.
2 Department of Management, Mashhad Branch, Islamic Azad University, Mashhad, Iran.
3 Department of Management, Ferdowsi University of Mashhad-Iran.

ABSTRACT

The aim of this research is to investigate relationship between leadership style of exploitative authoritative, leadership style of benevolent authoritative and organizational citizenship behavior. Statistical population of this research is employees of Ahromsazeh Company in Mashhad city which 103 sample were selected randomly. In order to analyze data, we used Lisrel software. The results indicated that there is a significant and positive relationship between leadership style of exploitative authoritative, leadership style of benevolent authoritative and organizational citizenship behavior.

Key words: leadership style of exploitative authoritative, leadership style of benevolent authoritative, organizational citizenship behavior

INTRODUCTION

All managers strive to achieve higher performance through maintaining pyramidal hierarchy of organization in a bureaucratic system. Therefore, there are superficial and unreliable relations among individuals. But in a democratic system, there are good and reliable relations among people. In such an environment, the opportunity has been given to the organization and its members using maximum of their abilities. Accordingly, paying attention to citizens in value system of democratic is on the rise. Now that importance of citizens as one of the most important resources is perceived, their behavior can also be very important and this is why the behavior of citizens have been analyzed by many researchers. Behavioral approach of manager to influence the activities of others is representation of his Leadership style. If this leadership and management approach makes colleagues interest and willingness to cooperate, it is an effective manner; otherwise, it certainly leads to the wasting capabilities of colleagues which may the losses resulting cannot be measured by any criterion (Kord Bahmani, 2010). Because of changing conditions governing organizations, and increasing competition and necessity for organization’s effectiveness in such circumstances, organizations will need for valuable generation of employees which called organization soldiers. Moreover, organizations want and require to employees who behave beyond their roles, duties and official job description so as to compete on the global stage, satisfying the needs and adapting to the changing nature of jobs. The nature of these behaviors is arbitrary and voluntary, so
reward and punishment system of organizations do not have a large impact upon it (Organ et al, 2006). Today, people are confronted with behaviors beyond their job description unlike the past. These behaviors are considered as Extra-role behaviors or Citizenship behavior. Organ (1988) believes that organizational citizenship behavior (OCB) is an individual and voluntary behavior which is not directly designed by formal reward systems in the organization, but it improves the effectiveness and efficiency of the organization (Appelbaum et al, 2004). Today, organizational citizenship behaviors are considered as an integral part in management performance and has entered in various aspects of organizational. Management should have sufficient knowledge of these Staff behaviors in order to implement appropriate leadership style. So the aim of this research is to examine the relationship between leadership style of exploitative authoritative, leadership style of benevolent authoritative and organizational citizenship behavior.

**Previous Empirical Studies**

The relationship among leadership styles and organizational citizenship behavior were examined by Podsakoff et al (2000). The results showed that Transformational leadership behaviors effect on the five elements of organizational citizenship behavior in organ model positively; moreover, two types of transactional Leadership behaviors have a significant relationship with the five elements of organizational citizenship behavior which are contingency rewarding Behavior that has a positive relationship and non-Contingency punitive behavior that has a negative relationship. The effect of effective factors on organizational citizenship behavior in Shiraz University of Medical Sciences’ (SUMS) staff was reviewed by sohrabi zadeh et al (2010). The results indicated that organizational citizenship behavior effects on organizational culture, personality and internal control significantly and positively, but organizational citizenship behavior has a significant and negative effect on Job Stress. Impact of leader-member exchange (LMX) on organizational citizenship behavior (OCB) in Banking organizations of Malaysia was examined by Shah Alam & Selangor (2009). In this research, Self-esteem was also studied as a mediator variable. Data were collected from a sample of 300 non-supervisory employees and their 118 superiors. The results showed that superior-LMX impacts on OCB positively, but the effect of subordinate-LMX was not significant. Contrary to what was assumed, self-esteem did not impact both superior-LMX and subordinate-LMX relationships with OCB.

**MATERIALS AND METHODS**

This study examines the relationship between leadership style of exploitative authoritative, leadership style of benevolent authoritative and organizational citizenship behavior which is in terms of practical and Causal – Comparative approaches.

**Sample**

In this study, various occupational groups of Ahromsazeh Company in Mashhad city including managers and employees are evaluated. Sampling method is through census which all staff and managers were selected and then 103 persons participated in this study.

**Data Collecting Tools:**

In this study, the required information is collected through a questionnaire which is consisted of 40 questions that were designed based on the Likert scale.

**Validity of questionnaire**
In this study, method of content validity was used to assess the validity of the questionnaire, so that questionnaire was given to experts and asked them to express their opinions about that. Then, validity of questionnaire was confirmed by reviewing comments and guidance of universities professors.

**Reliability of questionnaire**

Cronbach's alpha was used to determine the reliability of questionnaire. According to 20 Primary samples, there was 0.822 correlation between the questions which is representation of high reliability of measuring tools.

<table>
<thead>
<tr>
<th>Reliability</th>
<th>variables</th>
</tr>
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<tbody>
<tr>
<td>0.76</td>
<td>leadership style of exploitative authoritative</td>
</tr>
<tr>
<td>0.92</td>
<td>leadership style of Benevolent authoritative</td>
</tr>
<tr>
<td>0.93</td>
<td>organizational citizenship behavior</td>
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**Research hypotheses**

**H1.** There is a meaningful relationship between organizational citizenship behavior and leadership style of exploitative authoritative.

**H2.** There is a meaningful relationship between organizational citizenship behavior and leadership style of benevolent authoritative.

**RESULTS**

**Analysis of the hypotheses**

**The first hypothesis:**

There is a meaningful relationship between organizational citizenship behavior and leadership style of exploitative authoritative.
As it is shown in the following figure (Table 2), since the significant level is less than 0.05 (p-value<0.05) and T-Value is equal to 6.87, variable of leadership style of exploitative authoritative has a meaningful relationship with the organizational citizenship behavior.

The second hypothesis:

There is a meaningful relationship between organizational citizenship behavior and leadership style of benevolent authoritative.

As it is shown in the following figure (Table 3), since the significant level is less than 0.05 (p-value<0.05) and T-Value is equal to 6.26, variable of leadership style of benevolent authoritative has a meaningful relationship with the organizational citizenship behavior.

**Conclusion**

1. The results of testing the first hypothesis showed that there is a positive and meaningful relationship between organizational citizenship behavior and leadership style of exploitative authoritative.

2. The results of testing the second hypothesis showed that there is a positive and meaningful relationship between organizational citizenship behavior and leadership style of benevolent authoritative.
REFERENCES


