

## ANALYZING THE RELATIONSHIP BETWEEN EXCHANGE LEADERSHIP STYLE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND ORGANIZATIONAL BEHAVIORS AMONG THE EMPLOYEES OF NATIONAL COMPANY OF TEHRAN S OIL PRODUCTIONS SPREADING

Siamak Samani\*, Abolghasem Nuori, Enayat Asghari, Pegah Lotfollai

*Department of Education And Psychology ,College of Psychology, Marvdasht Branch, Islamic Azad University, Marvdasht , Iran*

**Abstract:** The aim of this research is explain the relationship between revolutionary leadership style and organizational citizenship behaviors and organizational deviant behaviors among employees of national company of Tehran s oil products spreading in 1392. Statical society of this research are all of the 800 employees of this company in summer of 1392. Statistical sample are 260 employee of this company. the instruments used in this research include: Podsakoof, Makenzy , Moorman and fitter s Organizational citizenship Behavior , questionnaire wit 24 questions ;and Benet and questionnaires of organizational deviant behavior With 15 questions :also Bus and Oliver s multi element questionnaire of MLQ s leadership style 45 questions. This research is of correlation type, and Pierson correlation ratio and regression were Simultaneous used for data analysis. Indicated that there is between organizational citizenship behaviors variables and exchangeleadership style;and organizational deviant s behaviors there was not a meaningful relation.

**Key words:** Organizational citizenship behavior, organizational deviant behavior, revolutionary leadership style.

### Introduction

Human resource is the most valuable asset of every organization, because existence of other factors such as knowledge, technology and innovation is related to the knowledgeable employee of the organizations. Human resources is viewed as one of the most valuable organizational capitals, most important competition benefit and the most scarce in the present knowledge oriented economy. Therefore, today s organizations and managers with applying different strategies and approaches try to absorb the best and more experienced human resources one of the valuable and attractive features of human resources , is organizational citizenship behavior. This variable, with inspiration of a good citizen, explain s an employee that for doing his own duties and generally for better performance of organization, does everything his pre-determined duties. Of organizational citizenship was first mentioned by Bernard (1938) ,Batman and Organ (1983), Smith et al (1983) and later by organ (1988) in the organizational behavior literature, and Specially focused to the employee s extra-role behavior that causes increase of effectiveness in the organization productivity and facilitates organization goals and increases the performance of organization. organizational citizenship behavior includes a totally voluntarily behavior that rewarding System can t explicitly or implicitly determine it, but totally increase the organization s Performance. This definition is focused on three mean features of Citizenship behavior; first, the behavior should be

voluntarily, that means not a pre-determined duty and not as a part of formal duties; second, its benefit have organizational orientation and there feature is that organizational citizenship behavior has a multi aspect entity [1, 2].

Organ defines five organizational citizenship behavior as follow [3, 4]:

1. **Dutifulness**  
Dutifulness aspect includes different types and organization s members do especial behavior that is beyond the least needed duty level for doing that job. Also, organ believes that have advanced citizenship behaviors in the worst situation and even in lines and disability continue their work , this indicate their high dutifulness.
2. **Philanthropy**  
Second aspect of citizenship behaviors, philanthropy focuses on useful and effective behaviors such as providing friendliness, unanimity and sympathy among colleagues that directly or indirectly help employees that have work problems. Of course, some authorities of citizenship behavior, like podsakf, locate dutifulness and philanthropy aspects in one category and call it as helping behaviors.
3. **Citizenship virtue**  
Third aspect of citizenship behavior called citizenship virtue includes behaviors like

attendance in excess and extra-program activities when such a attendance is not necessary, supporting the presented development and changes by organization managers and desire for study book, magazines and increase general information and notice the posters and notifications in organization for others information. accordingly, graham believes that a good organizational citizen not only should be informed of recent discussion of organization but also declares his own opinion about them and participates in actively to solve them.

#### 4. Generosity

Generosity or tolerance is the fourth aspect of citizenship behavior that focuses on patience in undesirable and unfavourable situations without any complaint and dissatisfaction

#### 5. Respect and honoring

The last aspect of organizational citizenship behavior is respect and honor this aspect states the way people behave with their colleagues and supervisors.

People who respect and honor each others in the organization have advanced citizenship behavior.

One of the problems of today's organizations is behaviors like shirking, violation, raffenism stubbornness, intimidation and revengefulness. These behaviors affect both organization's performance and inter-person relations and cooperation mentality of employee. Such behaviors as anti-citizenship behaviors, unlike the organizational citizenship behaviors that causes promotion of organization performance, organization effectiveness, satisfaction and loyalty of customer, social capital and etc, such a behaviors as anti-citizenship behaviors inhibit the performance of organization and can result in decrease of income or damage credibility and also has some effects on the society. Deviant behaviors are defined as lack of following from norms and expectations of organization and are divided in 2: person-oriented deviant behaviors and organization-oriented deviant behaviors. These behavior can be classified in a simple and clear category as person or employee oriented deviant behaviors (such as stealing, back biting, disputing, mocking and devaluating) and 2 organization-oriented deviant behaviors (such as damage of products and services, absence,

shirking, using organizations apparatus for purposes) [5].

Analyzing the types of deviant behaviors employee is development of systematic studies in this field and enables us to reach a comprehensive theory about them.

Many categorizations of work deviant behaviors have been done including:

- Individual deviant: this deviant is focused on members, like impolite behaviors with colleagues, theft, backbiting, beating and foul language, mocking.

- organizational deviant: this deviant is toward the organization, like effort refusing, products and services spoilage, backbiting, using organization's devices for personal purpose.

The other categorization is based on destructiveness or constructiveness of deviant behaviors:

Destructive deviant behaviors: intentional behaviors that by violating organizational norms threat organization and its members healthy. such as theft and vandalism.

Constructive deviant behaviors: intentional behaviors that by violating organizational norms help organization and its members and facilitate reaching organizational goals.

Such as creative behaviors in role, incompatibility with unapplied orders and criticize inefficient supervisors.

Constructive deviant behaviors can be divided in three categories:

1. Creative constructive deviant: creative behaviors and uncommon ways to help organization.
2. Challengeable constructive deviant: behaviors that challenge the present organization norms and violate from rules to help organization.
3. Individual constructive deviant: behaviors that is controlled by individual, like disobey commands and report a fault work to provide a positive organizational change.

In the exchange leadership, objects and rewards are focused as incentives. leader provides needed resources and considers suitable reward for encouraging, productivity and reach success. in this way desirable behaviors are strengthened in leader and prevent undesirable behaviors there is a fundamental difference between evolutionary and exchange leadership. In evolutionary leadership, the relationship between leader and followers is in upper level. leader always this to encourage its followers by recognizing and incensing high level needs and incentives

to bloom its latent talents . these growing relations always exist between leader and follower. The most important issue in applying exchange leadership style is exchange process between leader and follower. In other words, leader provide follower needs (forexample increase salary) and in exchange expect their followers to implement their wanting's (for example, more productivity, follow from standard and etc.). in this exchange, two involved sides (leader - follower) are dependent to each others and help to satisfy each others wanting 's [6].

Exchange leader aspects:

A) Conditioned rewards: Aim of exchange behaviors, is employee's control and supervision by intellectual and economical tools. Conditioned reward is focused to the benefits exchange. It means that leaders in position of exchange and in exchange of efforts and performance of followers, provide them tangible and intangible support.

B) Exception - based management: Active exception- based management provides standard and criterion and controls deviants in accordance to that standards.

In more inactive versions of exception - based management (passive exception - based management) leaders choose a passive approach and when the problems become serious, they intervene and act.

Exception - based management is different from withdrawal of leaders (anti - intervene leadership).leaders who use exception - based management style have confidence that employee do their duties according to the performance standard, so they don't intervene more in their work, unless in exceptional cases. such leaders don't encourage their subordinate employee that gain beyond expectation results and as while as system reach 's its aims and work well every one is happy . they don't have any motivation for development and continuetheir past routine works. in this situation there is a little adventure and risk is little attention to the new horizon 's of business , and there is no clear strategies about future [7].

C) Unrestrained leaders that refuse any responsibility.

Exchange leader focuses a logical exchange .reward in exchange of doing a work. in this process leader tries to encourage followers to reach his personal aims. In exchange leadership, aims and rewards are focused as

incentives. Leader provides needed resources and considers a suitable reward for encouraging, productivity , and reach success . In this way, desirable behaviors are strengthened in leader and prevent undesirable behaviors. Exchange leadership includes incentives and reward exchange by leader to be supported by follower. The aim of such a leadership is agreement on some actions that satisfies the individual and instant aims of both leader and follower [7, 8].

The most important capital of organizations is their human resources .that as a richest resource of organization by guidance and leadership intervention moves toward the organizations goals. Guiding such a valuable capital in every organization requires applying an effective leadership style by management. Recognizing the behavioral patterns and its relationship with effectiveness and efficiency has an important role in optimal control of organizational affairs, that in this regard the leadership style can be considered as an of the determinative variables in organizational behavior. Revolutionist leaders looking for gaining the organization goals by focusing on their followers incentives. Bus (1985) states that revolutionary leaders have a bright view and can effectively transfer their view to the employee. These leaders act as a sample and model and induce their employee to prefer organizations success over their own personal interests. Bus (1985) stated that revolutionary leaders have five major characteristics: idealism features (for example having so much confidence to the employees) idealism behavior (for example ability to provide a meaningful interaction) incentive (for example the ability to transfer important goals through the ideal methods), intellectual motivation (for example the ability to promote intelligence, motivate and problem solving) and individual considerations [7, 8].

### Method

The research method is correlation statistical society are 800 employee of National company Tehran s oil productions spreading in 2013, among them 260 employee. were selected by sapling for this research.63/5% of respondents were male and 36/5% of them were female. The overage of sample members were 38/7 and its standard deviant was 9/77 year.21/5% of respondents were single and 78/5% were married. (70/2%)have

more than 5 years experience.10/9 % have diploma,21/6% have associate s degree , 45/9% have bachelor s degree , 20/1% have Master s degree 1/9 % have doctorate. For assessing the revolutionary leadership styles , Bus and olive s 45 item questionnaire (1988 &1985 ) was used that measures manager s leadership style from employees point of view. Shokrkonand sattary (2006) used 71% Keronbakh alpha for revolutionary leadership style fir this questionnaire. Organizational citizenship behavior questionnaire of Podsakoff, Macenzy, Morman and fitter (1990) was used for assessing the organizational citizenship behavior and this questionnaire includes 24 item. Keronbahalpha was considering to the order of organizational citizenship behavior s aspects, such that 60% for

dutifulness, 72%for courtesy, 57% for philanthropy, 60% for citizenship virtue and 90% for citizenship behavior totally ; and 15 item questionnaire of Benet and Robinson (2000) was used for assessing deviant behaviors that Gollparvar and Colleages (2000) reported its kronbakh alpha is 92% .

Descriptional and inferential index were used for data analysis, including abundance table, abundance percentage, standard deviation average, Pearson correlation ratio and simultaneous regression analysis and SPSS 20 software.

**Results**

**H1;** there is a relationship betweenexchange leadership style and citizenship behavior.

Table1; Pearson correlation ratios exchange leadership style.

Organizational citizenship behavior	Pearson correlation ratio	0/037
	Level of Significance	0/569

**H2;** there is a relationship betweenexchangeLeadership style and organizational deviant behavior.

Table2; Pearson correlation ratio exchange leadership style.

Organizational deviant behavior	Pearson correlation ratio	0/028
	Level of Significance	0/656

**Discussion**

The final Result of first Hypothesis, that there was not meaningful relationship between exchange leadership style and organizational citizenship behaviors, It seemsthat leaders (exchange leaders) that focus on a logical exchange and with the benefit received by two side through this exchange , couldn't have provide organizational citizenship behaviors . So, it is better that senior managers of national company of oil productions spreading of Tehran by inspiring and inducing an optimistic picture about future in thr employee, provide enough incentive resource for moving towardorganization aims and facilitate and Strengthen the situation for organizational citizenship Occurrence. This finding is consistent with finding of Chen and Lifar (2001) in China and Nurmohammadi and colleagues (2009) in Iran.

Results of second of hypothesis, that there is not a meaningful relationship betweenexchangeleadership style and organizational deviant behavior,

1. Asefzadeh S, Mohebbifar R, Shirali MH. [Leadership styles and the performance of managers at Qazvin University of Medicalsciences]. Thejournal of Qazvin University of medicalsciences2005
2. Bolino, M.C., Tarnly, W.H. and Bloodgood, J.M (2002), Citizenship behavior and the creation of social capital in organizations»,academy of management review, vol. 27, No.4.pp 50△-522
- 3.Conger, J.A. &Kanungo, R.N. (199۴). Perviced behavioral attributes ofcharismatic leadership, Canadian Journal of behavioral science.
- 4.Mardani, Hamooleh, Marjan&Hayde, Heydari(1998)Studying relationship between organizational justice and organizational citizenship behaviors among the hospital employees. Moral and medical history magazine.
5. Mohammad ebrahimsanjaghi<<Studying the essence and aspects of revolutionary theory scientific -Research magazine of humanities Alzahrauniversity(Year 11)(No. 37) summer of 2001).
- 6.Pitter &mier.L, (2009)" transformational less, market competition and departmental performance: Evidence from inxuryhotell in Australia" international journal of hospitality managementvol, 28,254- 262.
7. Robinson SL, Bennett RJ (1995). A typology of deviant workplace behavior: A multidimensional scaling study. Academy ofManagement Journal 38(2): 555-572.
8. ZareeiMatin, Hassan (2012), Advanced organizational behavior management ,thirededition ,Tehran , Age publishment .

**References**