

## Social Security Organization of Chaharmahal and Bakhtiari Province

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**Abstract:** The aim of this study was to study the impacts of transformational leadership among on employee turnover and it was a descriptive correlative study. The samples were all social security organization employees (N = 150) of Chaharmahal and Bakhtiari Province. The research instrument was a questionnaire and two transformational leadership questionnaire and the questionnaire of intention to leave was applied. Reliability of the questionnaire was calculated by Cronbach's alpha coefficient, transformational leadership 0.804 and willingness to serve questionnaire 0.714. Pearson correlation coefficient, multiple regression and analytic Friedman were used to analyze the data. The results showed that although, there is no relationship between transformational leadership and employee turnover but there are relationships between the components of both the top of two components of transformational leadership, idealized influence and inspirational motivation component. The individual consideration and intellectual stimulation has the least impact.

**Key words:** Transformational leadership, turnover intentions social security organization employees, stimulation, individual, relationships, consideration

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### INTRODUCTION

Human resources is the most important organizational capital. The more qualified this capital is success, survival and improvement of the organization is more probable. Hence, there should be attempted more for improvement of human resource. Because, this action will benefit both the organizations and individuals. With increasing competition and developing the human resource development methods organizations try to retain their talented employees and empower them so that, they can exhibit high performance. But organizations always fear that they lose their human capital and damage. That is because every organization spends a lot of cost for education, training and preparing its employees to reach productivity and efficiency, so with the loss of valuable human sources it losses skills and experience gained over years of effort.

Today, leaving job of key staff in organizations has become one of the most important concerns to manage human resources. Employee's leaving occupation causes large direct and indirect costs associated to the organization. Costs arising from the selection, recruitment, guidance and training new employees are the direct costs and costs due to reduced staff morale, the pressure on the remaining staff and the loss of social capital are the

indirect expenses according to leaving job. Due to the cost of leaving job organizations always are seeking to identify factors influencing the decline tend to leave jobs. Numerous evidences suggest that among the factors affecting leaving job, job satisfaction and organizational commitment play an important role.

There are different dimensions in various views for job leaving which in this study to measure willingness to serve better 3 indexes: probability to leave the organization, the search for new jobs and seeking new workplace are used derived from Michigan Organizational Assessment Questionnaire included in the study by Sarli. On one hand, leadership means the ability to influence a group to reach the target or targets. On the other hand, leadership is an integral component of management and plays a key role in performance of manager. If there is one factor that makes the difference between successful and unsuccessful organizations out, that is undoubtedly dynamic and effective leadership.

Besides, the managers-organization leaders are considered as the main source of every institution. Leadership is described as impact on individuals carrying out their duties willingly (Alvani, 2010). Leadership is a process through which the manager of the organization tries to facilitate performing other duties to the achievement of organizational goals by motivating and

effective communication and encourage the staff to do their duties willingly. Thus, the concept of leadership in organizations is not as separate and independent from the management but it is one of its principal duties. Also, one of the types of leadership styles is transformational leadership style which has four dimensions: individual consideration, intellectual stimulation, inspirational motivation and idealized influence. There have been various theories about transformational leadership one of which is proposed by Sarli. On one hand, the social security organization is one of the organizations that may be faced with the phenomenon of employee's job leaving due to the high workload and other issues and the leadership style can play an effective role in this regard. It is clear that the traditional leadership of the third millennium will not survive and the world will need transformative leaders.

Transformational leadership is one of the leading paradigms in organizational psychology because today's organizations need leaders who can develop necessary salinity and commitment in subordinates for ultimate use of their talents and efforts to achieve organizational goals thanks to the exceptional personality traits gravitational influences and outlook. According to above discussions, in this project the researcher with regard to the theory by Sarli is going to study the impact of transformational leadership style on desire to job-leaving in Social Security Organization of Chaharmahal and Bakhtiari Province on the following conceptual model. Several other factors can be involved which could be investigated separately in every organization. Reflecting on these results and the fact that researches with relevant variables, especially in organizations have not been done in the country, the researcher decided to study the impact of transformational leadership style on desire to job-leaving in Social Security Organization of Chaharmahal and Bakhtiari Province. Based on studies done comprehensive researches has not been done yet on the topic of occupation leaving and the reasons for it in social security. Other researches done in the topic of job leaving in the country generally have investigated this topic in terms of job satisfaction and commonly factors such as organizational commitment, job realistic views and the availability of job opportunities and their influence on employee's job leaving are ignored a number of which are broadly referred. Sarli identified in their research in Kuwait that there is a significant relation between leadership and the desire to leave occupation. This means, employees who had relationship-oriented leaders had lower tendency to job-leaving than employees who had task-oriented leaders. Chaudhry *et al.* (2012) in his research titled investigating the cause of education staff tendency to other organizations and its association

with managing the recruitment of this organization for the teachers who have adopted other organizations the main reason is earnings and this tendency is most important in terms of the employees of the ministry of education to other organizations. In a literature review of previous researches, we see conflicting results. Tabari (1994) concluded that the reasons to insistence to no need for organization respectively are social credit for job and the organization, lack of job satisfaction, rights and benefits and finally failure to use their expertise in education. Tabatabayi showed that factors that tend to leave the specialist staff of the electricity industry are largely dependent on the non-satisfaction of material needs employees and in the next step is due to failure to fulfill their spiritual needs.

Therefore, the electricity industry has to avoid neglecting the needs of employees and strive to improve their welfare with legislation and guidelines. Chaudhry *et al.* (2012) indicates that: the concept of impact and influence on members of the organization is an important factor in determination of the ability of managers to lead the people, changing their behavior and consequently, realization of organizational goals. But style of leadership behavior is based on the work and the task in addition to humanism; a style that should be selected based on complexities, needs, purposes, internal system and the external environment of an organization and also the behavior should also be commensurate with the status of the organization. Mogholi (2003) states that: given the need for change in the administrative system of the country, it is recommended to take advantage of transformational leadership pattern for changing the structure, culture, procedures and other aspects of the organization. This pattern is able to improve the ability of organizations to communicate and exchange in turbulent and dynamic environment. Besides, training and extending this leadership style facilitates institutional modernization process and the creation of new organizations and puts organizations in a dynamic and active situation. Yaghoobi *et al.* (2010) showed that the relation between transformational leadership style and organizational citizenship behavior is significant. Also they showed that among the components of transformational leadership, ideal behavior and personal considerations have the most effect on organizational citizenship behavior. Esfahani Asl and Sedaghatjou indicated that there is a meaningful relation between two sets of studied variables. The person with higher leadership styles organizational justice and psychological empowerment will have more job motivation and job commitment. Zellar showed that improving the quality of Leader-Member Exchange (LMX) promotes commitment

and citizenship behavior. Chaudhry *et al.* (2012) demonstrated that managers who had high emotional intelligence had staff members who showed their high organizational citizenship behavior and also subordinates had more confidence on their management style. Parto discovered that there is a positive and significant connection between support and participation behaviors of managers, job satisfaction organizational commitment and performance. Twigg *et al.* (2008) emphasized on the importance of the role of transformational leadership style on organizational citizenship behaviors of the workers. Bahmani Heydarabadi found out that between the empowerment and the employee's intention to leaving job, just confidence has a negative and significant relation with the intention to leaving job and between organizational commitment and decision to leaving occupation, only the emotions have a negative and meaningful relation with intention to leaving occupation. Sarli concluded that there is a positive and significant connection between interactive and transformational leadership style and motivation of employees. Chaudhry *et al.* (2012) concluded that transformational leadership style had a positive effect on two components of emotional and normative organizational commitment.

**MATERIALS AND METHODS**

This research is descriptive and of the correlation type and in terms of time is cross-sectional.

**Statistical society:** statistical society in present research includes social security Organization of Chaharmahal and Bakhtiari Province which 150 persons in which sample size and population are considered equal due to the low volume of population. Since, some respondents refused to answer some of the items, a total of 160 questionnaires were distributed some were eliminated from the final analysis and only 150 questionnaires were suitable for analysis.

**Sampling:** The sampling method for this study is all-number method.

**The data collection tool; the transformational leadership questionnaire:** Bass and Avolio (2000) transformational leadership questionnaire was used in order to collect data about transformational leadership which is derived from the Multi-factorial Leadership Questionnaire (MLQ) including 20 items with four components: intellectual stimulation, idealized influence, inspirational motivation

and individualized consideration. It consists of 22 questions in Likert spectrum (strongly disagree, disagree, neutral, agree, very agree). Five components of head characteristics, emotions on the job, working conditions, attitudes review and decision to leave the organization are used in this study.

**Validity:** In this study, the validity of the content and formal validity were used to investigate the validity of the project. So that, the questionnaires were offered to the supervisor and subject experts and some members of the statistical society and the questionnaire was confirmed after applying their view and modification.

**Reliability:** To determine the reliability of the questionnaire a prototype containing 30 questionnaires was pre-tested and was calculated by Cronbach's alpha method.

**Statistical analysis methods:** To achieve results, the pearson correlation coefficient using the Software SPSS 22 at 95% confidence level was used.

**RESULTS AND DISCUSSION**

Table 1 shows that there is no relevance between individual considerations and head characteristics, a reverse correlation as much as 0.243 between individual considerations and emotions on the job, a reverse correlation as much as 0.280 between individual considerations and working conditions, a direct correlation as much as 0.492 between individual considerations and attitudes review and there is no connection between individual considerations and leaving the organization.

Table 2 indicates that there is a direct correlation as much as 0.479 between intellectual stimulation and head characteristics, a reverse correlation as much as 0.248 between intellectual stimulation and emotions on the job, a direct correlation as much as 0.357 between intellectual stimulation and working conditions no relation between intellectual stimulation and attitudes

Table 1: The correlation between individual considerations on the components of leaving job

Desertion	Individual considerations		No.
	Pearson correlation	Meaningful level	
Head characteristics	-0.151	0.064	150
Emotion on the job	-0.243	0.003	150
Working conditions	-0.280	0.001	150
Attitudes review	0.492	0.000	150
Leave the organization	-0.150	0.068	150

Table 2: The correlation between intellectual stimulation on the components of leaving job

Desertion	Intellectual stimulation		
	Pearson correlation	Meaningful level	No.
Head characteristics	0.479	0.000	150
Emotions on the job	-0.115	0.162	150
Working conditions	-0.248	0.002	150
Attitudes review	0.357	0.000	150
Leave the organization	-0.115	0.162	150
	-0.329	0.000	150

Table 3: The correlation between idealized influences on the components of leaving job

Desertion	Idealized influences		
	Pearson correlation	Meaningful level	No.
Head characteristics	0.278	0.001	150
Emotions on the job	-0.527	0.000	150
Working conditions	-0.009	0.912	150
Attitudes review	0.331	0.000	150
Leave the organization	-0.388	0.000	150

Table 4: The correlation between inspirational motivations on the components of leaving job

Desertion	Inspirational motivations		
	Pearson correlation	Meaningful level	No.
Head characteristics	0.333	0.000	150
Emotions on the job	-0.252	0.002	150
working conditions	0.298	0.000	150
Attitudes review	0.238	0.003	150
Leave the organization	-0.184	0.024	150

review and a reverse correlation as much as 0.329 between intellectual stimulation and leaving the organization.

Table 3 shows that there is a direct correlation as much as 0.278 between idealized influences and head characteristics, a reverse correlation as much as 0.527 between idealized influences and emotions on the job no relation between idealized influences and working conditions, a direct correlation as much as 0.331 between idealized influences and attitude review and a reverse correlation as much as 0.388 between idealized influences and leaving the organization.

Table 4 demonstrate that there is a direct correlation as much as 0.333 between inspirational motivations and head characteristics, a reverse correlation as much as 0.252 between inspirational motivations and emotions on the job, a direct correlation as much as 0.298 between inspirational motivations and working conditions, a direct correlation as much as 0.238 between inspirational motivations and attitude review and a reverse correlation as much as 0.184 between inspirational motivations and leaving the organization.

Table 5 indicate that there is no relation between transformational leadership and desire to leave job. Pair wise checking of component of transformational

Table 5: The correlation between individual consideration and desire to leave job

Variables	Desire to leave job		
	Pearson correlation	Meaningful level	No.
Transformational leadership style	0.042	0.608	150

leadership shows that all significance levels are lower than 0.05 which means component of transformational leadership have pair wise significant differences except two components of idealized influence and inspirational motivation which have meaningful level of 0.439 that is higher than 0.05. Totally there is no considerable difference between two components of idealized influence and inspirational motivation but other components are remarkably different two by two. According to the average ranking in Table 1-6 it is concluded that top factors of transformational leadership are two components of idealized influence and inspirational motivation, after that individual considerations is important and finally the intellectual stimulation has the least impact.

The results showed that there is no relevance between individual considerations and head characteristics, there is a reverse correlation as much as 0.243 between individual considerations and emotions on the job, a reverse correlation as much as 0.280 between individual considerations and emotions, a direct correlation as much as 0.492 between individual considerations and attitude review, there is no connection between individual considerations and leaving the organization. These results are aligned with the results by Bahmani Heydarabadi. In explaining this relationship given the direct relationship between individual considerations and attitudes review, we can say that if the leaders treat each employee as individuals, coaching, inspection and growth opportunities not only they teach the next generation to be leader but also they lead need of people to self-knowledge, self-esteem, self-worth. This also naturally helps followers to have a higher growth and efficiency and consequently their desire to leave job decreases. Besides, individual considerations is inversely related to working conditions, therefore, if managers can treat subordinates as a person not as a member, considering enough time for training them and contemplate people with different needs and abilities and creativities and help others to develop and expand the ability of staff, employees can handle even inappropriate working conditions. The results demonstrate that intellectual stimulation and head characteristics are directly correlated as much as 0.479, intellectual stimulation and emotions of the job are diversely correlated as much as 0.248, there is a direct

Table 6: Rating and statistics of the test

Variables	The number of intellectual stimulation number			Number of idealized influence-number		The number of inspirational motivation-number
	Idealized influence	Inspirational motivation	Individual considerations	Inspirational motivation	Individual considerations	Individual considerations
Negative ratings	16.000 <sup>a</sup>	0.000 <sup>d</sup>	50.000 <sup>e</sup>	76.000 <sup>g</sup>	125.000 <sup>m</sup>	117.000 <sup>p</sup>
Positive ratings	134.000 <sup>b</sup>	147.000 <sup>f</sup>	100.000 <sup>h</sup>	72.000 <sup>k</sup>	25.000 <sup>n</sup>	4.000 <sup>q</sup>
Knot	0.000 <sup>c</sup>	3.000 <sup>e</sup>	0.000 <sup>i</sup>	2.000 <sup>j</sup>	0.000 <sup>o</sup>	29.000 <sup>r</sup>
Sum	150.000	150.000	150.000	150.000	150.000	150.000
Z	-9.939	-10.534	-2.482	-0.773	-8.771	-9.439
Meaningful level	0.000	0.000	0.000	0.000	0.000	0.000

<sup>a</sup>Intellectual stimulation>idealized influence; <sup>b</sup>Intellectual stimulation<idealized influence; <sup>c</sup>Intellectual stimulation = idealized influence; <sup>d</sup>Intellectual stimulation>inspirational motivation; <sup>e</sup>Intellectual stimulation<inspirational motivation; <sup>f</sup>Intellectual stimulation = inspirational motivation; <sup>g</sup>Intellectual stimulation>individual considerations; <sup>h</sup>Intellectual stimulation<individual considerations; <sup>i</sup>Intellectual stimulation = individual considerations; <sup>j</sup>Idealized influence>inspirational motivation; <sup>k</sup>Idealized influence<inspirational motivation; <sup>l</sup>Idealized influence = inspirational motivation; <sup>m</sup>Idealized influence>individual considerations; <sup>n</sup>Idealized influence<individual considerations; <sup>o</sup>Idealized influence = individual considerations; <sup>p</sup>Inspirational motivation>individual considerations; <sup>q</sup>Inspirational motivation<individual consideration; <sup>r</sup>Inspirational motivation = individual consideration

correlation between intellectual stimulation and working conditions as much as 0.357, there is no relevance between intellectual stimulation and attitude review and there is a reverse correlation as much as 0.329 between intellectual stimulation and leaving the organization. These results are in line with the results by Chaudhry *et al.* (2012) and Mogholi (2003). On one hand, in explaining this hypothesis, it can be said intellectual stimulation that includes a detailed review of proposals to ensure their suitability, taking into account different perspectives when solving problems, request to survey problems from different angles and accepting external suggestions for new ways how to do something, causes the employee's to be committed to their organization and dedicate more endeavor to their organization, account their values equated with the organization values and seek maintenance of their affiliation to the organization and consequently the desire to leave the organization decreases. On the other hand, according to research results persuasion and encouragement of the members is directly related to feelings and emotions. Attending to people is a kind of respect to their emotions and personality. Hence, encouraging employees causes reduce in their desire to leave their occupation. The results indicated that there is a direct correlation as much as 0.278 between idealized influence and head characteristics, a reverse correlation as much as 0.527 between idealized influence and emotions on the job, there is no relation between idealized influence and working conditions, a direct correlation between idealized influence and attitude review as much as 0.331 and finally there is a inverse correlation as much as 0.388 between idealized influence and leaving the organization. These are aligned with the study by Twigg *et al.* (2008) which showed that transformational leadership style causes organizational commitment and high organizational citizenship behavior in members. Since, employees who are more committed to

their organizations have more and more active participation in the activities of the organization. Then, build confidence, motivation and commitment of staff are of the key issues associated with the desire to leave the organization. Employees with high levels of organizational commitment in social security are less likely to leave the organization; they are more motivated and are more willing to provide additional volunteer effort and generally more willing to stay in the organization, that is the reason why the issue of desire to job-leaving is important in social security. Moreover, idealized influence which includes instill a sense of pride to members to connect with others, showing a sense of power and competence, acting in a manner that rouses other's respect and sacrificing personal interests for the benefit of others has a direct relation to head characteristics and people's attitudes and causes increasing desire of people to stay in the organization.

## CONCLUSION

There is a direct correlation as much as 0.333 between inspirational motivation and head characteristics, a reverse correlation as much as 0.252 between inspirational motivation and emotions on the job, a direct correlation as much as 0.298 between inspirational motivation and working conditions, a direct correlation between inspirational motivation and attitude review as much as 0.238 and finally there is an inverse correlation as much as 0.184 between inspirational motivation and leaving the organization. These results are aligned with the results by Moein (2001). In explaining this hypothesis it should be stated that inspirational motivation is one of the most important assets of an organization which can help organizations in retention of human resources and create sustainable competitive advantage for them compared with other organizations. In other words, inspirational motivation which includes talking optimistic about the

future, talking seriously about things that should be done, emphasize the importance of being prospective as well as giving hope to the members of achievable goals, according to the results can have direct influence on working conditions and attitude and head characteristics and can cause reduce on emotions and job-leaving. The conclusions demonstrated that there is no connection between transformational leadership and intention to leave occupation. In explaining this hypothesis it should be said that considering lack of relation between these two variables, it could be argued that other factors apart from leadership are involved in desire to job-leaving such as peripheral advantages and rights, teaching and learning and social aspects of the organization which should be investigated.

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