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**ANALYSIS OF THE EFFECT OF EVOLUTIONARY LEADAR SHIP
STYLE ON ORGANIZATIONAL CITIZENSHIP BE HAVIOR OF
PERSONNEL'S HEALTH ASSURANCE HEAD QUARTERS OF WEST
AZARBAIJAN STATE**

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ABSTRACT

This research has been done with the purpose that analysis the realation between the evolutionary leadership style of managements with organizational citizenship be havior of personnle. This is a kind of descriptive research and correla tion research. The statistical society of research consist of all personnle in health assurance head quarters of west Azerbaijan state. For estimation of sample content by using the kokaran's formula 86 people has been chosen from 110 people of personnel of health assurance head quarter of west Azarbaijan state by using of simple random sampling. The means of information assemblage include standarded questionnaire of multiagent leadership style of Bas, Olive 2000(MLQ) and podsakoff's organizational citizenship havior questionnaire. The stability of measurement means acquired in order 91 percent and 80 percent, by using of Kronbakh Alfa test. On the ground of analysis data has been used of person correlation test and multi diverse Regersion. The results indicated that there is a positive reletion and meaningful between evolutionary leader ship style and organizational citizenship be havior of personnel. There is a direct and positive relation between all of compoents of evolutionary leader ship and components of organizational citizen ship be heavior of personnel. In other words the existence of every dimension of evolutionary leadership in every organization lead to in creas of components of organizational citizen behavior. In the evolutionary leader ship style, managers can predict the organizatioal citezenship behavior of personnel. In other words the existence of every dimension of evolutionary leadership in every organization lead to increas of components of organizational citizen behavior. In the evolutionary leader ship styie, managers can predict the organizational citezen ship be havior of personnel. In general, the results of multi divers of Regersion indicated that mental persusion, idealistic dominance, inspirational motivation, personal consideration have the qualification of predication of organizational citizenship be havior. There is not a meaningful difference between organizational citizen be havior of man and women's personnel.

Keywords: *Leader Ship Style, Evolutionary, Organizational Citizenship Be Havior, Personnel*

INTRODUCTION

Today in the competitively environment of work, the main anxiety and search of organizations from toward the survivance and pervasive development of them. Because of this serious goal, managers want to recognize and optimized explotation from resources and capitals that acquire of them have a lot of coct and difficulty. Then the successful manageres in this field are managers who employ foresaid capital in the more impressionable, more efficiency possible way. The main sources of every organization depend on human, financial and technical sources. That indisputable, human capital assign every of other capitals. In the past, researchers in their researches for analysis the reletion between occupation behaviors and organizational efficiency, more attended to in-role be havior (Van *et al.*, 1994).

These be haviors are those formal responsibility such as indicated in the explations of occupation (Williams and Anderson, 1991).

But today, a newe concept has been considved in organizations as titled Extra- role behavior. Organizational citizen ship be havior include extra- role be havior of organization. That didn't define in the organizational in- role. For the first time, organizational citizen ship be havior has been used by organ *et al.*, (1983), when they studied the reletion between job satisfaction and the operation.

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But before his, Barnard and Katzokan attended to this subject by express the concept of appetite, spontaneous and subsidized behaviors. Organizational citizenship behaviors are individual and voluntary behaviors. That personnel don't obligated to do it. And we can not give a bonus to these behaviors by organization its formal systems, and if they don't that we can not punish them (Podsakoff, 2000). And it is a behavior that wisely and insightful helps the colleagues, supervisors and organization. Helping to people that recently enter to organization, don't misuse of colleagues, don't use of relax time more than, voluntary presence in the organization is in the critical situation (Bennett and Masholder, 1997). Are the most applied division of organizational citizenship behavior that be Altruism, Civic virtue, conscientiousness, and courtesy (Markoczy and Xin, 2004).

One of the most important occurrence is organizational citizenship behavior. Recent developments about leadership theory, from karezmatek leadership that assumed the leadership is a uncommon, and assumed that followers depend on leadership, has been changed to ward Neokarezmatek theories and evolutionary leadership that attend to rehabilitation of followers due to independent operation.

On other side evolutionary leadership is one of the newest approach that considered rather leadership that research about it is very much. The theory of evolutionary leadership style is one of theoretical framework in the world. That has been considered by Brenz (1978) and Bass (1985). Also in the recent years, pay more attention to try new sample of evolutionary leadership management.

Since just over years 1990 until 1995 more than one hundred theses and research studied the concept of evolutionary leadership in different universities in the world. Bass in 1990 indicated that managers by using of behavior features of evolutionary leadership can guide its followers toward unexpected performance (Humphreys and Einstein, 2003).

Also research indicated that there is a positive relation between evolutionary leadership with personnel's under taking, low level of job stress, job satisfaction, consent of leadership creativity, emotion intelligence, exchange leader-follower and citizenship behavior (Smit *et al.*, 1985; Yukle, 1989; Boyal and Brison, 1988; Organ, 1988, 1983).

Evolutionary leadership to become a reality needs to four components or agents that has been known as fundamental elements of this theory. These agents include ideal influence inspiring motivation, persuasion mental, and individual observations. The concept of organizational citizenship behavior has been the subject of many research in the recent 15 years, and the importance of this subject is increasing. Accomplished researches in this field are mostly in three kind. One kind of these researches centralized on predict and tentative test of organizational citizenship behavior antecedents. On other side, other kind centralized on consequences of organizational citizenship behavior. In this field some agents have been considered such as the performance of organization, organizational effectiveness, organizational success, satisfaction of client, social capital. A few groups of researches only had been centralized on concept of organizational citizenship behavior, and for example, they have tried till have a new definition of organizational citizenship behavior, and characterize the dimensions of it and with aid of operation analysis style create standard scales to measure this concept (Gholipor, 2007; Fatahi 2007). Many agents have been considered by researcher as impressive agent in appearing of organizational citizenship behavior (Law *et al.*, 2005), that we can point to sociability job satisfaction, feeling of organizational identity, the perception of equity and justice, the perception of protection of management or organization, organizational commitment organizational confidence, organizational structure, leadership style, relation between leader and follower, nature of duties and making job, organization politic space, organizational culture, rehabilitate of personnel, the system of salary and wage (Huang *et al.*, 2004; Konovsky *et al.*, 1996; Somech and Royan, 2007).

In many researches, the relation between organizational citizenship behavior and leadership behavior has been supported. Schechter and Engelbrecht (2006) acquired a tentative relation between organizational citizenship behavior and evolutionary leadership style. They acquired this result that evolutionary leadership has a meaningful effect on predict the appearance organizational citizenship behavior. Also they indicated that evolutionary leadership style both directly and indirectly relate to organizational citizenship behavior.

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Podsakoff (2000), indicated in analysis of relation between leadership styles and organizational citizenship behavior that evolutionary leadership behaviors have a positive and meaningful relation with five components of organizational citizenship behavior in Argan's model: through interactive leadership behaviors, two kinds of these behaviors have a meaningful relation with quintuple of organizational citizenship behavior, that they are: necessary reworkable behavior that has a negative relation (Podsakoff *et al.*, 2000).

Chen fei studied the relation between evolutionary leadership and organizational commitment and organizational citizenship behavior, that the result indicated that evolutionary leadership behavior can create organizational commitment and high organizational citizenship behavior in the organization's member (Chen, 2006).

Guh in his research with title of the effect of evolutionary leadership style on organizational citizenship behavior through mediation role of organizational commitment acquired these results that evolutionary leadership effect directly and based upon normal emotional commitment. While, has a negative and direct effect on continuous commitment. Other findings of this research indicated that evolutionary leadership both direct and positive effect on organizational citizenship behavior. In addition evolutionary leadership indirectly effect through emotional commitment and normal commitment on organizational citizenship behavior (Guh, 2008).

The results of jiao *et al.*, (2010) indicated that there is a positive and meaningful relation between evolutionary leadership conditional reward with organizational citizenship behavior (Jiao *et al.*, 2010).

Effective leadership behaviors on organization citizenship behavior divide in two group that are: evolutionary behaviors include to determine the view, to create suitable model, the promotion of reception group goals,... and socializing behavior that include rewardable behaviors and necessary and unnecessary punishment behaviors.

As for accomplished researches in recent years in the world and as for the importance of evolutionary management as success management style in the today organizations and also analysis of organizational citizenship behavior as one of effective important agent of organizations, a few researches have been done about this subject in Iran. Considering to importance of organizational citizenship behavior, the goal of this research is analysis of relation between evolutionary style of managers with organizational citizenship behavior of personnel in health assurance headquarters of west Azarbaijan state and presentation of necessary guidances.

MATERIALS AND METHODS

Methods

This research is descriptive and it is a kind of correlation research. Practitioner personnel in the health assurance head quarters of west Azarbaijan in 2014 from the statistic society of research. Because of estimation of sample content by using Kokaran's formula, 86 people has been chosen from 110 people of personnel's health assurance head- quarter by using of simple random sampling. And questionnaire has been completed by this sample group. For measurement of leadership styles have been used of standardized questionnaire of multiagent leadership style Bass and Aoliov (2000). That this questionnaire include 35 question, and has a spatial scale. Respondents indicate their opinions five options scale from never to for ever. Because of measurement rate of organizational citizenship behavior used of 24 question in the questionnaire of Podsakoff *et al.*, (1990), that have made base on quintuple pattern Argan (1988), such as altruism, conscientiousness, sportsmanship, courtesy and Civic virtue, that has been compiled in one spectrum of seven degrees of likert. For significance of tools reality has been used of content reality. For this purpose has been asked from several experts in management field, until judge about the content reality of questionnaire, and in general they acquired this result that given questionnaire, of content reality has acceptable validity. For measurement of tools stability- that they use in this research- has been used from Alfay Kronbach coefficient. So, the stability of total questionnaire of leadership style equaled with 91 percent. The stability of total questionnaire of organizational citizenship behavior equaled to 80 percent, and the stability of quintuple dimensions, that they are, altruism conscientiousness, sportsmanship,

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courtesy and Ccivic virtue, in order equale to 85%, 82%, 85%, 70%. In order to analysis of research datas has been used of discriptive statistic style and also, from deductive statistic style, person correlation coefficient and independent T test.

RESULTS AND DISCUSSION

Results

Firtst hypothesis: there is a positive and meaning ful reletion between evolutionary leadership style of managers and personnel’s organizational citizenship behavior. In orther to analysis of reletion and rate coorrelation between evolutionary leader ship style of managers and personnel’s organizational citizenship behavior has been used from person coorrelation, that the results came in the 1 tabie.

Table 1: The results of person correlation coefficient that have been computed between evolutionary leadership style (independent) and organizational citizenship behavior

Kind of test	Numbers	Correlation intensity	Meaningful level	Sightly Alfa
Person correlation	86	0/77	0/000	0/01

With considering that meaningful level(0/000) is smaller than minimum level, that is 0/01, and correlation coefficient is equal to 0/77, and this is acceptable in the error level with 0/01, then there is a positive and meaning ful reletion between evolutionary leader ship style and organizational citizenship behavior.

Secand hypothesis:

There is a positive and meaning ful yeletion between components of manager’s evolutionary leadership style and altruism, conscientiousness, sportsmanship, courtesy and ccivic vitrue.

In answer to second hypothesis of research has been used of person correlation test for that there is a meaning ful reletion between components of evolutionary leadership that include persuasion mental, ideal influence, inspiring motivation and indivdual observations, and components of organizational citizenship behavior that include altraiism, conscientiousness, sportsmanship, courtesy and ccivic vitrue.

In ansewer to secnd hypothesis of of research has been used of person correlation test for that there is a meaning ful reletion between components of evolutionary leadership that include persuasion mental, ideal influence, inspiring motivation and indivdual observations, and components of organizational citizenship behavior that include altruism, conscientiousness, sportsmanship, courtesy and Ccivic virtue. The reslts hare been indicated in number 2 table.

Table 2: Correcation matrix between components of evolutionary leader ship and components of organizational citizenship behavior.

9	8	7	6	5	4	3	2	1	Component
								–	1.persuasion mental
								0/62	2.ideal influnece
							0/56	0/75	3.inspiring motivation
						0/63	0/70	0/67	4.individual observation
					0/36	0/46	0/39	0/41	5.Altruism
				0/15	0/37	0/29	0/35	0/32	6.conscientiousness
			0/36	0/35	0/40	0/27	0/35	0/46	7.sportsman ship
		0/28	0/21	0/60	0/24	0/51	0/25	0/26	8.courtesy
	0/59	0/21	0/09	0/39	0/31	0/33	0/20	0/26	9.Ccivi virtue

Correlation in level 0/01 is meaningful. Correlation in level 0/05 is meaning ful.

As you considered in table2, there is a positive and meaning ful reletion between all components of evolutionary leadership and components of organizational citizenship behavior. In other word, the existence of every one of evolutionary leadership dimensions in every organization lead to increas of

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components of organizational citizenship behavior. The most correlations of organizational citizenship behavior. The most correlation rate is between inspiring motivation and cortesy. The fewest correlation rate is ideal influence and ccivic virtue. Third hypothesis: manager’s evolutionary leadership style can predicit personnel’s organizational citizenship behavior. To analysis of third hypothesis has been used of multiagant.

Table 3: Regesion that the results have been shown in

Quota correlation	P	T	Coefficiens scals		Coefficiens nonscals	
			Beta	Sd.Er	B	Multiagant Regersion
0/000		17/13		0/18	3/11	Width of (a) origin
0/40	0/000	5/70	0/38	0/05	0/30	Persuasion mental
0/35	0/000	5/49	0/34	0/05	0/29	Ideal influence
0/25	0/000	3/73	0/24	0/06	0/23	Inspiring motivation
0/14	0/046	2	0/13	0/05	0/10	Individual observation

Multiagant Regersion in the 3 table show that persuasion mental, ideal in fluence, inspiring motivation and individual observation have the qualification of predicat of organizational citizen ship behavior. The slope of Regersion line(B) about predication diversers show that there is a reletion between orgaanizational citizenship behavior with persuasion mental(0/30), ideal influence(0/29), inspiring motivation(0/23) and individul observation(0/10). The coefficien Beta scale show that the most important anticipan agants of organizational citizenship behavior in order are persuasion mental(0/38), idel influence(0/34), inspiring motivation(0/24) and individual abservation(0/13). Quota correlation coefficin show that reletion between organizational citizenship behavior with diverse of persuasion mental is independent of three diversers ideal influence, inspiring motivation, individual observation and has maximum reletion and equal 0/40.

According to out come results, we can write Regersion equation of organizational citizenship be havior from respective predication diversers, Like
 $OCB = 3/11 + (0/30)IS + (0/29)II + (0/23)IM + (0/10)IC$

Fourth hypothesis: there is a meaningful difference between man and women personnel’s organizational citizenship be havior.

For diversers measurement and fourth hypothesis test has been used of t test. That results have been compressed in the 4 table.

Table 4: The results of t test of independent sample of man and women’s personnel.

Theresut s of test	Meanin g freedom	Degree of freedom	T test	Standar d devianc y	Average	Frequenc y	Sexualit y	
Refusal	0/794	84	0/263	8/31	49/94	52	Man	Organization al citizenship behavior
				8/42	49/45	34	women	

With considring of acquired results, the average of organizational citizenship behavior between woman’s personnel with average of organizational citizenship behavior between man’s personnel is almost same. The acquired finding indicated thet evidence of t (t= 0/263) in meaningful indicated that evidence of t (t= 0/263) in meaningful level (sig= 0/794) is not acceptable. Because acquired meaningful level is morethem

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0/05, so we can say that average of grades in organizational citizenship behavior donot have meaningful difference between man and woman's personnel.

Discussion and Deduction

The results indicate that there is a positive relation between evolutionary leadership style and its dimension with organizational citizenship behavior. In relation to original hypothesis of this research, that express evolutionary leadership style has a positive and meaningful relation with organizational citizenship behavior. The acquired results indicated that there is a strong relation between these two diversives.

($P=0/01$ and $r= 0/77$) show that the result has harmony with others researches of scientists (Organ, 1983; Podsakoff and MacKenzie, 1999; Podsakoff, 2000; Konel, 2005; Solan, 2008; Asgari *et al.*,).

In general the people that inherently have been simulated till organizational goals accomplish without expectation of receipt immediate reward and palpable and personal achievement, have this tendency that for gain to a common goal in the working environment is further from formal role has been given to them. These are people that for this reason do self value of them increase in this helpings and partnership (Modassir and Singh, 2008).

Wetening *et al.*, (2004) indicated the personnel that work for evolutionary leaders often farther than formal duties acquire motivation to give benefit to organization. Also, if the leaders develop close, friendly, protected and developed relation, in this case personnel will tend to get involved in high level of citizenship behavior. In general supervisors that create a weak relation and link and get familiar late with them, and also when personnel consider themselves surprised ignorant, probably get involved in organizational citizenship behavior.

If pay attention to 2 table, you can consider that all dimensions of evolutionary leadership style have a meaningful relation with organizational citizenship behavior. So, we can say that secondary hypotheses of research confirm in the 99 percent of assurance level. From compare of statistic results for one by one components of evolutionary citizenship style with components of organizational citizenship behavior acquired this result. The reason of this subject can explain by Organ's claim, that inspiring motivation cause increase job consent and trustful in subordinates, that both have a direct relation with organizational citizenship behavior (Podsakoff *et al.*, 1999).

With the result we can say that amplification of diverse inspiring motivation can put more effect on dependent diverse and also every effect on dependent diverse appears more than other on courtesy.

In fact we can say that inspiration and suggesting optimistic image about future into organization's personnel create motivation source and enough stimulation for moving in way of organization's goals, that facilitate the phenomenon of organizational citizenship behavior in the organization. Because from this way, leaders create expectancy and hope in themselves subset. The prospect of future introduce the organization bright and accessible and persuade themselves followers that have a high performance.

The acquired result from Regression's multi diverse in the 3 table indicate that mental persuading, ideal influence, inspiring motivation, individual observation have the predication condition of organizational citizenship behavior. Correlation coefficient of quota indicate that relation between organizational citizenship behavior with mental persuading is independent from three diversives, ideal influence, inspiring motivation, individual observation and has the farther relation and it is equal to 40 percent.

In fact we can say that evolutionary leaders provide mental persuasion and challenging jobs for themselves followers till they have farther job consent. These leaders acquire necessary confidence by individual observation and inspiring motivation, and it's possible that increase the level of internal motivation and tendency for extra- role behaviors (Modassir and Singh, 2008).

The leaders want from themselves followers that expect more than role accomplish by explanation of mission, providing an adequate role model, development of reception group's goal, providing the organizational protection and mental persuasion and expression of performance expectations (Organ *et al.*, 2006).

Also the result of T test for independent groups indicate that man and woman's personnel have a same viewpoint toward organizational citizenship behavior.

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For as finding of research, in the direction of first and second hypothesis suggest to members of organization that suggest pride and honor towards cooperation and partnership. The leaders should recognize the restraining factors to create partnership culture, and for elimination of it perform necessary action. Primarily the restraining factors can be categorized as follows:

- the culture of individualist and individualistic between personnel
- the pessimism subalterns towards efficacious of partnership management.
- the belief of some managers to premises of X theory
- and that the managers consider that partnership is a threat and insecurity for themselves power.

To obviate of above obstacles, managers should take action towards confirmation of suggestion system in the organization. In this field managers should try once in awhile to hold informal meetings between personnel and managers and also ask and answer meetings.

And they should inform the personnel from condition of organization's performances and goals in order to prevent from occurrence of every work's problem, and to attach importance to personnel's suggestion about improvement of ways and organization's duties. Of course, shouldn't accomplish just one monotonous way, but they should accomplish all partnership ways with considering to improvement situation of organization till partnership does not confirm untruthful. Also with considering to the feature of ideal influence, suggested to managers of organization that regardless its individual tendencies and others because of organization and also to sacrifice personal profits because of others profits and to strengthen this feature, that the collection of individual and organization's goals perform from value sight.

At the most organizations and managers should move step by step towards creating organizational citizenship behavior. Because process of organizational citizenship behavior is not a one day process that we can enter it quickly like a new technological, but it is a continuous and time consuming.

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