RELATIONSHIP BETWEEN RESONANT LEADERSHIP PERCEPTION AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR AMONG ISFAHAN AZAD UNIVERSITY STAFFS

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Abstract

Purpose: This study aimed at specifying the relationship between resonant leadership perception and organizational citizenship behavior among Isfahan Azad University staffs and was conducted through a correlational descriptive method.

Methodology: Research population was all the staffs of Isfahan Azad University, 375 individuals, among whom 189 individuals were accidentally selected based on Cochran sample mass according to their units or departments of work. Instruments used for this study are; Wagner (2010) questionnaire of Resonant leadership, Alonen (2008) questionnaire of organizational trust, and questionnaire of organizational citizenship behavior of Poudsakov (1990). Cronbach's Alpha computed the stability of these questionnaires as 0.79, 0.82, and 0.80 for resonant leadership, organizational trust and organizational citizenship behavior, respectively.

Main Findings: Data analysis shows that there is no meaningful relation between resonant leadership perception and organizational citizenship behavior (OCB). (r=0.096). But a meaningful relationship exists between organizational trust (r=0.189), side trust (r=0.153), vertical trust (r=0.229), institutional trust (r= 0.189) and organizational citizenship behavior.

Implications: Results of this study can help education administrator to understand organizational citizenship behavior among Isfahan Azad University staff's activity.

Originality: This study is first of its kind in researching relationship between resonant leadership perception and organizational citizenship behavior among Isfahan Azad University, Iran staffs.

Keywords: resonant leadership; organizational citizenship behavior (OCB).

INTRODUCTION

Organizational citizenship behavior (OCB) which has been formed by organizational behavior researchers since 1980s, in the business domain, is undoubtedly one of the most interesting and applicable new issues of management and organizational studies. Attempts to identify and specify such behaviors and finding solutions for their diffusion, take into account both moral and human aspects of today's organizations, and help increase their organizational efficiency. (Ahmadi & Khodami, 2011). Organizational citizenship behavior is a relatively new subject in organizational behavior which is not designed by the organization, but its emergence leads to the organizational efficiency and proficiency. From among citizenship behaviors, one can mention organizational obedience, organizational collaboration, altruism, conscientiousness, magnanimity, and civility. (Organ, 2004). In order to reinforce and enhance organizational citizenship behavior, we can enterprise through selecting and employing, education and development, performance evaluation and compensating for services and finally informal roles.

Although the concept of organizational behavior was used by Organ et al., in 1993, before them some other people like Katz and Kahn by differentiating between functional performance, organizational innovations and spontaneity in the 70s and 80s and before them Bernard by putting forward the concept of Willingness Cooperate in 1938, taken this subject to attention. Organ believes that staffs citizenship behavior, as positive proceedings of improving efficiency, solidarity and workplace adhesion, is beyond organizational requirements. Reinforcement of organizational citizenship behavior like any other behavior of ours needs to be encouraged. Management policies and actions is one of the cases which can be influential in this respect. Organization managers must make efforts to flourish organizational citizenship behavior through passing and codifying appropriate policies and guidelines. One of the main tasks of leaders in order to manifest healthful behavior in an organization is to create a good feeling in individuals whom they are learning. And this will not be realized except the time when a leader creates a positive sonority and best energies in the members. So the main role of the leader in this step is to pay attention to emotional aspects. This leadership is however not usually visible and thus often not figured on but very significant in order for successful leadership and its success in confirming other organizational leadership successes.

Leadership is one of the subsets of moral behavior which is recently converted into an important issue in organizations. Of course, there has not been proceeded to this variable comprehensively and methodologically, in the realm of research. By emphasizing the presented discussion concerning leadership, one can point out that resonant leadership is one of the newest proposed approaches toward leadership and poorly proceeded to work on in this country. Theory of resonant leadership is one

of the theoretical frameworks in the world put forward by Boss in 1985. In recent years there was paid increasing attention to test this novel management pattern of resonant leadership. Resonant leadership has got 4 methods of knowledgeable leadership, educator leadership, connective leadership and democratic leadership. Golman defines resonant leadership as "the ability to persuade people in order to achieve a common purpose for which there are working and not dominating them. Influential leaders are those who have at least these 4 methods more than others and also reinforce their ability of method changing in different situations. (Wagner, 2010) and accordingly, they impress their staff's behavioral patterns. Trust is one of the most eminent displays of human and organizational life. Trust, in fact, is a general and comprehensive concept and contains various terms. Confide to reliable individuals leads to human's calmness and peace. It should rely on individuals based on their competence and eligibility. It is necessary to submit various tasks to an organization's staffs based on their extent of reliability.

Organizational trust is one of the significant phenomena to which attention is paid in organizations and influences updating organizational citizenship behavior. Based on the existing theoretical framework of organizational trust, it serves as one of the strongest reinforcing factors on organizational citizenship behavior in different environments. (Mohebi, 2014). High organizational trust between organization's members, make them solve their problems with hope to group actions. At the same time, it prevents carrying out the futile and imperfect affairs. On the other hand, some believe that the kind of leadership and management, organizational trust, and organizational citizenship behavior has a close relationship with each other. And all these should be realized in a propitious environment by talented individuals in an appropriate atmosphere. (Farid, 2011) Study the organizational citizenship behavior of staffs who work in educational institutions (especially higher educational institutions) is of great importance as these institutes undertake the responsibility of educational skills and training young and ready-to-work manpower for the community. Hence, the university managers and authorities attempt to more improvement of their educational organizations. Concerning factors above, the present study seeks to answer this question: is there any relationship between resonant leadership perception and organizational citizenship behavior among Isfahan Azad University staffs?

METHODOLOGY

This is a correlational descriptive study conducted by an applicable method. The research population was all the staffs of Isfahan Azad University, 375 individuals, among whom 189 individuals were accidentally based on Cochran sample mass and according to their units or departments of work selected.

Instruments: Three questionnaires of resonant leadership, organizational trust, and organizational citizenship behavior were used in this study.

Resonant leadership questionnaire: This questionnaire was proposed by Wagner (2010) and used in AfkhamiRouhani et al. (2012). The questionnaire has got 10 items, and its stability has been reported in the study mentioned above as 0.96. It uses a 5-point Likert scale of quite disagree, disagree, no idea, agree and quite agree.

Organizational trust questionnaire: this questionnaire was made by Alonen et al. (2008) and has got 20 questions designed with the aim of measuring inner organizational trust, based on 5-point Likert scale;(quite disagree 1, disagree 2, no idea 3, agree 4 and quite agree 5.

This questionnaire has got three sections; side trust, vertical trust and institutional trust. Cronbach's Alpha confirmed the stability of the questionnaire in Alonen et al. (2008) as 0/90. The highest score taken through this questionnaire was 245 and the lowest, 49 .

Questionnaire of organizational citizenship behavior :Proposed by Poudaskov et al. (1990). This questionnaire has got 24 close-answered questions in order to measure organizational citizenship behavior in dimensions of altruism, conscientiousness, magnanimity, and civility in an organization .

Formal justifiably, (which is itself a part of content justifiably) for both Resonant Leadership and Organizational Citizenship Behavior, after performing primary instrument on some staffs of the Isfahan Azad university and was confirmed by the supervisor. The total stability for the questionnaire of resonant leadership and organizational trust and organizational citizenship behavior was 0.79, 0.82 and 0.80, respectively.

Statistic: data analysis of the study was carried out through SPSS software, version 19, in two levels of descriptive statistics (frequency, percentage, mean and Standard Deviation) and inferential statistics (multi-regression tests, correlation coefficient, and variance analysis test) .

FINDINGS

First hypothesis: there exists a relationship between resonant leadership and organizational citizenship behavior.

Table1. The correlation coefficient between resonant leadership perception and organizational citizenship behavior.

Criterion variable	Organizational Citizenship Behavior(OCB)		
Statistic indicator **Predicting variable**	Correlation coefficient	Correlation coefficient square	Level of meaningfulness
Resonant Leadership Perception	0.096	0.009	0.197

Findings of this study show that there is not a meaningful relationship between resonant leadership perception and organizational citizenship behavior.(r=0.096). According to the signification coefficient (r^2), 0.9 percent of the variance of resonant leadership and organizational citizenship behavior were common. Therefore the hypothesis concerning the relationship between these two variables is not confirmed.

Second hypothesis: there is a relationship between organizational trust, its dimensions, and organizational citizenship behavior .

Table 2. The correlation coefficient between organizational trust, its dimensions, and organizational citizenship behavior

Criterion variable	Organizational Citizenship Behavior(OCB)		
Statistic indicator **Predicting variable**	Correlation coefficient	Correlation coefficient square	Level of meaningfulness
Organizational trust	0.189*	0.036	0.011
Side trust	0.153*	0.023	0.039
Vertical trust	0.229*	0.052	0.002
Institutional trust	0.189*	0.036	0.011

Findings of table 2 demonstrate that the correlation coefficient between organizational trust, its dimensions, and organizational citizenship behavior is meaningful. That is a meaningful relationship exists between these variables. (r=0.189) According to specification coefficient (r^2), 3/6 percent of the variance between organizational trust and organizational citizenship behavior were common. So the second hypothesis concerning the relationship between organizational trust and organizational citizenship behavior is confirmed.

DISCUSSION AND CONCLUSION

Findings of this study indicate that the relationship between resonant leadership perception and organizational citizenship behavior is not meaningful. Results of studies by Aisha Sarwar et al (2015) ,Abid (2015) , Lu (2014) , Nobari et al (2014) , Baharlu et al (2015) , Kheirgu et al (2014), Mirkamali et al (2012) demonstrate that there is a positive and meaningful relation between leadership and organizational citizenship behavior. What is under the hypothesis for the researcher of this study is the relationship between resonant leadership and organizational citizenship behavior, whereas in studies above, they proceeded to study the relationship between other kinds of leadership such as servant leadership or transformational leadership and organizational citizenship behavior. In none of those mentioned above studies, resonant leadership was not understudied, and therefore the disagreement of results may be due to the kind of leadership they considered. Resonant leaders do not base their communications with their staffs on selfishness and personal benefits but accept the situation of creating a pleasant feeling in others in their relations and concentrate on satisfying others' requirements. To be more precise, what organizes the interpersonal and external relationships of resonant leaders (at the levels of individuals, organizational and even in universal relations if needed), is morality. Therefore, resonant leaders can create a positive sonority in the organization. And it is expected by this way, according to positive psychology, their leadership be able to specify and predict positive organizational behaviors such as Organizational Citizenship Behavior .

Findings of this table show that the correlation coefficient between organizational trust, its dimensions, and organizational citizenship behavior is meaningful. So the hypothesis concerning the relationship between organizational trust, its dimensions, and organizational citizenship behavior is meaningful. The results of this study are in agreement with results of studies by Aisha Sarwar et al. (2015) , Lu (2014) , Kheirgu et al(2014) , concerning the positive and meaningful relationship between organizational trust and organizational citizenship behavior and do not disagree with no other studies. Researcher specifies that organizational citizenship behavior is an individual and voluntary behavior which is not directly designed by the official rewarding system in the organization, despite this it causes to the efficiency and applicability of the organization. This

definition emphasizes on three features of citizenship behavior: first, this behavior should be voluntary, that is not before-specified nor a part of formal tasks of an individual. Second, the advantages of this behavior have organizational aspects, and the third, organizational citizenship behavior has a multi-dimensional nature. With these definitions, it is expected that human as an organizational citizen to act beyond his role's requirements and his formal tasks, in serving organizational purposes. In other words, the structure of organizational citizenship behavior seeks for identifying, managing and evaluating staffs Meta-functional tasks and accordingly the organizational efficiency will be improved. Nevertheless, one may draw this conclusion that the emergence and manifestation of such important and influential citizenship behaviors, is not possible without effective requisites like organizational trust .

One of the main leadership and management actions in the present era is creating trust between staffs and managers. Corker believes that codified and validated relationships between staffs and managers lead to adhesion and guarantee future positive interactions. Aspects of management behavior creating trust are: perseverance, adhesion, sharing and control submission, communications and having special consideration and attention in order to operate the concept of citizenship orientation in the organization. Realization of this concept in organizations is one of the significant factors of success for staffs and consequently organizations. Although human beings have not an identical attitude for the definition of success, the success seeking is the same. Success in personal, professional and organizational life is a common ideal and human signified. Organizations have many ways to reach the success and being responsive and encounter many devious and pitfalls. Organization's leadership and management is nothing but identifying ways and pitfalls of organizational success and planning to create solutions and opportunities for increasing facilitator factors and removing pitfalls and reducing and removing obstacles. Regarding the results concerning the absence a meaningful relation between resonant leadership and organizational citizenship behavior, it is recommended to explain the meaning and concept of resonant leadership for university managers. Education during service and getting familiar with new fundamentals and components of resonant leadership is an essential in this respect.

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