



Recognition of the Effects of Transformational Leadership on Shaping Employee Citizenship Behavior: A Case Study of National Iranian Oil Products Distribution Company, Tehran Region

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ABSTRACT

The transformational leadership is known as one of the most important and effective factors in organizational behaviors of employees. Creating motivation in employees requires a leader with inspirational qualities. On the other hand, the organizational citizenship behavior is a key factor in shaping employees' behavior. The current study aims at investigating the effects of transformational leadership on the employees' organizational citizenship behavior. In addition, some personality traits are revealed in this study to be one of the main factors shaping the behaviors and to be moderating variables. The current study is of applied type in terms of the objective and a descriptive-correlational study in terms of data collection procedures. The data needed for the purpose of the study were collected by using questionnaire distributed among 242 people of a statistical population and were analyzed by structural equations modelling. The results indicated that all the six hypotheses of the study were approved. In other words, the transformational leadership has positive and significant effects on both individual and organizational aspects of the organizational citizenship behavior. Also, the positive moderating role of neuroticism and extroversion in the effects of transformational leadership on the individual and organizational aspects of organizational citizenship behavior was approved. The results showed that the statistical community could utilize its human resources potential to create a competitive advantage and develop the voluntary activities of its employees, provided that it is able to optimally implement a transformational leadership style.

1. Introduction

With the intense competition in the local and global markets, organizations use all their facilities to obtain the competitive advantage and maintain the market share. One of the factors considered as a useful means of the realization of the objectives in the organizations is the leadership. In the intense economic conditions and environmental uncertainty, the promotion of the appropriate leadership behaviors is an important yet difficult task. The requirement of organizations for a quick and proper

response to the environmental changes and the controversial expectations of the clients on the one hand, and the necessity of maintaining the competitive advantage on the other hand have made the organizations continuously search for the ways to improve their performance. Numerous researchers have dealt with the effectiveness of the leadership styles and tried to respond to the question "which leadership style and behaviors have the best effects on the organization?".

The studies in this field indicate that the transformational

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leadership can be introduced as an effective way for acting in the uncertainty conditions and obtaining the competitive advantage (Işcan et al., 2014). A great proportion of these studies agree that the transformational leadership style is the most effective style (Van Dierendonck et al., 2013), which either directly or indirectly affects the organization outputs positively.

In the present study, National Iranian Oil Products Distribution Company-Tehran region has been considered as an environment for conducting the study. Therefore, the current study tries to investigate the transformational leadership role in the development of the organizational citizenship behaviors in the industry section in general, and in National Iranian Oil Products Distribution Company-Tehran Region in particular, with the employees having personality traits not so compatible with such behaviors. In today's world changing at an amazing speed, everyone admits that human resources are the most valuable asset of an organization and that no organization can continue to operate without human resources. Therefore, the main question of the study is "how does transformational leadership affect the organization citizenship behaviors of the neurotic and extrovert employees?". In fact, the current study, in addition to investigating the related literature of the transformational leadership and its effects on organizational citizenship behaviors (in individual and behavioral aspects) and studying the role of neuroticism and extroversion personality traits, has tried to provide some ways to promote the organizational citizenship behaviors in organizations based on the transformational leadership style.

2. Theoretical Framework

2.1. Transformational Leadership

The need for management and leadership in all the areas of social activity is tangible and vital (Ehsani Ziari, 2006). Although the terms "leader" and "leadership" are easily used in the literature and language, some believe that the leadership is an important aspect of the management, and an effective leadership ability is one of the conditions of the effective management. It is the process of the social penetration in which the leader asks for the voluntary participation of the employees in the efforts to achieve the organizational goals. The leaders, in order to encourage the voluntary participation of the employees, complete any power and jurisdiction they have through their personality traits and social skills (Rezaeian, 2004). Various ideas and schools have emerged in terms of leadership, among which 1) leadership traits theory, 2) leadership behavioral styles theory, 3) situational and contingency approaches, 4) transformational leadership, and 5) interactive leadership can be noted. The first three theories are traditional leadership theories, while the last two ones are considered as new leadership theories.

Transformational leadership was first used by Danton in 1973. The transformational leaders invite their followers to go beyond their interests for the sake of organization, and they have a great and profound influence on them. These leaders pay attention to the needs and issues of the followers regarding improvement. They can change the followers' awareness of the tasks through guiding them towards considering the traditional issues with a new approach, and

Table 1 - Some aspects of transformational leadership from the viewpoint of past researchers

Row	Defined Aspect	Concept	Reference
1	Articulating a strong vision	They try to motivate and inspire the group members or working team in order to create an attractive and convincing vision for the followers.	Chan et al., 2009; Yukl, 2009; Li, Zhao And Begley, 2014
2	Providing an appropriate model	The role modeling of the followers is done through the provision of a practical model.	Yukl, 2009; Li and Shi, 2005
3	Accepting group goals	Changing the individual goals into group goals, making the employees committed to the collective goals, and drawing a vision for the whole group.	Jalilian et al., 2010; Bass and Riggio, 2006; Brown et al., 2013; Sheikhal Zadeh and Tejari, 2013; Wang and Howell, 2010
4	Having high performance expectations	Expectations beyond what is mentioned in the job description from the followers. Further attempts at the realization of their missions.	Dvir et al., 2002; Bass and Roggio, 2006; Brown et al., 2013; Shamir et al., 1993; Sparks and Schenk, 2001
5	Providing individualized support	Protecting and considering different employees' needs and valuing the employees' growth and improvement	Sosik et al., 1997; Van Derendijk et al., 2013; Bass and Riggio, 2006; Walumbwa et al., 2005; Jalilian et al., 2010
6	Providing intellectual stimulation	Reconsidering the issues and motivating the employees through stimulating their curiosity and encouraging the subordinates to accept new approaches based on the inner motives and making jobs a challenge.	Wang, Tsai and Tsai, 2014; Mumford, Connelly and Gaddis, 2003; Bass and Riggio, 2006; Gumusluoglu and Ilsev, 2009



they can motivate and inspire the followers to attempt harder to achieve the goals. According to the study of Bass and Alivio (1997), transformational leaders have traits such as “proper influence or charisma”, “inspirational motivation”, “intellectual motive”, and “personal considerations”. The transformational leadership process is rooted in the leader’s personal values and beliefs. Such leaders are inspired by their deepest personal values such as the justice, fairness, honesty, and dignity (Humphreys and Einstein, 2003). A study of Tiki and Donna (1990) showed that the successfulness of such leaders is affected by three measures, namely detection of the need for organization revitalization, creation of a new vision of the organization future, and institutionalizing the change among the employees (Weiss, 2000).

The transformational leadership theory emphasizes that the leaders must behave in a way that improves the innovation of the employees and accelerates the process of innovation. They, through strengthening the innovative thinking in their followers, help improve the individual performance and organization innovation, which consequently leads to the enhancement of organizational performance (Colbert et al., 2008). The transformational leadership subject has been among the favorite concepts in the related literature, and various studies have investigated its different aspects. Some of these aspects are tabulated in Table 1.

Among the studies on transformational leadership, Bernard Bass’s model is one of the most comprehensive works. In the current work, the transformational leadership has been studied based on four traits, namely idealized influence, intellectual stimulation, inspirational motivation, and individual considerations (Bass, B. M., 1998).

2.1.1. Idealized influence

This trait explains that the leader acts as a strong model for the followers. If a leader is transformational, he will create a feeling of respect, admiration, and loyalty in the followers and emphasize the importance of a strong commitment to achieving the organizational objectives (Gumusluoglu and Ilsev, 2009). In this state, he has the attributes of a charismatic leader, and is trusted and admired by his subordinates, so they try to follow and imitate him as a model.

2.1.2. Intellectual Stimulation

The transformational leaders use the intellectual stimulation to challenge the followers’ thoughts, imaginations, and innovations. It requires that the leaders, while encouraging the followers to provide new and innovative approaches to doing the tasks, direct them towards the reconsideration of the traditional methods of problem solving (Zhu et al., 2009). In such a state, the current situation is challenged and the new methods for realization of the tasks and development of the organization are provided (Bono and Judge, 2004). The leaders intellectually stimulate the employees and encourage their followers to treat the problems with innovation. In fact, they invite the followers to investigate the issues from different

angles and implement the innovative problem solving techniques.

2.1.3. Inspirational Motivation

This factor describes the leaders who increase the followers’ commitment through allowing them to participate in drawing the vision of future and through motivating them (Chen and Fahr, 2001). The leader encourages the employees to believe in the goals and achieving them through effort. These people are usually optimistic about the future and achievement of the goals.

2.1.4. Individual Considerations

When a leader helps his followers to achieve their desired needs, tries to improve the potential power of the individuals (Horwitz et al., 2008), and meets the sensational needs of them. Such leaders detect the people needs and help them nurture the skills needed for achieving the goals. These leaders may consume a great proportion of time to nurture, educate, and train their followers.

2.2. Organizational Citizenship Behavior

The concept “organizational citizenship behavior” has been developed from the studies of Bernard (1938) (Tabarsa et al., 2010). Batman and Oregan (1983) first used the term “organizational citizenship behavior” (Miri et al., 2014). They defined it as a part of employees’ measures taken with the purpose of improving the efficiency, consistency, and solidarity at the workplace. They are regarded as activities which are out of the duties of employees in the organization (Hudson, 2006). The early studies in this field dealt more with the identification of the responsibilities and behaviors of the employees which were usually partially measured for the evaluation of their occupational performance; however, these behaviors influenced the improvement of the organizational effectiveness (Bienstock et al., 2003).

However, after the introduction of this concept by Oregan et al., various scholars have explained this subject through the use of the terms “transcendental behavior” (Van Dign, Comminger & Parks, 1995), “helpful organizational behavior” (Briev and Motovidlo, 1986; George and Beten Hausen, 1990; Oriley and Chatman, 1986), “organizational spontaneity” (George and Briev, 1992; George and Jones, 1997) and “contextual performance” (Borman and Motovidlo, 1993; Borman, White, and Dorsey, 1995; Motovidlo and Van Asater, 1994) during two decades (Podsakoff et al., 2000). A number of the most important basic studies in this context belong to Hasenn, George and Ratten (1990), Podsakoff, McKenzie & Fetter (1993), Snick and Hogan (1995), Podsakoff and McKenzie (1997), Oregan (2006), Livia Markoczy (2009), Fareh et al., (2004; 2011), Netemeyer (2011), and Podsakoff (2009; 2011) (Miri et al., 2012).

Different definitions have been provided for the citizenship behavior. In some definitions, it has been defined as a set of voluntary behaviors, which are not the formal duties of the individuals but lead to the effective improvement in the organizational tasks and

roles (Appelbaum, 2004). The organizational citizenship behavior is the individual and voluntary behaviors which promote the effectiveness and efficiency of the organizational performance but are not directly rewarded by the formal systems of the organization (Hall et al., 2009).

The employees who have this trait show behaviors beyond their role, duties, and formal job description. By these behaviors, they do not aim to obtain organizational rewards, and they attempt to improve and develop the organization (Taghavi, 2010). What is obvious is that the citizenship behavior cannot be directly reinforced. In addition, these behaviors are derived from the excellent efforts of the employees for achieving the success intended by the organization (Korkmaz & Arpaci, 2009). A review of the related literature indicates the vastness of the studies conducted in this field as almost thirty different types of theories have been reported about the citizenship behavior (Yung and Chou, 2011). Although these theories overlap with each other, but the variety of theories suggests that there should be different approaches to this issue.

Overall, it can be admitted that the most important aspects of the organizational citizenship behavior are fairness, altruism, work conscience, social etiquette, and organizational civility (Hadizadeh. M. A, and Tehrani. M, 2011, pp. 9881). Among these aspects of the social etiquette, the work conscience and altruism are introduced as the positive and active helpful components. On the other hand, the fairness and civility are preventive components, avoiding the damage infliction on the organization. These aspects are defined as follows:

- Social etiquette: the behavior which indicates the attention to the participation in the organizational social life;
- Altruism: helping the colleagues in doing their tasks;
- Work conscience: a behavior beyond the formally assigned requirements at the workplace;
- Fairness: the tendency to be patient with the unavoidable interruptions, injustices, and hardships of the workplace without complaining;
- Civility: thinking and paying attention to the effects of the individual behavior (Markoczy and Xin, 2004).

2.3. Personality Traits

Numerous definitions of personality have been presented, and there are different approaches. The personality theorists have not achieved a consensus on a unit definition of personality; however, relying on the common features of these definitions, it can be stated that personality is a relatively stable pattern of the attributes, attitudes, or traits which partially sustain people's behavior. These patterns are different from person to person, so everybody, despite being somewhat similar to others, has a unique personality. Accordingly, it can be stated that a set

or the whole attributes and traits of an individual are meant by personality. Personality is a set of traits, including the thought, feelings, and personal perception of one's self, ideas, way of thinking, and many habits (Behzadjazi, 2008).

The personality traits can be known as traits and attributes which emerge in different situations, have a relative stability, are different from person to person, and can be measured (Nazarpoor, 2005). The theory of the factors and traits is among the most applied theories in the recognition of the personality traits. In this theory, the personality traits are divided into five groups, including extraversion, openness to new experiences, responsibility or conscience, socializing or being consistent, emotional stability or neuroticism. This theory, with a little difference, can be seen in the categorization of the five factors of personality by Costa and McCrae. This categorization includes five main aspects of personality as neuroticism, openness, empiricism, agreeableness, and conscientiousness (fidelity). Regarding the affinity of these theories for the aspects of neuroticism and extroversion, the current study focuses on developing a conceptual model based on these personality traits. In the followings, we will define these two aspects.

2.3.1. Neuroticism

Neuroticism is the tendency to experience the feelings such as fear, discomfort, agitation, anger, and impatience. Along with these feelings, the neurotic people also tend to be prone to illogical ideas, and they have less power to control their negative feelings and adapt themselves to stress in a weak manner. The people with low scores of neuroticism are emotionally stable, mild-tempered, and composed. They show less adaptability to the environment and usually reveal negative emotions. The constituent traits of this factor are anxiety, depression, aggression, deviation, impulsive behaviors, vulnerability to mental and physical stress, fear, sorrow, arousal, anger, guilt, and feeling of constant and pervasive loss (McCrae and Costa, 1992; Matthews, Deary, and Whiteman, 2003).

2.3.2. Extroversion

Extrovert people are comfortable while interacting with others. The extrovert people enjoy being with others and large crowds and tend to be bold, active, and talkative. They like simulation and excitement and are usually cheerful. The extroverts are social people, but being social is only one of their traits. In addition, they are resolute, active, conversational, social, and emotional. The extroversion scale is indicative of the people's interest in developing their industry and job (Sheikhali Zade and Tejari, 2013). The most important attribute of this factor is the communication. Most of these people have good social skills, and they are always vibrant. Among the other traits of the extroverts, being affectionate, active, decisive, cheerful, hopeful about the future, and vibrant can be named (McCrae and Costa, 1992; Matthews, Deary, and Whiteman, 2003).

3. Research Framework

Based on the related literature on the research variables, the probable relationships between the variables are predicted and drawn in the framework of the following conceptual model.

4. Methodology

The current study is of applied type and is a descriptive-analytical method in terms of data collection procedures, which uses a questionnaire for data collection. The statistical population of this study included all the employees of National Iranian Oil Products Distribution Company-Tehran region. According to the statistical population (641 managers and employees), 242 individuals were calculated with the help of Korschje and Morgan table (Krejcie and Morgan, 1970). The main tool for collecting research data was questionnaires distributed among the statistical sample, and the desired data were obtained using simple random sampling (staff list). Then, the data were tested by structural equations method (SEM) based on the research hypotheses. The SPSS and Amos software packages were the analysis bases of the current study. The content validity and content validity ratio (CVR)

index were used in order to test the questionnaire validity (Sarmad et al., 2001). In fact, the validity of the questions was evaluated by using ideas and comments of five experts in National Iranian Oil Products Distribution Company-Tehran Region, and based on the minimum acceptable CVR of their response (0.6), the acceptable validity of each variable was determined using Lawshe's ratio calculation. According to the experts' evaluation, the questions had an acceptable validity, and the validity of the questionnaire was approved. The Cronbach's alpha method was used to evaluate the reliability of the questionnaire. Regarding the calculated coefficients which were above 70%, the reliability of the questionnaire was also approved (Sarmad et al., 2001).

5. Data Analysis

After the data were collected by using questionnaires, the data are analyzed with the help of statistical instruments. The results of a statistical sample data analysis are shown in Table 3.

In the inferential statistics, the analysis of the features and parameters related to the statistical population and the quality of the relationships between the concepts and variables are focused in a way that a comparative and causal analysis (causal-correlative) is performed. In order to use the inferential analysis correctly, the data must be firstly analyzed using Kolmogorov-Smirnov normality test. Regarding the significance of the related test (the statistics value being above the standard deviation), it can be concluded that the data are normal and the parametric methods can be used in the current study (Mirzadeh, 2009). In order to use the SEM in this stage, it is necessary to conduct the confirmatory factor analysis for the construct validity and then evaluate the measurement model between the variables; in fact, it is required to determine whether the chosen indices are accurate enough to measure the desired constructs or not. The confirmatory factor analysis (CFA)

Table 2 - Cronbach's alpha values for the main variables

Row	Variable	Cronbach's alpha
1	Transformational leadership	0.949
2	Organizational citizenship behavior (individual aspect)	0.908
3	Organizational citizenship behavior (organizational aspect)	0.880
4	Neuroticism	0.840
5	Extroversion	0.868

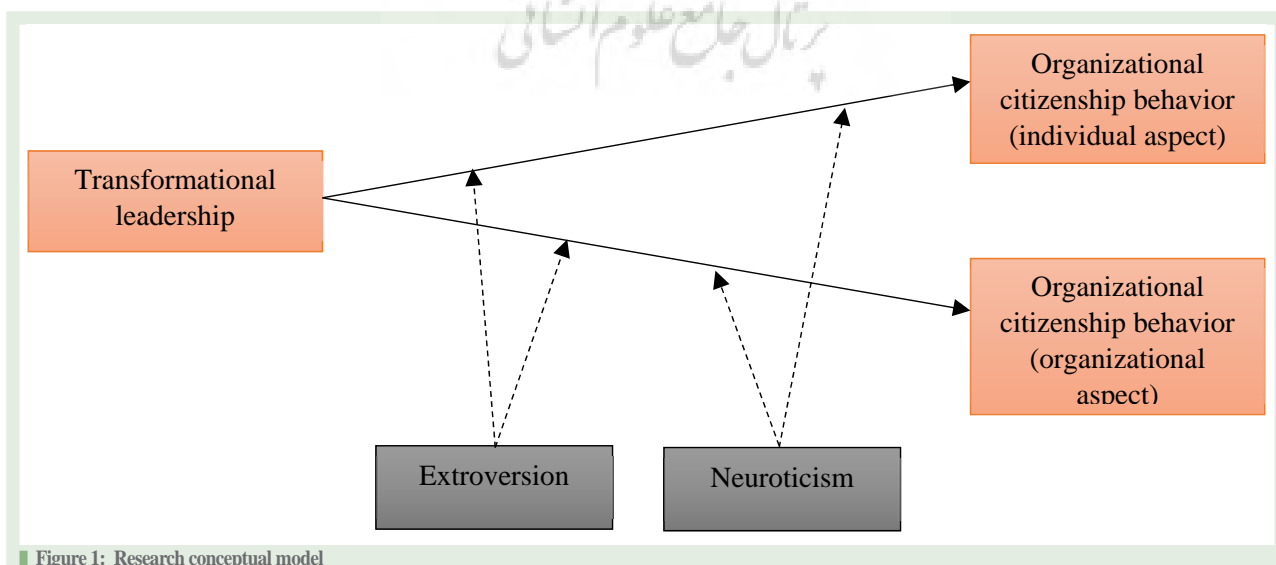


Figure 1: Research conceptual model

Table 3 - Descriptive statistics of the variables

Variables	Mean	Variance	Standard deviation	Skewness	Kurtosis
Transformational leadership	2.877	0.559	0.748	- 0.238	- 0.229
Organizational citizenship behavior (individual aspect)	3.898	0.351	0.593	- 0.066	- 0.266
Organizational citizenship behavior (organizational aspect)	4.070	0.347	0.589	- 0.636	- 0.805
Neuroticism	3.740	0.431	0.657	- 0.135	- 0.207
Extroversion	3.526	0.497	0.705	- 0.160	- 0.656

was calculated as 0.779 based on the Kaiser-Meyer-Olkin (KMO) index, which indicates that they are totally suitable for confirmatory analysis since its value is above 0.7. Also, Bartlett's test significance level is zero which means that the test is significant; the calculated value is lower than 0.05 (Sobhanifard et al., 2016). The model fit data of each of the variables of the study are listed in Table 4, which is indicative of the fitness of indices chosen for the measurement of the constructs.

The measured model fit indices of these variables tabulated in Table 4 indicates their suitable fitness. Moreover, the questions have a factor load of above 0.5, which confirms the validity of the construct. Also, the Cronbach's alpha (reflective) values of the all variables have been calculated to be larger than 0.7, which indicates the reliability of the questions. In addition, the average variance extracted (AVE) of all the variables is higher than 0.5 in the current study, which affirms the validity of the research variables.

In the current study, the transformational leadership was the independent variable, and the organizational citizenship behavior in the individual and organizational aspects were the dependent variables; the neuroticism and extroversion variables were also the moderator variables in the model, as depicted in the structural model (Figure 2).

According to Table 5, which tabulates the structural model fit indices, the model fitting is desirable and approves the main hypotheses of the study. In order to complete the data analysis and respond to the sub-hypotheses, especially the moderating effect of the research variables in relation to the main variables, the path analysis was conducted. The results of the analysis of linear relationships between each two variables and its combination are listed in the form of interactive coefficients in Table 6. These results are indicative of the testing status of the research hypotheses. Regarding the significance of t-statistics, all the hypotheses in the

current study are approved.

6. Discussion and Conclusions

Regarding the results obtained from the data analysis, the first and second hypotheses are approved. In fact, the t-statistics of the first hypothesis and the second hypothesis are 2.483 and 3.136 respectively. Therefore, it can be stated with confidence that, in National Iranian Oil and Petroleum Distribution Company-Tehran Region, the transformational leadership has a significant effect on the citizenship behavior of the employees. The calculated coefficient of this hypothesis is 0.180, which indicates that the transformational leadership has a positive effect on the employees' organizational citizenship behavior from both individual and organizational aspects. From the results of this hypothesis testing, it can be inferred that the transformational leadership can form a dynamic and organic organizational structure in the organization, create flexibility in the tasks and freedom of action instead of prewritten job descriptions, grant authority instead of the concentration of decision-makings, and generally provide a desirable environment for the emergence of the citizenship behaviors in the organization. Winnington et al. (2004) also expressed that the employees working with the transformational leaders are usually motivated to work beyond their official tasks in order to benefit the organization.

Generally, the transformational leaders make the employees develop behaviors such as honest advocacy, loyalty, compliance and participation, self-sacrifice, conscientiousness, and civic virtue. Obviously, when the leaders create a mutual motivational relationship with the employees, the employees also behave in a way that generally benefits the organization; for example, they do the tasks which are not obligatory, but improve the organization

Table 4 - Measured model fit indices of research model aspects (Hooman, 2005)

Index	Acceptable value	Independent variable (transformational leadership)	Dependent variable (citizenship behavior)	Moderating variable (neuroticism and extroversion)
Chi-square divided to the degree of freedom	Lower than 3	2.661	2.736	2.988
Normed Fit Index (NFI)	Above 0.9	0.920	0.911	0.904
Increasing Fit Index (IFI)	Above 0.9	0.984	0.934	0.930
Conformation Fit Index (CFI)	Above 0.9	0.984	0.933	0.929
Root Mean Square Error of Approximation (RMSEA)	Close to zero	0.053	0.065	0.071

performance. Mirkamali et al. (2012) also reached the same conclusion in their study. Further, in a study by Baharlou et al. (2014), the mutual relationship of leader-member and the aspects of citizenship behavior were shown.

The hierarchical regression results of the main and interactional effects of the relationship between the transformational leadership and employees' organizational citizenship behavior from both aspects indicate that the main influences of the transformational leadership and neuroticism were significant in every stage. In addition, the interactional effect (0.658 in individual aspect and 0.615 in organizational aspect) between the transformational leadership and neuroticism remarkably influences employees' organizational citizenship behavior from both individual and

organizational aspects. Therefore, the investigations reveal that the neuroticism plays a positive and moderating role in the relationship between transformational leadership and organizational citizenship behavior; thus, the third and fourth hypotheses are approved. In fact, the personality trait is a factor which can affect the role of transformational leadership. One of these personality traits is the neuroticism which includes attributes such as anxiety, depression, aggression, deviation, impulsive behaviors, and vulnerability to mental and physical stress. Hence, the lower the score of people in this trait is, the more the effects of transformational leadership will be. In this regard, Rafezi et al. (2012) reported that the consistency has a relationship with the organizational citizenship behavior. The study of Tan & Tan (2008) also indicated that there is a positive and significant relationship between responsibility aspect and the organizational citizenship behavior.

The hierarchical regression results of the main and interactional effects of the relationship between the transformational leadership and employees' organizational citizenship behavior from both aspects indicate that the main effects of the transformational leadership and extroversion were considerable in every stage. Additionally, the interactional effect (0.662 in individual aspect and 0.523 in organizational aspect) between the transformational leadership and extroversion significantly affects the employees' organizational citizenship behavior from both individual and organizational aspects. Therefore, the investigations show that the extroversion plays a positive and moderating role in the relationship between transformational leadership and organizational citizenship behavior; thus, the fifth and sixth hypotheses are also approved. In fact, the extrovert people are usually social, talkative and emotional. As a result, the transformational leaders can better make a mutual relationship with such people; in extrovert people, these traits are a factor for their greater influence, and as a result, their citizenship behaviors show higher outcomes. Hence, the extroversion, as presented in hypothesis testing of the current study, has a significant moderating role in the effects of transformational leadership on employees' organizational citizenship behavior. Chiaburu et al. (2011) also conducted a study in the same field, and their results indicated that the extroversion has a significant relationship with

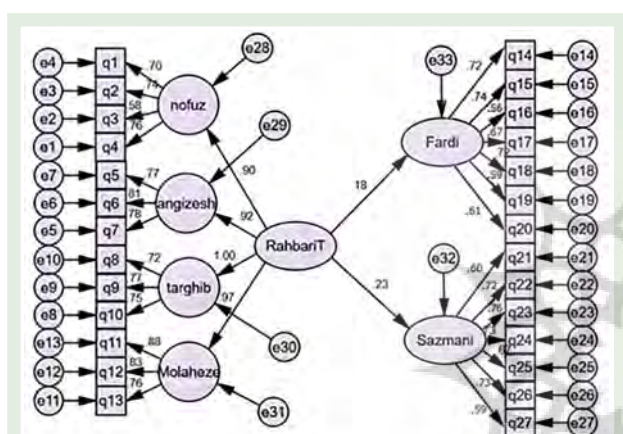


Figure 1: A structural model of hypotheses testing

Table 5 - The structural model fit indices of hypotheses

Index	Acceptable value	Value
Chi-square divided to the degree of freedom	Lower than 3	2.687
Normed Fit Index (NFI)	Above 0.9	0.913
Increasing Fit Index (IFI)	Above 0.9	0.932
Conformation Fit Index (CFI)	Above 0.9	0.931
Root Mean Square Error of Approximation (RMSEA)	Close to zero	0.043

Table 6 - Testing results of the research hypotheses

Hypothesis				t-statistics	Standard coefficient	Result
1	Transformational leadership	Main hypothesis	Organizational citizenship behavior (individual aspect)	2.483	0.180	Approved
2	Transformational leadership	hypothesis	Organizational citizenship behavior (organizational aspect)	3.136	0.231	Approved
3	Transformational leadership	Moderating neuroticism	Organizational citizenship behavior (individual aspect)	7.943	0.658	Approved
4	Transformational leadership	Moderating neuroticism	Organizational citizenship behavior (organizational aspect)	8.340	0.615	Approved
5	Transformational leadership	Moderating extroversion	Organizational citizenship behavior (individual aspect)	11.225	0.662	Approved
6	Transformational leadership	Moderating extroversion	Organizational citizenship behavior (organizational aspect)	7.334	0.523	Approved

the citizenship behaviors and the contextual performance. In fact, the extroverts, i.e. people with acceptable social skills, can better help the transformational leaders in affecting the emergence of behaviors based on the organizational citizenship since these people, due to having social personality trait, better interact with the leaders who build their management style based on mutual relationship with their employees. They are also affected by these leaders faster since they have a better adaptability to the environment; as a result, they will be employees whose behaviors help with improving the organization performance.

7. Summary and suggestions

Regarding the findings of the current study, which are indicative of a positive and significant effect of transformational leadership on organizational citizenship behavior, the following suggestions are offered to the managers of National Iranian Oil Products Distribution Company-Tehran Region to pay attention to the transformational leadership factors and, consequently, to the improvement of organizational citizenship behavior from both individual and organizational aspects.

The first subject is the precise determination of the goal or specific cause of the organization. The managers must clearly and precisely design the goals for the employees so that they will be able to recognize the current situation, analyze it, and even be motivated and inclined to do some tasks beyond what is mentioned in their formal job description. However, the prerequisite for this is to ignore one's own desires and to sacrifice one's own interests for the benefit of others by integrating the goals of the individual and the organization. On the other hand, it requires flexibility, risk-taking, and acceptance of changes.

In fact, creation of an optimistic and clear image of the organization's future for the employees will lead to higher involvement and participation of employees in the realization of the goals since this optimistic thought to the future causes the employees to be more motivated to do their duties and encourage their subordinates to have a greater performance. Honesty with the employees and showing honesty with the employees in open relationship are the requisite of this task.

Furthermore, the managers and leaders themselves must be the model for organizational citizenship behavior and demonstrate it so that the employees also follow them and develop such behaviors. The managers must use the mental inspiration to challenge the thoughts, imaginations, and behaviors of the employees and to recognize their values and beliefs. It requires that the leaders guide the employees towards retesting of the traditional ways of problem solving. In such a condition, the employees' fault and mistakes, when exhibiting the citizenship behaviors, should not be frowned upon since it would repress such behaviors by them.

Recognition of and paying attention to individual differences

and expecting the individuals to show citizenship behavior to the extent of their capability can pave the way for success in this task. Facilitation of the organizational learning for the employees and creation of the possibility to grow will help in the achievement of this goal; in fact, a time should be allocated to educate and train the employees to grow, which will help them to attain the ability to show citizenship behaviors. In this path, the managers are better to acknowledge those employees who show extra-role behaviors. This acknowledgement can be either financial and through the rewards or spiritual through announcing the best employee. It would encourage other employees to show citizenship behaviors. Finally, the organizations and managers must proceed in creation of organizational citizenship behavior step by step since this process, unlike a new technology, cannot instantly enter the organization and is a continuous and time-consuming process.

Moreover, in order to prevent the negative effects of neuroticism moderating variable, the managers had better assign their employees specific missions and prepare them or ask them to get prepared for those missions. However, the recognition of the attributes and personality traits of the employees play an important role in increasing the self-autonomy, variety, and taking new challenges in the neurotic employees. Further, creation of a participatory and effective organizational environment through the formation of working teams prepares these people for integration and connecting with each other. Avoidance of anxiety and depression and creation of a happy and cheerful space will effectively strengthen the performance of the organization and development of organizational citizenship behaviors.

In addition, the results of the analysis of the second moderating variable show that the extroversion personality trait is also effective on the relationship between the transformational leadership and organizational citizenship behavior. In this context, based on the attributes of these people such as the tendency to grow and improve and through the identification of these people and specifying the job direction and organizational development, their sense of loyalty and commitment to the organization can be improved.

The tendency of such people to beginning new tasks can prepare the platform for the initiation of more tasks with new and innovational methods and ideas. On the other hand, their energy can be used to encourage them to do more activities; indeed, these people are able to do several jobs simultaneously. Therefore, it is better to, by not confining them, provide them with this space. Finally, these people tend to change, and the change is exciting for them. In fact, job promotion and job replacement can take place for them every now and then, and other departments can also benefit from their capabilities.

Overall, in order to enjoy the positive effects of the transformational leadership, it is necessary to prepare the platform for the employees to take pride in their jobs, which will be possible through paying attention to the employee's emotions and using them for creation of motivation. The managers must encourage



the employees to learn more and offer new ideas and must take risks in order for the organizational growth to be realized. In this path, paying attention to the legitimate demands and needs of the employees and a common drawing for the achievement of these needs through the realization of the organizational goals must be taken into consideration.

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