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THE EFFECT OF NEW LEADERSHIP STYLES ON BEHAVIOR BASED ON ROLE AND BEYOND THE ROLE OF STAFF OF SOCIAL SECURITY ORGANIZATION IN GUILAN PROVINCE

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Abstract. Organizational citizenship behavior is one variable that has been paid attention by researchers of organizational behavior in recent years. Therefore the main goal of research is effect of new leadership styles on behavior based on role and beyond the role of staff of social security organization in Guilan province. This research based on goal is applied and based on data collection it is descriptive research. Statistical society of research is staff of social security organization in Guilan province. Regarding limited society, for determining sample volume in each region kregsi and Morgan table have been used. Therefore sample volume was 174 people and sampling was done through simple random sampling. Method of data collection in this research was field study and tool of data collection is questionnaire.in this research for measuring validity content validity and for measuring reliability cronbach alpha coefficient has been used that its amount for all variables of model was higher than 0.7. All analysis of collected data has been done through PLS software. For considering hypothesis of research structural equation modeling with partial least square method was used. Result of hypothesis of research denotes positive and meaningful effect of genuine leadership, interactive leadership and servant leadership on behavior based on role and beyond role.

Keywords: Organizational Citizenship Behavior, New Leadership Styles, Social Security, Guilan Province.

Introduction. Organizational citizenship behavior is one important subject at perceiving effectiveness of ethical leadership in an organization (Yang & Wei, 2017). Organizational citizenship behavior, is actions a sacrificial actions of staff for supplying welfare of others, therefore organizations need good and citizens and people who tend to cooperate with employer and customers. Therefore organizational citizenship behavior was based on ethics and high levels of ethics lead to occurrence of organizational citizenship behaviors (Ebrahimi et al, 2017). For improving organizational citizenship behavior we should pay attention to parameters like ethical leadership, social responsibility and organizational justice (Gao & He, 2017). Organizational citizenship behavior is counted doing annuity behavior in an environment. Organizational citizenship behavior as optional and conscious behavior of staff has significant effect on personal and organizational performance. Organizational citizenship behavior leads to organizational support. Organizational citizenship behavior affects different aspects of organizational parameters like favorable job satisfaction, interpersonal reliance, organizational commitment and ethical behavior. Such behaviors in an organization is for enhancing existing resources and reducing organization cost (Basu et al, 2017). Work psychology believes that organizational citizenship behavior for staff is an interesting subject because staff plays annuity behaviors and personal investment physically and mentally in their work simultaneously. Because psychology capital is a private resource that facilitates achieving goals and leads to creating positive attitude at interaction between staff (Gupta et al, 2017). There are many factors that affect organizational citizenship behavior, in his research some factors like leadership styles have been mentioned (Gao& He,2017).

Ethical leadership is one effective factor that directly affects organizational citizenship behavior of staff positively. Ethical leadership as one common organizational method that has ethical content has taken attention of many researchers. Ethical leadership is the subject that has been managed since final decades of 20th century (Walmumbwa et al, 2017). Regarding viewpoint of many researchers ethical leadership has two dimensions: ethical persons and ethical management that points personal aspects, personal quality of ethical leadership. Also people having this dimension of ethical leadership have been known as honest and reliable people. However it seems that they can be known as people that can have fair decision to the people. Also they care that in their personal and professional life they act ethically. Second dimension of ethical leadership points the way of leader behavior at work for promoting ethical behaviors. In fact these managers by using ethical standards seem reward and punishment based on ethical principles for the staff (Khalaveh & Mahdad, 2015). Ethical-oriented leadership by concentrating and affecting organizational management has positive effect on individual and group performance of members of an organization (Garba et al, 2018). Ethic-oriented leadership provides working atmosphere based on calm, security and certainty. Therefore ethical leadership enables to affect staff at all levels of their effect through process related to ethical atmosphere and getting pattern (Tghizadeh & Soltani Fesghandis, 2015). In fact ethical leaders try to take fair decisions and take care of subordinates and try to create fair working environment (Garba et al, 2018).

Another effective factor on behavior according to the role and beyond role of staff is servant leadership. Servant leadership is a kind of method of leadership that priorities personal benefit of leader. Therefore servant leader beside respecting people is going to grow them and create community, reliability and providing leadership and sharing leadership for common interest of people, the whole organization and those who receive services (Basmi et al, 2015). The concept of servant leadership is not a new concept, the philosophical concept of servant leadership has existed since thousands years ago, but by appearance of organizations and promotion of traditional and autocratic methods of leadership, researchers have suggested new methods for leadership at new organizations. Organizations don't serve communities as it should be; servant leadership has sated encouraging leaders to serving (Yaghoubi et al, 2016). Servant leadership doesn't describe members of an organization as people who have less ability than their managers but they give value to staff like managers of organizations. Members of an organization all have equal position and have active cooperation at organizational management and decisions (Horsman, 2010). Various research have been done in relation servant leadership and result showed that this style of leadership doe to being people-oriented can encourage staff to positive attitudes and behaviors through encouraging mental need of staff (Mehrara & Bahalo, Bamble, 2014, Zehir et al, 2013).one behavior of staff that affects organizational citizenship behavior is servant (Mahembe & Englbrecht, 2014, Harwiki, 2013; Bambala, 2014).

Passive leadership is another style of leadership that has meaningful effect on citizenship behavior. Passive leadership presents total pattern of appointment or lack of activity about a leader that includes behaviors like avoiding making decision, neglecting problems of working environment and failure at modeling or strengthening proper behavior (Holtz & Hu, 2017). Passive leadership includes exceptional leadership and economic freedom leadership. Exception-based management are problems based on problems related to unaware security until it is paid attention by others, while economic freedom leadership avoid responsibilities and making decisions, they face failure at clarifying performance expectation and when subordinates need them they are absent. Passive leadership generally is considered as less effect leadership style of leadership behavior (Jiang & Probst, 2016). Passive leadership has been identified as a form of economic freedom leadership. Destructive leadership approach shows passive indifference about duties and staff, neglecting needs of staff and neglecting problems (Smith et al, 2016). Passive leadership in organizations is as common new styles of leadership and leaders of this style show much flexibility in their relation with subordinates (Holtz & Hu, 2017). The latest effective factor on organizational citizenship behavior in this research is perception of staff abut genuine leadership in an organization (Kyoo et al, 2017). Genuine leadership is an style of leadership that includes a pattern of behavior of a leader that includes both category of positive mental capacity and positive ethical atmosphere with the goal of promoting self-awareness as a ethical dimension, balanced processing of information and

communicative clarifying, the way of activity of leaders with followers and distributing self-development (Karam et al, 2017). The root of genuine leadership points out all positive features such as positive affection, self-confidence, hope and achieving goals for social and mental welfare. Reliable leadership in fact can be the result of an attempt for acting positive features in the area of leadership (Kyoo et al, 2017).

Personal insight or leadership self-awareness is fundamental parameter required for developing genuine leadership that leads to explaining axial values, motivation, identity, goals and affective experiences. Genuine leadership by knowing that who they are and what they give value leads to favorable sense of that include a certain base for making decisions and their actions (Karam et al, 2017). This style of leadership points out a pattern of leadership style that based on support of both categories of positive psychological capacities and positive ethical atmosphere with the goal of promoting self-awareness has been formed as a institutionalized ethical aspect, processing balanced information and communicative clarification of the type of activity of leaders with followers and developing self-development. Leaders by this style of leadership based on their real believes and values concentrate on formation of creating positive points of followers, developing thought and creating an active organizational situation (Kyoo et al, 2017). Therefore the main question of research has been identified that how the effect of new leadership is styles o behaviors based on role and beyond role of staff of social security organization at Guilan province?

Importance and necessity of research. Organizational citizenship behavior in related literature related to an organization and management has taken specific attention and definition, determining factors and consequences of this phenomenon at workplace has been considered. In the view of people organizational citizenship behavior needs investment at time, energy and expertise (Budiman et al, 2014). Organizational citizenship behavior in necessary and important at continuing stability and organizational survival for organizations at current challenges and competitive environment (Serim et al, 2014). Organizational constancy in current era has been changed into important choices for organizations. Effect of globalization and international trade has been paid attention by organizations. Therefore competition at international level has taken more attention and acceleration of organizations at international environment and current competitive atmosphere has shown the role of organizational citizenship behavior more (Budiman et al, 2014). Organizational citizenship behavior is counted as one main subject having much benefit for business activities and organizational performance. Organizational citizenship behavior has positive effect on different organizational aspects. High levels of organizational citizenship behavior leads to high level of utilization and organizational effectiveness and is one important factor affecting organizational effectiveness (Al-sharafi & Rajiani, 2013). Increasing tendency in the area of organizational citizenship behavior regarding positive and perceived effect on organizational effectiveness and commitment of workforce shows importance of presenting organizational citizenship behavior. Organizational citizenship behavior as optional and aware behavior of staff has significant effect on job performance of staff and leads to their empowerment against problems of organizations. This behavior enables possibility of more flexibility and rapid respond to changes. Organizational citizenship behavior includes behaviors that staff shows beside behaviors according to the role. Importance of this behavior is at increasing organizational commitment of staff and consequently staffs that show higher organizational commitment help organizations more. For success of an organization staffs that seem annuity role at their job duties help success of an organization (Ozxelik & Findikh, 2014). Organizational citizenship behavior is important at promotion of organizational effectiveness and creating high short-term and long-term result for an organization and lack of organization citizenship behavior is accompanied by negative consequences like weak performance of people and organization. However organizations that involve organizational citizenship behavior have proper performance in strategic planning, increasing utilization, better effectiveness and attracting new forces. Naeim et al(2014) in their research showed documents that organizational citizenship behavior has personal advantages like degree of positive expectation of management for performance of staff, considering and devoting reward at making organizational decision and its advantages is utilization, reducing cost and customer satisfaction and lack of leaving work (Naeem et a, 2014). Alshoufi and Rajani (2013) at importance of organizational citizenship behavior emphasized the point that dimensions of organizational citizenship behavior has positive relationship with high job performance, utilization, effectiveness, reducing cost, profitability, saving staff. In the view of researchers factors related to personality features, organizational environment, leadership behavior has different predictors for organizational citizenship behavior (Al-Al sharafi & Rajiani, 2013). In current era and professional process of business, high efficiency, effective management and job satisfaction helps development of an organization. Organizational citizenship behavior plays important role at achieving goals. Organizational citizenship behavior is counted as an important concept at discussions of management and organizational behavior and concentrates on effectiveness of an organization (Ahmed et al, 2012). Organizational citizenship behavior generally prevents creation of problems and solves problems by identifying problems and precision and group focus of the whole member of an organization (Chou, 2013). In research of Sinar et al(2013) seven methods that help organizational citizenship behavior are (Cinar et al, 2013):

1- Increasing cooperation and managerial utilization
2- Distributing resources as they can be used for more constructive goals
3- Coordination of activities among working groups
4- Decreasing needs to devoting resources and saving existing resources
5- Strengthening organizational ability for attracting the best staff
6- Increasing record of organizational performance
7- Activeness of an organization for compatibility and effective adaption with environmental changes

Conceptual model of research. By adaption with research literature a model has been designed as below. In these model variables of genuine leadership, servant leadership, ethical leadership, passive leadership as independent variables and dimensions of organizational citizenship behavior that is behavior beyond role and behavior according to the role have role as dependent variable. Research conceptual model has been presented in figure (1):
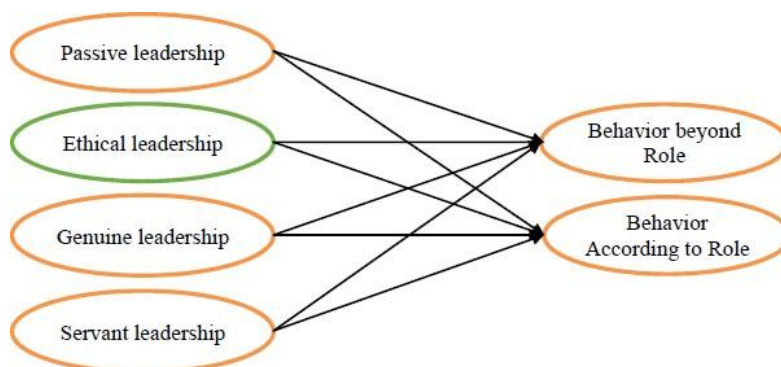

Figure 1: Research conceptual model by adapting research literature

Regarding designed model in this research hypothesis have been designed as:
1- Passive leadership affects behavior beyond the role of staff of social security organization at Guilan provinces.
2- Passive leadership affects behavior according to the role of staff of social security organization at Guilan provinces.
3- Ethical leadership affects behavior beyond the role of staff of social security organization at Guilan provinces.
4- Ethical leadership affects behavior according to the role of staff of social security organization at Guilan provinces.
5- Genuine leadership affects behavior beyond the role of staff of social security organization at Guilan provinces.
6- Genuine leadership affects behavior according to the role of staff of social security organization at Guilan provinces.
7- Servant leadership affects behavior beyond the role of staff of social security organization at Guilan provinces.
8- Servant leadership affects behavior according to the role of staff of social security organization at Guilan provinces.

Methodology. This research in the view of goal is counted an applied research. Researches based on the way of achieving required data are classified into two groups: descriptive research (non-experimental) and experimental research. Descriptive research includes a set of methods that its goal is describing conditions or considering phenomenon. Therefore current research is descriptive. On the other hand current research since studies features and attributes of people in the society and current situation of the society in the form of some attributes or variables it is descriptive-surveying research. Also this research regarding method is correlation ones. Regarding limited statistical society for determining sample volume in each region kerjesi table and Morgan table was benefited. Therefore sample volume was 174 people and sampling method is simple random sampling. For considering content validity viewpoint of specialties of the subject has been used. For considering reliability 30 questionnaires were distributed among staff, regarding that degree of cronbach alpha for all variables of questionnaires was obtained higher than 0.7, so reliability of questionnaire is approved. Exact amount of this coefficient was mentioned in table (2):

Table (1): reliability coefficient of variables of questionnaire

Variable's model	Cronbach alpha coefficient
Role-based behavior	0.895
Behavior beyond role	0.745
Genuine behavior	0.821
Passive leadership	0.803
Ethical leadership	0.771
Servant leadership	0.784

Testing hypothesis of research by using partial least square method
Fig (1) and (2) shows out of model in standard solution mode and significance of coefficient and obtained parameters that all obtained coefficients have become meaningful. Basis of approving or rejecting hypothesis is considering model in significance of coefficient mode. Regarding mentioned cases all hypothesis of research are approved. Result of considering hypothesis has been mentioned in table (2).
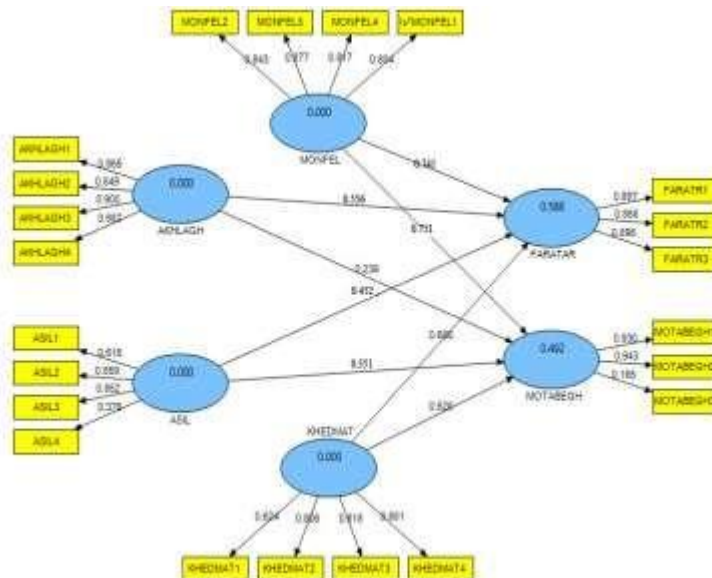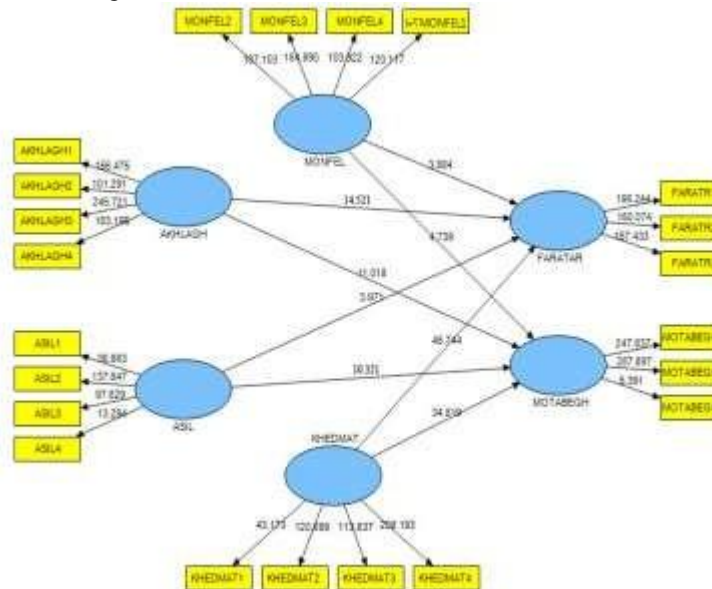
Figure2: Research model in standard solution mode

Figure 3: Research model in coefficient significance mode

Table (2): Summary of result of research

Research hypothesis	Sig	Standard coefficient	Conclusion
Passive leadership affects behavior beyond role of staff of social security organization at Guilan province	3.884	0.741	approved
Passive leadership affects behavior according to the role of staff of social security organization at Guilan province	4.739	0.751	approved
ethical leadership affects behavior beyond role of staff of social security organization at Guilan province	14.521	0.556	approved
ethical leadership affects behavior according to the role of staff of social security organization at Guilan province	11.081	0.239	approved
Genuine leadership affects behavior beyond role of staff of social security organization at Guilan province.	3.971	0.452	approved
genuine leadership affects behavior according to the role of staff of social security organization at Guilan province	45.744	0.351	approved
servant leadership affects behavior beyond role of staff of social security organization at Guilan province	10.321	0.655	approved
servant leadership affects behavior according to the role of staff of social security organization at Guilan province	34.819	0.628	approved

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Conclusion and suggestion. It is suggested top managers encourage staff for doing group work. Therefore cooperation of staff as staff in decisional process that affects their job performance can be useful. On the other hand staff should be given more independence in doing activities. In this direction responsibility and freedom of action of staff in doing their affair, of course the meaning of freedom of action is thinking and acting at working area. In this case staff feels satisfaction and is satisfied of doing their action and this factor can improve their organizational citizenship behavior.

It is suggested top managers should pay attention to methods of job promotion of staff more. Because one important problem of encouraging staff is presenting better work and creating motivation, job and organizational promotion that is based on seniority. Studies show that a promotion that is based on regards other than ability and competence, leads to incorrect result. Therefore correct measurement of capabilities and competence of staff in any step of job and consideration of ways of their development is identifies and constant assessment of performance of staff of an organization during a working period seems necessary. Information that is obtained due to assessment of performance of staff can be used at planning humanities, finding staff and choosing, educating staff, determine job direction, wedges and rewards and identification of potential talents of staff.

It is suggested managers seem staff as people that beyond their job duties, responsibilities and other roles that has private and family aspect and beside respecting differences that existed due to the feature of being human, try to have reciprocal empathy and perception and in case of need help them so that increase organizational citizenship behavior among staff.

It is suggested by finding needs of staff provide proper planning for improvement of job attitudes such as organizational commitment and job dependency of members and in determining goals, planning and different decisions respect staff and in doing working duties give more freedom of action that this action by creating internal motivation and commitment and responsibility at tem will be one way of improving job dependency. Also by enhancing affective dependency among staff and involving them with goals of organization more, acceleration of goals and organizational missions, assessment of performance of staff for creating working feedback, creating proper field for creativity and innovation, improving social network at work, deleting discrimination and improper relation at people at workplace increases organizational commitment and finally leads to increasing effectiveness of staff and strengthens their citizenship behavior.

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