

**Research Article**

## **EXPLAINING THE RELATIONSHIP BETWEEN LEADERSHIP STYLE AND WORK CONSCIENCE AND ORGANIZATIONAL COMMITMENT AMONG GOLESTAN MELLI BANK STAFF**

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### **ABSTRACT**

The aim of this study is to determine the relationship between leadership style and work conscience and organizational commitment among Golestan Melli Bank staff. In this study the most important variables influencing the success and organizational effectiveness are considered that have been among the main issues of interest to experts in behavioral science and human resources management including the leadership style and organizational commitment and work conscience. The research method used in this research is a descriptive one and this is a practical research. The studied group consisted of all the employees of the Melli Bank of Golestan province who were 617 people. To calculate the sample size the Morgan Grjsy table has been used and 239 people have been selected based on simple random sampling. Method of data collection has been using questionnaires, and the measuring tool has been made based on Dr. Moghimi leadership style questionnaires, Meyer and Allen organizational commitment and Dr Moghimi work conscience questionnaires. The reliability has been confirmed based on Cronbach's alpha coefficient. To test the research hypotheses, binomial methods and Spearman correlation coefficient were used. The results show that the level of staff commitment and work conscience of employees in this study was higher than average and there is a direct relationship between work conscience and organizational commitment and relationship-oriented leadership style. Therefore, given the high correlation between organizational commitment and work conscience with leadership style it is recommended that particular attention be paid to choose managers with top management performance and knowledge.

**Keywords:** *Leadership Style, Organizational Commitment and Work Conscience*

### **INTRODUCTION**

Human resource is considered as the basic capital of an organization and it seems knowledge of organizational behavior and emphasis on human affairs in organizations to enhance the efficiency and effectiveness of the organization are necessary. And since organizational commitment and work conscience are organization focus and its effectiveness base, in this study we sought to further explore the factors influencing organizational commitment and work conscience.

Among the fundamental problems of our society in order to access the cultural, social and economic development is work consciousness weakness among a significant portion of the country's workforce. In creating this problem that seems to have cultural basis, several factors are considered including social, organizational and leadership factors. But why it seems that the work conscience has been reduced in society, particularly among government employees. Some people believe that they do not love their jobs and when an employee isn't in love with his job he has no motivation to work. Some scholars argue that employee job has lost its former value and dignity and employees don't feel respected and valued as it should and do not have a sense of responsibility towards their jobs. Some believe that the reducing motivation of employees is because of economic problems, so employees should have a second job have higher income and the highest energy should be spent for preparing the necessities of daily life and they don't have enough opportunity to study and being interested in their jobs. Some of them also compare government employees' income with other jobs' pays and consider it as a failure to comply with fairness

## **Research Article**

and it affects the motivation of employees. But in addition to the above definitions, management, organizational culture and employee participation in decision-making should be considered (Satvat, 2000).

Attitudes impact behavior through changing to behavioral intentions. Job satisfaction, organizational commitment and job dependency are some kinds of attitudes. Organizational commitment is the degree to which a person internalizes the organizational values and goals and a sense of loyalty and duty of the individual to work. This commitment reflects the order between internal needs and values of the organization. There is no complete consensus among the authors on actors affecting it. Individual, organizational characteristics, job satisfaction, group relations, organizational factors, non-organizational factors, personal factors, and.... are among the factors affecting organizational commitment (Bagheri, 2004).

the field of leadership behavior and organizational consequences resulted from it have been focused on the task-oriented and Most research in relationship-oriented styles and also one of the newest theories of transformational and interactive leadership that is more comprehensive has been of interest and attention of many experts and scholars of management.

Interactive leadership is based on the interaction between leaders and subordinates and believes in increasing the followers' motivation by reward contingency. While transformational leadership is based on the affective relationship and personal relationship between leaders and subordinates and it focuses on stimulation of followers of what is expected.

According to many researchers, the new leadership behaviors play an important role in increasing people's motivation (Chorly, 2005).

According to the definition of work conscience, work conscience is committing an individual or a group mental and physical energy to collective idea in order to obtain the internal energies and talents of the individual and group to develop in any way. The work conscience is the most important cultural factor in economic development (Kavian, 2005).

In the current situation of Iran moral conscience and organization commitment is poor among people especially at work and people do not work or work less severely and in fact, there is an escape from the hard work and productivity among people. This negative attitude pervades many employees of our organizations. Eventually, one of these shortcomings' causes can be work conscience and commitment to the organization. Our manpower needs to strengthen the consciousness and changes in work culture (Satvat, 2000).

Research shows that commitment leads to a high level of understanding of the goals and values of the organization, strong desire and willingness to stay in the organization and extra effort for organization. On the other hand management method has a major impact on the organization and work conscience. Optimal management techniques lead to motivate people and increase productivity and work conscience (Kavian, 2005).

It also seems the study of organizational variables, leadership style and organizational commitment and work conscience meanwhile brightening the condition in the population studied, can provide us valuable information in relation to the level of organizational commitment and work conscience of staff under study, creating a new insight for principals and presenting mechanisms for raising the emotional bond between staff and engage them more with the organization goals.

## **Research Literature**

### **Leadership Style**

Leadership style is a person's pattern of behavior that who tries to influence others and includes direct and conducting (task-oriented) and supportive (relationship-oriented) behaviors (Golding, 2003).

Sayyed (2004) states that the way the leader apply his power and influence for business purposes, is called leadership style (Sayyed, 2004).

### **Typology of Management Theories**

Arthur Jagor In 1982 presented a typology of management theories and divided all management theories in four different types (Moghimi, 2006).

**Table 1: Typology of management theories**

Location	Science	Contingency
<b>Leadership qualities</b>		
specific characteristics	Type I	Type III
behaviors	Type II	Type IV

This table has two dimensions. The first dimension studies theories regarding the characteristics and behaviors of leaders and the other dimension considers leadership theories with regard to the fact that this theory has been applied for general or specific conditions, which leadership theories which were introduced to certain conditions from 1948 onwards, are known as contingency theories.

#### *Type I Theories: Personal Characteristics Theories*

Preliminary studies are based on this assumption that leaders are born with leadership qualities. At that time researchers were trying to determine and describe the set of adjectives and characteristics to distinguish leader from followers and efficient leader from inefficient leader.

This approach that is known as a leadership characteristic, struggles to prepare a list of distinguished adjectives that define effective leaders. However, there is no general list of traits that are adopted by a majority and the leaders have them (Asgari, 2002).

Style attributes, which were helpful in some direction, failed in meeting its target. For understanding effective and efficient leadership we must do more than just look at personality traits. Critics of style attributes focus their attention on two major issues. First, they felt that personality traits are not trustworthy. And our efforts should focus more on real observations of the leader's behavior. This is not the question, "Who is he?" It should be: "What does he do?"

The second issue is related to the position. What elements of the environment are important to determine who will be an effective leader? Obviously, some of the characters are effective in one place and are non-effective elsewhere (Mitchell, 1997).

#### *Type II Theories: Behavioural Theories*

Behavioral theories, like the leadership trait theory, assume that the leadership is performance basis and human resource conservation.

But in this case, instead of addressing the major fundamental traits, leaders' behaviors or actions are considered. Leadership theorists have tried to determine a distinctive style that successful leaders benefit from it (Chorly, 2005). In the late 1950s and early 1960s, research work focused on the study of effective behavior patterns.

Two approaches govern this period research. One of them is studying worker behaviors (task-oriented, interested in the production, regulated) and the other is studying people-oriented behavior (thoughtful, or based on human relations).

However to differentiate between these two types of behavior the various terms have been used, the behavioral characteristics of each of these two dimensions is quite clear (Rezaeian, 2002).

In the worker-oriented approach, the task doing and in employee-oriented approach fulfilling goals through enhancing employees' morale and welfare of employees has been emphasized. Characteristics of each of these approaches have been defined as follows (Zahedi, 1999).

When the leaders use these behaviors with different combinations, their style will be indicated. There are many studies on leadership behavior and the most important of them will be discussed below.

## Research Article

**Table 2: Summary of leadership behavior studies**

Description	Research
People behavior in directing groups' activities to achieve specific goals summarized in primary structure and human considerations.	Ohio State University Research
Researchers conclude two basic forms of leader behavior including relationship-oriented and task-oriented	Michigan University research
The group purposes are categorized into one of two categories (1) achieving specific goals and (2) maintaining and strengthening the group.	Group dynamic research
Studies dimensions of leader or manager relationship with subordinates based on management's attitude towards people and production	Management network
Effective leaders must have progressive manner. These leaders value learning experience, they are always looking for new ideas and opinions; they implement changes and have the creativity and initiative.	Scandinavia research
All resources in an organization need properly management summarized to four styles of authoritative, sympathetic, consultative and participative.	Management Systems

### *Type III Theories: Contingency Theories*

The third type of theories focus on identifying condition in which there are leaders with specific characteristics. The third type of theories categorizes leaders according to specific characteristics mentioned in the first type. These theories are called contingency theories. These theories' focus is two-fold: Leader and situation leader works in. The main focus of these theories is that how specific characteristics of leaders interact with situational factors to determine the effectiveness of the team. Fiedler's contingency theory is a third type theory of leadership (Moghimi, 2006).

#### *Fiedler's Contingency Theory*

In 1967, Fiedler's stated this theory to be able to comment on the character of the leader and the complexity of the situation simultaneously. According to the theory leader effectiveness depends on its position and the result is that some leaders may be effective in one situation or organization and they may not work in other situations (Sayyed, 2004).

Under the conditional model of leadership suggested by Fiedler, the three variables determine an important situation whether a given situation is desirable or undesirable for a leader. These three variables are:

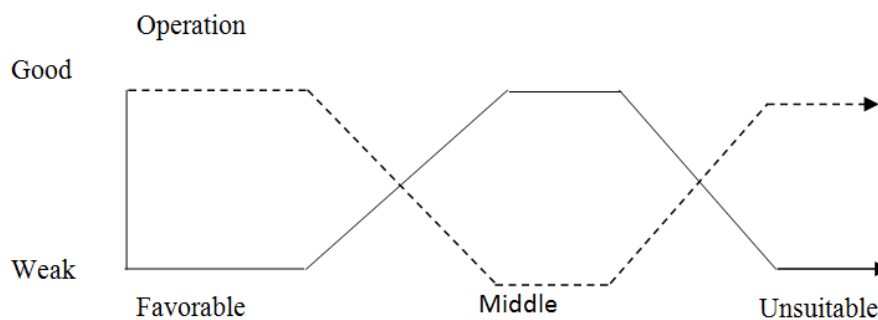
- 1) His personal relationships with members of the team (leader-follower relationships)
- 2) How to build task that the group is obliged to perform it (build-duty)
- 3) The power and authority he provides (power-status)

In this model, the eight possible combinations are created of the three situational variables above. When a leadership position with respect to these variables is changed from strong to weak, it will be in one of eight positions. For a leader, the most favorable condition in terms of effect on group is a condition in which he is popular (good Leader-member relations), he has a strong position (the high position) and directs the precisely defined work (fully specified build-work task) like a general detained in a military camp inspecting. In contrast, non-optimal situation is one in which the leader doesn't have popularity; has low position of power, he has a non-build duty just like a bad president of a charity fundraising committee (Moshabbaki, 2006).

By suggesting this model Fiedler has tried to classify group conditions to show which kind of style is the most effective leadership for each of the above eight positions. In a review of previous analytical leadership studies and based on his model of the new studies, Fiedler has concluded that:

- 1) Conscientious leaders in group situations have the best performance when condition is very good or very bad for them.
- 2) Relation-oriented leaders have the lowest performance in conditions that are average in terms of desirability.

## Research Article



**Figure 1: Results of Fiedler's model (Moshabbaki, 2006)**

→categories	1	2	3	4	5	6	7	8
→Leader-member relations	Good	Good	Good	Good	weak	weak	weak	weak
→Duty structure	max	max	min	min	max	max	min	min
→system power	strong	weak	strong	weak	strong	weak	strong	weak

### Type IV Theories

The fourth type of leadership theory is seeking to identify leadership specific behaviors that are more effective in certain situations. A number of leader's behaviors are evaluated in fourth type theories. Just like the third type of theories they consider contingency theories. But the main focus of fourth type of theories is on leaders' behavior that creates more effective performance in followers' views (Xenikou *et al.*, 2006).

Some of fourth type theories are:

- 1- "Robert Hoase" target path theory,
- 2- Yetton-Vroom prescriptive decision theory
- 3- Hersey and Blanchard situational theory

**Table 3: Summary of theories of type IV**

Description	Theories
Leader behavior is encouraging in the following areas: 1) Providing satisfactory performance in employees. 2) Providing guidance, support and remuneration necessary to effective performance.	House Target path theory
This model is the relationship between leader behavior and participation in decision making. Leader behavior should be adjusted to reflect the structure of the task.	Normative decision theory
States that there is no best way to lead. Situational leadership theory emphasizes on business compliance and leader's relationship behavior with preparing staff for their work.	Hersey and Blanchard situational theory

### The Concept of Work Conscience

Work conscience is committing an individual or a group mental and physical energy to collective idea in order to obtain the internal energies and talents of the individual and group to develop in any way. The work conscience is the most important cultural factor in economic development (Kavian, 2005).

The work conscience is, perseverance and devotion and passion and enthusiasm to work and having health and human relations in the workplace and community spirit and involvement in the work (Moiedfar, 2001). Leaders will have different organizational behaviors according to the style of leadership they apply that will be derived from their different characteristics. Some leaders have work



## **Research Article**

conscience. Work conscience as a social psychological phenomenon is among factors that influence the cultural development and respecting it among the today population is one of the concerns of developing countries (Morhed, 1995).

### **Factors Affecting Work Conscience**

1- Social factors 2- industrialization of societies 3- Education 4- age 5- society tradition 6. Economic factors 7- Social Psychological factors 8. Privatization (Kavian, 2005,)

### **Concepts and Definitions of Organizational Commitment**

One of the indicators of the superiority of one organization to another organization is having committed workforce. Having accepted commitment and desired behavior, the working human force will improve its organization and if the commitment of human resources is not acceptable, senior managers of the organization should try to improve and enhance employees' commitment by logical solutions to finally increase organization effectiveness and efficiency (Ghiassi, 2002).

Becker and country have defined organizational commitment as the person dependence on organization because of investment s/he does in organizations and benefits s/he obtains by continuing working with the organization. Porter et al consider organizational commitment as a kind of support for organization's goals, efforts to achieve the goals of the organization and a willingness to continue participation in organization (Madani, 2003).

Schirmer Horn and some other researchers consider organizational commitment as a psychological mutual agreement between the employees and the organization. They believe that commitment as a psychological contract includes a set of expectations and values that individuals and organizations exchange in relations (Gholipour and Azadedell, 2001).

In addition to the inclusion of personal characteristics, such as age, gender and occupational history, organizational commitment also include hazards associated with such commitment like job security, job satisfaction and organizational culture (Lang, schiffinger and Steyrer).

### **Dimensions of Organizational Commitment**

Chris. Rjrllys (1998) argues that human resources in an organization can have two types of commitment, as follows:

- 1) Internal commitment
- 2) external commitment

Internal commitment emanated from the inside, this means that according to their intrinsic motivation, people are committed to the organization and they have important role in determining their organizational goals, for this reason, through determining activities involved in an organization, an internal commitment is created to them to do their organizational activities properly. While the external commitment is a contractual agreement between the employees and the organization, so that the working conditions, their objectives and activities are determined by organization and the employees are expected to perform properly. External commitment means that employees are obliged to do determined tasks and the organization activities are pre-determined (Chorly, 2005).

Allen and Meyer have proposed a three-dimensional model, the dimensions of this model are:

- 1) Affective commitment
- 2) Continuous commitment
- 3) Duty commitment

#### **1) Affective Commitment**

The most common method of dealing with organizational commitment is a method in which commitment is considered as emotional and psychological dependence with organizations and according to it, person who is highly committed, identifies himself with the organization, participate in the organization and is involved in work and enjoy membership of the organization (Doostar, 2006).

#### **2) Continuous Commitment**

It is based on the cost of turnover. In this regard, the more investing on staff, there would be less likely to leave. In other words, by spending the time and better effort, people simply do not necessarily have to leave and they continue his work necessarily (Doostar, 2006).

## **Research Article**

In this type of commitment, there are some preconditions and determining factors that include:

- 1) **Fear of losing reserved capital**
- 2) **The lack of job opportunities**
- 3) **Normative commitment**

In this type of commitment, doing activities is considered as duty by individuals to do his duty for the organization. Also in this type of commitment, there are preconditions and determinants; in this context Weiner believes that, the commitment may be due to internalizing normative pressures which are influenced by people expectations before entering the organization or affected by her/his expectations after entering the organization. In this case, if the organization has an external adaptation and internal integration, there will be variables such as integrity, value consensus and personal commitment (Doostar, 2006).

### **2-7 Factors Affecting Organizational Commitment**

Karimzade has classified factors affecting organizational commitment into two groups:

#### **1) Individual characteristics**

Everyone's personality is largely linked to his behavior. Since the personality affects job performance, Managers should know and understand values, attitudes and expectations of the people who work in organizations. All these factors are important in the formation and reformation of character and influencing behavior (Doostar, 2006).

#### **2) Organizational characteristics**

There are some factors in Agents' or employees' workplace and organization that are out of control, including:

A) Job characteristics b) advancement opportunities c) payment system d) organizational environment) leadership and management style (Doostdar, 2006).

## **Research Question**

- 1- How is the organizational commitment among employees of Melli bank in Golestan province?
- 2- How is the work conscience among employees of Melli bank in Golestan province?
- 3- Is there a relationship between relationship-oriented leadership style and organizational commitment?
- 4- Is there a relationship between relationship-oriented leadership style and work conscience?
- 5- Is there a relationship between work conscience and organizational commitment?

## **MATERIALS AND METHODS**

It is a practical study. But in terms of the method, it is a correlational study. Data collection method is field and library and its instruments have been three questionnaires and their validity has been validated through content method. Since the number of employees is 617 people, the sample size for the above population is 239 people.

Leadership style questionnaire contains 35 questions including questions 1 to 35. This questionnaire has been developed by Bardenz and Metezkas (Moghimi, 2006). Organizational commitment questionnaire consists of 24 questions from the Meyer and Allen questionnaire to measure organizational commitment from questions 56 to 79. Work conscience questionnaire was measured as the dependent variable in this study with 20 questions from the book studying work conscience and social and individual factors affecting it (Moiedfar, 2001). To assess the reliability, the questionnaires were distributed by 30 members of the community and they were calculated using Cronbach's alpha coefficient and spss statistical software; The Cronbach's alpha for the full questionnaire of leadership style is 0.880 and for organizational commitment questionnaire it is 0.792 and for work conscience questionnaire it is 0.830 and because it is more than 0.70, it is indicator of the appropriate reliability of the questionnaire.

Binomial test is used in this study to test the hypothesis; this test is able to answer the question is there significant differences between the two groups in terms of data in terms of frequency.

## **Data Analysis**

### **The First Question**

Commitment is less than or equal to the average: H0

## Research Article

Commitment is higher than the average: H1

**Table 4: Binomial test results**

Commitment	Groups	Total	Observed Registration	The test statistic	Significance level
Group 1	$\leq 96$	76	0.3	0.6	0.000
Group 2	$> 96$	163	0.7		
Group 3		239	0.1		

The result of the test has shown that the 76 responses have chosen answers smaller than or equal to the average and 163 responses have chosen answers larger than the average and finally, the sig indicates significant differences between the two groups of the answers, thus, we can conclude that the commitment in the study group is higher than average.

### The Second Question

Work conscience is less than or equal to the average: H0

Work conscience is higher than the average: H1

**Table 5: Results of the binomial test**

Conscience	Groups	Number	Observed registration	Test statistics	Significant level
Group 1	$\leq 60$	76	0.3	0.6	0.000
Group 2	$> 60$	163	0.7		
total		239	0.1		

The result of the test has shown that the 71 responses have chosen answers smaller than or equal to the average and 168 responses have chosen answers larger than the average and finally, the sig indicates significant differences between the two groups of the answers, thus, we can conclude that the work conscience in the study group is higher than average.

### The Third Question

There is no significant relationship between relationship-oriented leadership style and organizational commitment among employees of the Melli Bank of Golestan province: H0

There is a significant relationship between relationship-oriented leadership style and organizational commitment among employees of the Melli Bank of Golestan province: H1

**Table 6: Results of Spearman test**

Test results	Correlation coefficient	Significant level	Number
confirming the opposite question	0.145	0.008	239

The result of this test shows that the viewed significant level (sig) is 0.008 and this indicates that there is a significant relationship between relationship-oriented leadership style and organizational commitment among employees of the Melli Bank of Golestan province.

### The Fourth Question

There is no significant relationship between relationship-oriented leadership style and work conscience among employees of the Melli Bank of Golestan province: H0

There is a significant relationship between relationship-oriented leadership style and work conscience among employees of the Melli Bank of Golestan province: H1

**Table 7: Results of Spearman test**

Test results	Correlation coefficient	Significant level	Number
confirming the opposite question	0.036	0.517	239



## **Research Article**

The result of this test shows that the viewed significant level (sig) is 0.517 and this indicates that there is a significant relationship between relationship-oriented leadership style and work conscience among employees of the Melli Bank of Golestan province.

### *The Fifth Question*

There is no significant relationship between work conscience and organizational commitment among employees of the Melli Bank of Golestan province: H0

There is a significant relationship between work conscience and organizational commitment among employees of the Melli Bank of Golestan province: H1

**Table 8: Results of Spearman test**

Test results	Correlation coefficient	Significance level	Number
Rejecting the opposition question	0.210	0.000	239

Spearman correlation coefficients were used to examine the question and the results of this test indicate that the observed significant value (sig) has been 0/000 and it indicates that there is a significant relationship between work conscience and organizational commitment of the Melli Bank of Golestan province.

## **Conclusion**

### *The First Question*

To examine this question binomial non-parametric method has been used and the result of this test have shown that 0.30% of respondents including 76 people have chosen responses less than or equal to the average and they stated that work conscience is moderate and moderate to low. 0.70% of respondents including 163 people have chosen responses higher than the average and they stated that work conscience of the Melli Bank of Golestan province is higher than the average. Finally the sig indicates significant differences between the two groups of responses, thus, we can conclude that work conscience in the studied group is higher than the average.

### *The Second Question*

To examine this question binomial non-parametric method has been used and the result of this test have shown that 0.30% of respondents including 76 people have chosen responses less than or equal to the average and they stated that work conscience is moderate and moderate to low. 0.70% of respondents including 163 people have chosen responses higher than the average and they stated that work conscience of the Melli Bank of Golestan province is higher than the average. Finally the sig indicates significant differences between the two groups of responses, thus, we can conclude that work conscience in the studied group is higher than the average.

### *The Third Question*

Spearman correlation coefficient has been used to examine the question and the result of this test shows that the significance level (sig) is equal to 0.008 and since the significance level is less than 0.05 and the correlation coefficient has been 0.145 indicating that there is a significant relationship between the relationship-oriented leadership style and organizational commitment among staff of Golestan Melli Bank at 0.95 confidence level.

### *The Forth Question*

Spearman correlation coefficient has been used to examine the question and the result of this test shows that the significance level (sig) is equal to 0.517 and since the significance level is more than 0.05 and the correlation coefficient has been 0.036 indicating that there is no significant relationship between the relationship-oriented leadership style and work conscience among staff of Golestan Melli Bank at 0.95 confidence level.

### *The Fifth Question*

Spearman correlation coefficient has been used to examine the question and the result of this test shows that the significance level (sig) is equal to 0.000 and the correlation coefficient has been 1.000 indicating

## **Research Article**

that there is a significant relationship between work conscience and organizational commitment among staff of Golestan Melli Bank at 0.95 confidence level.

### **Suggestions**

- 1-** Since there is a significant positive relationship between work conscience and organizational commitment of employees and Leader, it is recommended to increase organizational commitment and work conscience of staff to shift managers, using transformational, interaction-oriented managers in Golestan melli Bank should be considered.
- 2-** Due to the fact that organizational commitment and work conscience are effective in success and effectiveness of organization, it is recommended that managers and employees become more familiar with the concept of organizational commitment and work conscience by attending training classes.
- 3-** Given the high correlation between organizational commitment and work conscience with leadership style it is suggested that particular attention be paid to the selection of directors to have people with high knowledge and management efficiency.
- 4-** It is proposed by making fundamental changes and developments and moral character and also with monetary bonus in lieu of doing things, managers increase the commitment and work conscience in their subordinates.

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**Research Article**

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