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### THE EFFECT OF STRATEGIC LEADERSHIP BEHAVIOR ON WORK PERFORMANCE THROUGH MEDIATOR VARIABLES OF ORGANIZATIONAL COMMITMENT AND JOB SATISFACTION WITH AN EMPHASIS ON MODERATING ROLE OF ORGANIZATIONAL CULTURE (CASE STUDY: PUBLIC AND PRIVATE BANKS IN GUILAN PROVINCE)

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**Shirzad Jahandoost, Mohammad Taleghani, Hamidreza Alipour: The effect of strategic leadership behavior on work performance through mediator variables of organizational commitment and job satisfaction with an emphasis on moderating role of organizational culture (case study: public and private banks in Gilan province)-- Palarch's Journal Of Archaeology Of Egypt/Egyptology 18(6), 425-449. ISSN 1567-214x**

**Keywords: Strategic Leadership Behavior, Work performance, Organizational Commitment, Job Satisfaction, Organizational Culture**

#### **Abstract**

The main purpose of this study is measuring the effect of strategic leadership behaviors on job performance through mediating variables of organizational commitment and job satisfaction with emphasis on the role of organizational culture. The research method is applicable in terms of purpose and in terms of descriptive-survey method. For the validity of the questionnaires in relation to its application in the tests from the point of view of technical professors as well as confirmatory factor analysis for the validity of the structure has been used and for its reliability Cronbach's alpha method and combined reliability have been used. The population of this study includes all managers and employees of public and private banks in Gilan province. In this research, the questionnaire was randomly distributed among managers and employees of public and private banks in Gilan province. To test hypotheses, software SPSS16 and Smart PLS2 were used. The results show that inspirational motivation of the part of strategic leadership behaviors affects organizational commitment and job satisfaction, idealized influence of strategic leadership behaviors affects organizational commitment and job satisfaction. Flexibility-oriented culture and control-oriented culture have moderating effect on inspirational motivation with organizational commitment and job satisfaction. Flexibility-oriented culture and control-oriented culture have a moderating effect on organizational commitment and job satisfaction. Also organizational commitment and job satisfaction affect work performance.

#### **Introduction**

The global economy has created a new competitive outlook in which events are constantly changing. The rapid changes in the external environment increased the need to look at strategy and leadership as two sides of a coin. Environmental requirements elicit the need for strategic

leadership in order to interpret the environment, create a strategy and create an organization that can survive in such context. The main purpose of strategic leadership is survival of the long - term organization in line with the main objectives of business. However, it simultaneously targets high - medium profit. Work performance indicates the quantity and quality of work performed by an individual or group by emphasizing whether the task has been performed effectively and efficiently (Yang and Huang, 2014). Work performance is often used instead of the term employee performance, indicating that to the extent that employees perform tasks assigned by their boss, it points out that employees perform their job responsibilities to the level of satisfaction or acceptable degree to their boss (AsiaMah, 2017). Job satisfaction can be one of the most important factors affecting the performance of any organization. Job satisfaction is a kind of positive and positive feeling towards work, which is also a function of the relationship between what a person expects and what the job offers. The study of job satisfaction is important from two aspects: first, from the human aspect that it is appropriate to treat employees fairly and respectfully, and second from the behavioral aspect that attention to job satisfaction can guide employees' behavior in a way that affect the performance of their organizational duties and lead to positive and negative behaviors on their part (Ismaili and Seidzadeh, 2017). One of the indicators for measuring the superiority of organizations over their employees in those organizations is that their level of loyalty and commitment makes them perform their duties with higher quality. In other words, commitment can be a kind of emotional and duty dependence on his work environment. An organization has a family and group culture that emphasizes maintaining survival, flexibility, interest in people, and customer sensitivity. The workplace of these types of organizations is very friendly, fair, reliable, encouraging and participatory; where employees share with each other in many cases, such as members of a large family (Cameron and Quinn, 2006).

## **Research Background and Theoretical Framrwork**

### **Research background**

In a study by Ali Shiri and Orchideh Hamed (2015), the relationship between transformational leadership and job performance of government employees in Nurabad, Lorestan, the results showed that transformational leadership has a positive and significant effect on work performance. In the study of Baghmalek and Malekzadeh (2015), the effect of transformational leadership on sustainable employee performance, considering the mediating variable role of organizational citizenship behavior in the Gachsaran branch of the Social Security Organization, it was found that transformational leadership has a positive and significant effect on employees' work performance. A study by Dapa et al. (2019) aimed at improving the understanding of the relationship between transformational leadership style and employee job satisfaction, considering gender as a moderator and organizational policies and organizational commitment as a mediator between banking employees in Northern Cyprus. The findings also suggest that perceived organizational policy and organizational commitment play a mediating role in the relationship between transformational leadership style and employee satisfaction.

Perceived organizational policy and organizational commitment also affect overall employee satisfaction. In a study conducted by Anis et al. (2019), the results showed that transformational leadership has a direct impact on job satisfaction and organizational commitment. However, transformational leadership can not have a significant impact on job performance, especially when intervened by organizational commitment, and can not have a direct impact on job performance.

### **Theoretical Framework**

#### **Strategic Leadership**

Strategic leadership is one of the new concepts in the field of management. There are many concepts and definitions of strategic leadership in the organization, which indicates its complexity and versatility; there are many reasons why having strategic leadership is critical to achieving individual and organizational effectiveness as well as success in a business environment that is rapidly changing and increasingly globalizing (Zarei et al., 2017).

Strategic leadership is the ability to influence others to voluntarily make day-to-day decisions that increase organizations' long-term sustainability while maintaining their short-term financial success. Strategic leadership means the ability to anticipate and visualize the future, maintain flexibility, strategic thinking, and lay the groundwork for change that will create a competitive advantage for the organization in the future (Lear, 2012). Strategic leadership is the creation of strategy through the proper analysis of the internal and external environment of the organization, the implementation of the appropriate strategy at the right time, evaluation and adoption of appropriate behavior that is appropriate for the current environment (Tutar et al., 2011).

In this study, according to the literature of previous research (Zhen Shao, 2019), two variables of Inspirational Motivation and the Idealized Influence were selected from strategic leadership behaviors. These two leadership behaviors are selected because they are known to be prominent features of strategic leadership (Zhen Shao, 2019).

#### **Organizational Commitment**

Due to the changes and developments of the present era and with the entry of organizations into the knowledge-based economy, human resources have become more important than other organizational resources (Roepiki, 2000). Manpower committed to the goals and values of the organization is not only a factor in the superiority of one organization over another, but also considered a sustainable competitive advantage for many organizations (Woolridge, 2002).

Organizational commitment is usually described as an emotional state that reflects an employee's level of recognition and feeling about an organization. Existing sources on organizational commitment offer two general perspectives on this concept: one view considers organizational commitment to be a matter of attitude or emotion. According to this view, organizational commitment is a strong attachment and interest in the organization and identification with it. However, conceptually, at least three factors can be considered for it: 1- Strong acceptance and belief in the goals

and values of the organization 2- Tendency to work hard to achieve the goals of the organization 3- Strong desire to stay and join the organization (Goodarzchine & Roodpashti, 2012).

According to Guleryaz et al, organizational commitment is the relative degree of identification of an individual with the organization and his participation in it. In other words, organizational commitment is the state in which a person wishes to remain a member of the organization and the positive or negative attitudes of individuals towards the entire organization in which they work (Guleryaz et al., 2008).

### **Job Satisfaction**

Job satisfaction and the factors affecting it are among the most important social issues that have been considered by many researchers and psychologists in the past two decades. Job satisfaction is a reaction that a person generally shows in relation to the factors related to his job and is one of the important variables in the performance of an organization. Considering the negative consequences of employee dissatisfaction, it is an analysis of the determinants of satisfaction or dissatisfaction of interest and attention of many managers in organizations. Such analyzes can be effective in improving and facilitating the creation of programs to increase job satisfaction and thus reduce negative behaviors (Afkhami Ardakani et al., 2016). Researchers have studied many factors related to job satisfaction, but according to Lee,J & Chihyung research, emotional intelligence, emotional disharmony, emotional effort, emotional exhaustion, depersonalization and lack of personal success have been introduced as factors affecting job satisfaction. (Lee,J & Chihyung, 2012).

### **Organizational Culture**

Organizational culture is the existence of a system of common meanings and concepts that exist among members of the organization (Kinicki &Kreitner, 2007). An influential and important factor that causes self-control, self-efficacy, innovation and creativity in organizations is the organizational culture that governs them (Korte & Chermack, 2007).

According to the model presented by Quinn and Spritzer (1991), organizational culture is divided into four dimensions: flexibility, stability, inward-focused and outward-focused. In this study, flexibility-based culture and control-oriented culture were selected according to the previous literature (Zhen Shao, 2019) because it may have different effects on how managers respond to environments and strategic decisions. Flexibility and control culture are used to moderate the effect of strategic leadership behavior on organizational commitment and job satisfaction to examine whether these two variables have a moderating effect on their relationship and whether the outcome of these relationships on organizational commitment and job satisfaction and does it ultimately affect work performance?

### **Work performance**

Performance is the sum of the behaviors that people display in relation to their job. Performance is the accomplishment of the tasks assigned to the workforce by the organization. Dessler(1942) considers

work performance as a measure by which the standards required for a given job are measured. Work performance is the quantity or quality of human output that is necessary to achieve the career goals agreed upon by employers and employees (Osibanjo et al., 2015). Work performance is considered as a key variable in the organizational environment (Vikramasinge, 2016). Johari and Yahya (2016) have defined work performance as work outcomes and job-related behaviors. It can also be said that work performance includes benefits, results, values and achievements of work (Jalal Kamali et al., 2016). This study examines whether strategic leadership behaviors can affect work performance.

## **Hypotheses and Research Model**

### **Inspirational Motivation, Organizational Commitment and Job Satisfaction**

Strategic leadership motivates its followers by challenging and giving meaning to their work (Bass and Reggio, 2006). Given the important role of motivating employees in strategic leadership and the specific impact it has on job commitment and job satisfaction, it is important for leaders to make it a top priority in communicating with employees. Furthermore leaders who use the transformational leadership style can also create positive organizational results and enhance employee organizational commitment through characteristics such as ideal influence, inspirational motivation. (Cherutish Kimeto, Angela, & George Cowell, 2018).

H1: Inspirational motivation from strategic leadership behaviors affects organizational commitment.

H11: Inspirational motivation from strategic leadership behaviors has an effect on job satisfaction.

### **Idealized Influence and Organizational Commitment and Job Satisfaction**

Creating a clear picture of macro ideals and explaining small goals, as well as providing a favorable image of achieving the goals of the organization can affect the level of organizational commitment and job satisfaction of employees. Bass (2012) considers a strategic leader to be someone who, in order to strengthen the performance of employees and the organization, establishes a positive relationship with subordinates, encourages employees to go beyond personal needs and work in line with the desires of the group and the organization (Shiri and Hamed, 2018). The level of employee commitment is strongly influenced by the leadership of that organization. These are the characteristics of a strategic leader when they help increase followers' satisfaction and increase their commitment to the organization and effectiveness (Dapa et al., 2019).

H2: Idealized influence of strategic leadership behaviors affects organizational commitment.

H21: Idealized influence of strategic leadership behaviors affects job satisfaction.

### **The moderating effect of flexibility-oriented culture**

When there is an organizational culture of flexibility, members of the organization are guided by the value of innovation, development, and

adaptation to dynamic environments, and are more likely to develop innovative ways of using the system to support new business activities (Liu et al., 2011, Shao, Feng et al., 2016, Shao, 2019). Previous literature suggests that a culture of resilience is best equipped with leaders who are insightful, idealistic, inspiring, and forward-thinking (Cameron and Freeman, 1991).

H3: Flexibility-Oriented culture has a moderating effect on the relationship between inspirational motivation and organizational commitment.

H31: Flexibility-oriented culture has a moderating effect on the relationship between inspirational motivation job satisfaction.

H32: Flexibility-oriented culture has a moderating effect on the Idealized influence on organizational commitment.

H33: Flexibility-oriented culture has a moderating effect on the Idealized influence on job satisfaction.

### **The moderating effect of Control-oriented Culture**

Control-based organizational culture focuses on order, stability, rules, and anticipation, and emphasizes productivity and performance by pursuing defined goals. Leaders often play the role of coordinators, controllers, and managers in order to enforce regulations and achieve predetermined goals (Cameron and Freeman, 1991; Denison et al., 2014; Shao, 2019). If there is a control-oriented culture within the organization, the members of the organization are guided in terms of order and stability and prefer to maintain the usual work process and perform daily tasks according to traditional rules and regulations. This type of organizational value may conflict with strategic leadership behaviors that focus on long-term strategic vision and inspirational motivation (Shao, 2019).

H4: Control-oriented culture has a moderating effect on inspirational motivation and organizational commitment.

H41: Control-oriented culture has a moderating effect on inspirational motivation and job satisfaction.

H42: Control-oriented culture has a moderating effect on the Idealized influence on organizational commitment.

H43: Control-oriented culture has a moderating effect on the effect of Idealized influence on job satisfaction.

### **Organizational Commitment, Job Satisfaction and Work Performance**

Tolentino (2013) has studied in his research on organizational commitment between executive and academic staff at the selected university. The results showed that commitment is correlated with the work performance of academic staff affectively. The results were also found in their study by Ahmed and Shah (2010), Hettiarachchi and Jayaeathua (2014). Also, in the previous literature, the positive and significant effect of job satisfaction and job performance has been mentioned (Musa et al., 2018, Eliana, 2019).

H5: Organizational commitment affects work performance.

H6: Job satisfaction affects work performance.

By explaining the basic variables of the research topic and establishing a relationship between them based on theoretical and experimental background, the conceptual model and framework of this research is based on the conceptual model of Zhen Shao (2019) and Eliyana Anis et al. (2019). The conceptual model of this research is presented in Figure 1.

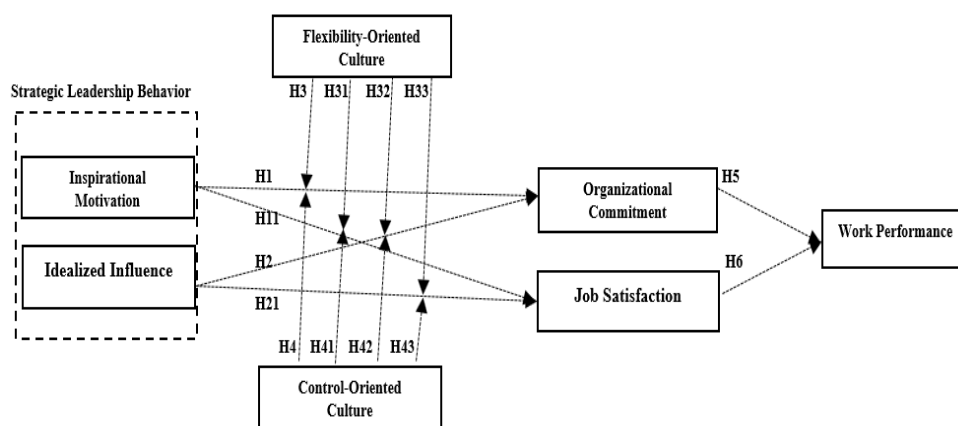


Figure 1: Research Mode

### Research Methodology

The present study is a quantitative approach in terms of purpose, applied and in terms of implementation of descriptive-correlation.

#### Checking the Normality of the Distribution of Variables

Before testing the relationships between variables, it is necessary to check the normality of the variables. One method of examining the claim that the distribution of variables is normal is to use the Kolmogorov-Smirnov test. The results of this test are presented in the table 1.

Table 1. The Kolmogorov-Smirnov test

Variables	Simpling Adequacy Index	Sig.
SLB	0.600	0.000
CL	0.601	0.000
JS	0.819	0.000
OC	0.839	0.000
WP	0.875	0.000

According to Table 1, it can be seen that the coefficients of the research variables are less than 0.05, so the data distribution is not normal. In order to analyze the research data, various analyzes have been used. First, KMO and Bartlett tests are performed to ensure the adequacy of sampling for factor analysis.

#### Confirmatory factor analysis

Before confirmatory factor analysis, KMO test should be performed to ensure sampling adequacy. Momeni (2010) considers the appropriate value for this index above 0.6.

**Table 2. KMO & Bartlett test**

<b>Measure of Sampling Adequacy</b>		<b>0.757</b>
<b>KMO &amp; Bartlett test</b>	Approx Chi-Square	1.345
	DF	10
	Sig.	0.000

Also, since the significance level of the model Bartlett test is less than the research error value (0.05), the adequacy of sampling is confirmed.

**Reliability of Structures (Combined)**

At this stage, the reliability of measuring instruments (structures) is examined to determine that they have the same reproducibility and measurement properties. One method of measuring reliability is to use the Cronbach's alpha coefficient (Table 3). Another type of reliability is combined reliability, in which the validity of a complex test device or a complete set of tests is based on the relationship between the composite score, which represents the various factors represented in the actual performance test. Composite reliability values are given in Table 4.

**Table 3. Cronbach's alpha coefficient**

<b>Variables</b>	<b>Cronbach's alpha</b>
Inspirational Motivation	0.877
Idealized Influence	0.907
Organizational Commitment	0.953
Job Satisfaction	0.960
Flexibility-Oriented Culture	0.961
Control-Oriented Culture	0.949
Work Performance	0.861

The optimum CR value is higher than 0.7. Therefore, all research structures have the desired value of this criterion.

**Table 4. Composite reliability**

<b>Variables</b>	<b>CR</b>
Inspirational Motivation	0.918737
Idealized Influence	0.932943
Organizational Commitment	0.964644
Job Satisfaction	0.974069
Flexibility-Oriented Culture	0.972830
Control-Oriented Culture	0.967442
Work Performance	0.915250

**Convergent Validity Review**

This correlation is necessary to ensure that the test measures what needs to be measured. For convergent validity, the following relationships must be established:

$$CR > 0.7, AVE > 0.5, CR > AVE$$



We obtain the CR value or the combined reliability previously measured and the Average Variance Extracted (AVE) of each variable from the table below. Comparison shows that the above conditions are met and the structures have convergent validity.

**Table 5.** Average Variance Extracted of research variables

Variables	CR	AVE
Inspirational Motivation	0.918737	0.738877
Idealized Influence	0.932943	0.736313
Organizational Commitment	0.964644	0.845608
Job Satisfaction	0.974069	0.926046
Flexibility-Oriented Culture	0.972830	0.899513
Control-Oriented Culture	0.967442	0.908298
Work Performance	0.915250	0.782807

In Table 6, the value of the combined reliability for the variables is greater than 0.7, which indicates the appropriate internal stability. On the other hand, the AVE criterion represents the mean variance shared between each structure and its indices. This criterion has been introduced to measure convergent validity that a value above 0.5 indicates an acceptable convergent validity (Fornell and Larcker, 1981).

### Investigating the Quality of General Model Structures

In this study, to investigate the extent to which independent variables have been able to explain their dependent variables, we have used the detection coefficient ( $R^2$ ), and Redundancy criteria.

#### Recognition Coefficient

The Recognition Coefficient or recognition indicates the explanatory power of the model. Also that illustrate what percentage of the changes in the dependent variable are explained by the independent variables. The changes in the total dependent variable are equal to the changes explained by the regression plus the unexplained changes (Cameron and Windmager, 1997). Although  $R^2$  is equivalent to 0.25, 0.50 and 0.75 as weak, medium and strong values, respectively, its optimal value on the one hand, depends on the subject of research and in the other hand, the number of hidden exogenous variables it has an endogenous variable whose  $R^2$  is calculated. In some sources, the significance rate is considered to be more than 0.15 (Brooke and Arnold, 1995). The greater the number of exogenous variables of an endogenous variable, the higher its  $R^2$  is expected. As shown in Table 6.

**Table 6.** Detection coefficients of model variables

Variables	R Square
Organizational Commitment	0.926676
Job Satisfaction	0.928719
Work Performance	0.941593

### Path Analysis of Conceptual Research Model in Standard Estimation Mode and in the Case of Significant Numbers

The purpose of path analysis is to obtain quantitative estimates of causal relationships (unilateral or quantitative interaction) between a set of variables. Building a causal model does not necessarily mean the existence of causal relationships between the variables of the model, but this causality is based on the assumptions of correlation and research opinion and background.

Path analysis demonstrate which path is more important or meaningful. Path coefficients are calculated based on the standardized regression coefficient. One variable is assumed to be a function of the other variables and its regression model is plotted. To obtain the principal coefficient estimates, it is sufficient to return each dependent (endogenous) variable to the variables that are directly affected by it. In other words, for the estimates of each of the specified paths, the standardized regression coefficients (or path coefficients) are calculated. These coefficients are obtained by establishing structural equations, in other words the equations that determine the structure of the assumed relations in a model. Figure 2 shows the path analysis of the research conceptual model in the standard estimation mode and Figure 3 shows the path analysis of the conceptual research model in the mode of significant numbers.

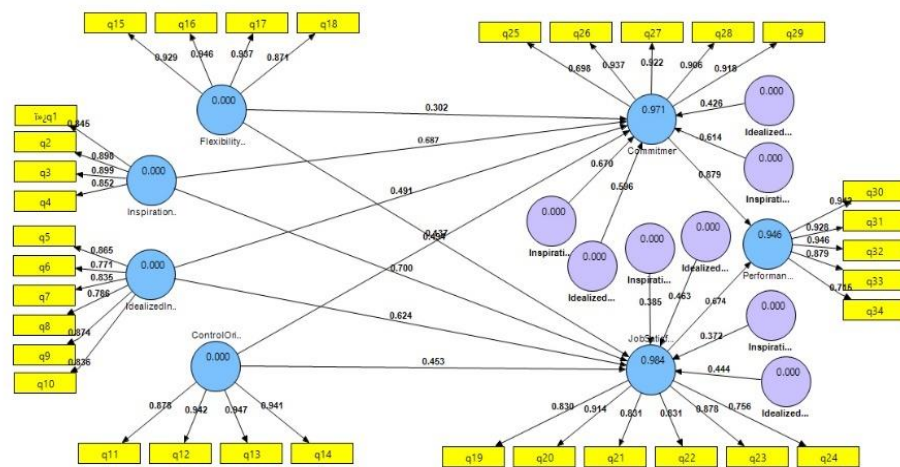
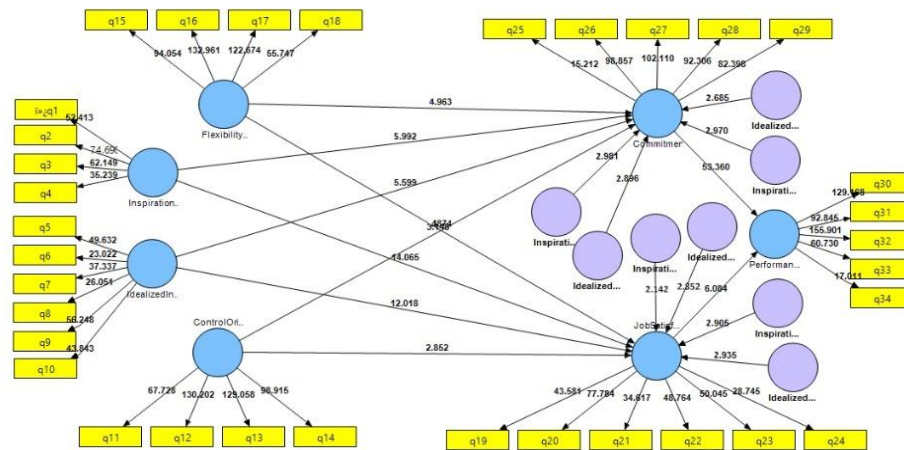


Figure 2. Path analysis of conceptual research model in standard estimation mode



**Figure 3.** Path analysis of the conceptual model of research in the case of significant numbers

Also, the coefficient  $R^2$  was measured by the researcher to check the fit of the structural model and the  $Q^2$  criterion for the predictive power of the model, and the GOF criterion was used to measure the overall model; which is shown in Table 7.

**Table 7.** Report on  $R^2$  criterion,  $Q^2$  criterion and GOF criterion

	R Square			$Q^2$			GOF		
	Low 0.19	Mid 0.33	High 0.67	Low 0.02	Mid 0.15	High 0.35	Low 0.01	Mid 0.25	High 0.36
Organizational Commitment	0.928719			0.730596			0.881754		
Job Satisfaction	0.926676			0.704680					
Work Performance	0.941593			0.814843					

### Conclusion and Suggestions

#### Discussion and comparison

The aim of this study was to measure the impact of strategic leadership behaviors on job performance through mediating variables of organizational commitment and job satisfaction with emphasis on the moderating role of organizational culture. In the present study, inspirational motivation from strategic leadership behaviors has an effect on organizational commitment and job satisfaction. The results of the present study are in line with the results of Karimi et al. (2018), Dapa et al. (2019) and Anis et al. (2019). Idealized influence of strategic leadership behaviors affects organizational commitment and job satisfaction. Flexibility-oriented culture and control-oriented culture have a moderating effect on the relationship between inspirational motivation and organizational commitment and job satisfaction. Flexibility-oriented culture and control-oriented culture have a moderating effect on the relationship between idealized influence and organizational commitment and job satisfaction. Organizational commitment and job satisfaction affect job performance.

#### Practical suggestions

The shift of traditional structures to new structures is based on features such as leadership instead of management, development of responsibilities, empowerment, cooperation and participation and elimination of organizational hierarchy.

Use strategic leadership behaviors that increase organizational efficiency, including defining organizational goals and horizons, maintaining core competitive advantages, building capacity in individuals, maintaining effective organizational culture, emphasizing ethics, and establishment of balanced organizational controls.

### **Research suggestions**

- Since a cross-sectional plan has been used in this research, the use of longitudinal and long-term plans is suggested for review.
- Use other research tools such as observation, interview in the future research process.
- Reviewing strategies to increase organizational culture and remove barriers and problems of its promotion.
- Reviewing strategies to increase job satisfaction and remove barriers and problems of its promotion.
- Review strategies to improve organizational commitment and remove barriers and problems of its promotion.
- The effect of other moderating variables such as age and history, etc. in future research.

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