



The Relationship among Leadership style, Perceived Organizational Support, and Employees' Job Performance in Iran Khodro Dissel Company

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Abstract. The present study aimed to examine the relationship between leadership style and employees' job performance in Iran Khodro Dissel Company. In so doing, the role of the moderating variable of perceived organizational support has been evaluated with regard to the relationship between leadership style and employees' job performance. The method was applied in terms of the objective and correlational-descriptive in terms of method and nature. Accordingly, the study population was composed of all employees in Iran Khodro Dissel Company with at least bachelor degree that using Cochran formula, 261 subjects were selected as the study sample through simple random sampling technique. For data collection, the standard questionnaires of Bass and Olive (1994) Multi-factor Leadership Questionnaire (MLQ) including transformational and transactional leadership styles, LaMastro (1999) perceived organizational support of employees and Paterson (1998) job performance were used. The collected data were analyzed using Lisrel and SPSS19 software. The results obtained from the study revealed that there is a significant relationship between leadership style and employee's job performance in Iran Khodro Dissel Company. In addition, the results showed a significant relationship between perceived organizational support and job performance, transformational leadership style with perceived organizational support and job performance, and transactional leadership style with perceived organizational support and job performance. Also, the results of regression analysis approved the impact of moderating variable of perceived organizational support on the relationship between perceived leadership style and employees' job performance in Iran Khodro Dissel Company.

Keywords: Leadership Style, Perceived Organizational Support, Job Performance

1. INTRODUCTION

Today, given the fundamental changes in organizations, the role of labor force in all areas has been recognized as important and human resources has been considered as one of the critical factors for the survival of organizations because it is the humans who make decisions and then implement. Thus, the most important and fundamental issue in any organization is the job performance of human resources because the survival and continuity of the activities of organizations and institutions are related to the efficiency and effectiveness of employees' performance [1]. Performance has been defined as the expected overall value of the organization from the separated behavioral pieces that a person is doing within a specified period of time [2], however, various studies have shown that level of performance in organizations is not satisfactory and the most problems of organizations also emerge from the same shortcomings. Hence, addressing factors affecting the improvement of employees' job performance that finally leads to enhancing the productivity of organization is a very important issue out of issues related to organizational studies.

However, studies show that leadership styles have many effects on ideas, values, and what employees do. Leadership styles are effective on how to manage employees. Leadership style is a suitable behavioral pattern applied in the process of the guidance of and influence on employees [3]. In fact, in work culture and according to the characteristics of people in the organization, the role of leadership and management can be effective in promoting and improving the level of productivity of people and organizations. The correct selection of a leadership style which is coordinated with the external stimulation can meet the needs of belonging, respect, dignity, improving performance, promoting employment and employees' job satisfaction and ultimately lead to obtaining the individual and organizational qualification [4].

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On the other hand, perceived organizational support is one of the variables affecting job performance which has recently been considered by researchers [2]. Perceived organizational support refers to the employees' beliefs on the issue that to what extent the organization valorizes for their cooperation and welfare. After two decades of the onset of studies on this field, its importance is increasingly highlighted and the scope of studies on this field is rapidly developing [5]. Addressing the organizational support is indeed important because when employees feel that the organization pays attention to their welfare and gives them better response not due to the legal requirements or pressure on the part of the union, they act to better realize the objectives of the organization [6]. Based on the results of the studies conducted, it can be argued that given the important role of employees in the success of organizations, the investigation and identification of factors affecting their job performance is one of the important programs of management.

This is especially important in Iran Khodro Dissel Company with regard to its existential mission. Thus, according to the issues raised, this study seeks to answer the question of whether there is a significant relationship among leadership style, perceived organizational support and employees' job performance in Iran Khodro Dissel Company or not.

Theoretical foundations

Job performance

Rothmann defined job performance as a multidimensional structure indicating the way of employees' performance in job, rate of their initiatives and policies for problem solving, methods of the use of their available resources and the use of time and energy in performing job duties. In other words, job performance is a set of behavioral and functional patterns including knowledge, skills, management competency, conscience and cognitive abilities in the job environment [7].

Functional factors

In general, functional factors (indexes) include: behavioral and process factors.

A) Behavioral factors

- ✓ Observing administrative regulations and disciplines: on time presence and doing the work
- ✓ Appropriate treatment with clients: good treatment, attempt to solve problems and their follow-up, and intimate relationships with colleagues
- ✓ Seriousness at work: fast implementation of orders, following up the assigned affairs
- ✓ Attempt to learn things: effort to increase job skills, acquiring various skills, and participating in training classes
- ✓ Flexibility: accepting errors, not insisting too much on opinions on accepting others' guidance.
- ✓ Reliability: mastering at work and doing it without constant monitoring, attention to the work accuracy, pity at work, responsibility and taking care of equipment
- ✓ Spontaneity: diagnosis of the needs of the department and providing appropriate solutions to meet them and having the motivation to work and create constructive work, being pioneer in the implementation of job activities

B) Process factors

- ✓ Factors related to working conditions: providing facilities, appropriate equipment, security and liability insurance
- ✓ Factors related to respect and prestige: respect from managers, creation of intimate relationships, encouragement among people, elimination of discrimination and injustice
- ✓ Factors related to meeting educational needs and providing promoting conditions: holding retraining courses, providing the field for applied-scientific studies, strengthening notification
- ✓ Factors related to participation: participation in decision-making, surveying on topics related to them
- ✓ Factors related to the competent and pleasant management [8].

Perceived organizational support

Perceived organizational support reflects the general beliefs of employees about the organization. Such beliefs which are mainly caused by work experience reveal that to what extent organization appreciates the employees' efforts and work and their assistances and how much it cares for their health and well-being [9]. In other words, the concept refers to support factors and assistances that employee requires for the successful performance of his work. Some of these factors include: budget, educational staff, proper facilities and support by units. Some experts believe that:

Individual performance= individual characteristics of work effort* organizational support

The basis of the above-mentioned formula applies for group too. If everyone whether individually or as part of group does a work, he should be supported well to accomplish maximum success [3].

Leadership styles

One of the key components of management is leadership which plays a critical role in the dynamics of the organization. Peter Deraker points out that leaders are considered as the main source of successful business and that leadership is the process of influencing others and motivating them for cooperation with each other to achieve organizational objectives. Accordingly, leadership style is the way that the leader use his influence to achieve the objectives [10]. Deficiencies in the investigation of theories related to leadership together with the complexity in the organizational atmosphere lead to the emergence of new approaches in leadership styles among which the latest and most commonly used 2 cases which are the bases of the present study are addressed.

1- Transformational leadership

Bass and Olive believe that transformational leadership begins when a leader promotes and develops the interests of his employees, creates awareness and acceptance for the mission and target of the group and motivates employees to see beyond their own interests for group interests [11].

Transformational leaders encourage their followers to reject their interests for the organization and are able to have an extraordinary influence on their followers. Transformational leaders consider the issues and needs of their followers for progress change the knowledge of followers

on affairs through their guidance so that they look at old issues in a new way and have the ability to motivate, create motivation and inspire followers for extra effort to achieve the objectives [12].

2- Transactional leadership

Transactional leadership or leader-follower exchange theory provides a theoretical approach to understand leadership in working conditions. The theory can be distinguished from other theories of management by focusing on the dynamic relationship between the leader and subordinates. Graen recognizes leader-follower exchange effective as the quality of the emerged relationships between leader and follower during a process. Leader-follower exchange theory focuses on the social relations between the leader and followers. According to the leader-follower exchange theory, leaders and followers develop couple relationships in which leaders differently behave with people so that it leads to form two groups of followers (the friendly as well as non-friendly group). The group which is favorable for the leader is called friendly group whose members get more attention from the leader and receive greater share of resources. Against these advantages, the leaders expect members of the group to perform duties beyond the scope of their official job description [13].

Conceptual model

The study conceptual model is a combination of two models proposed by Gadot [14] and Byrne [15] which is seen in Figure (1).

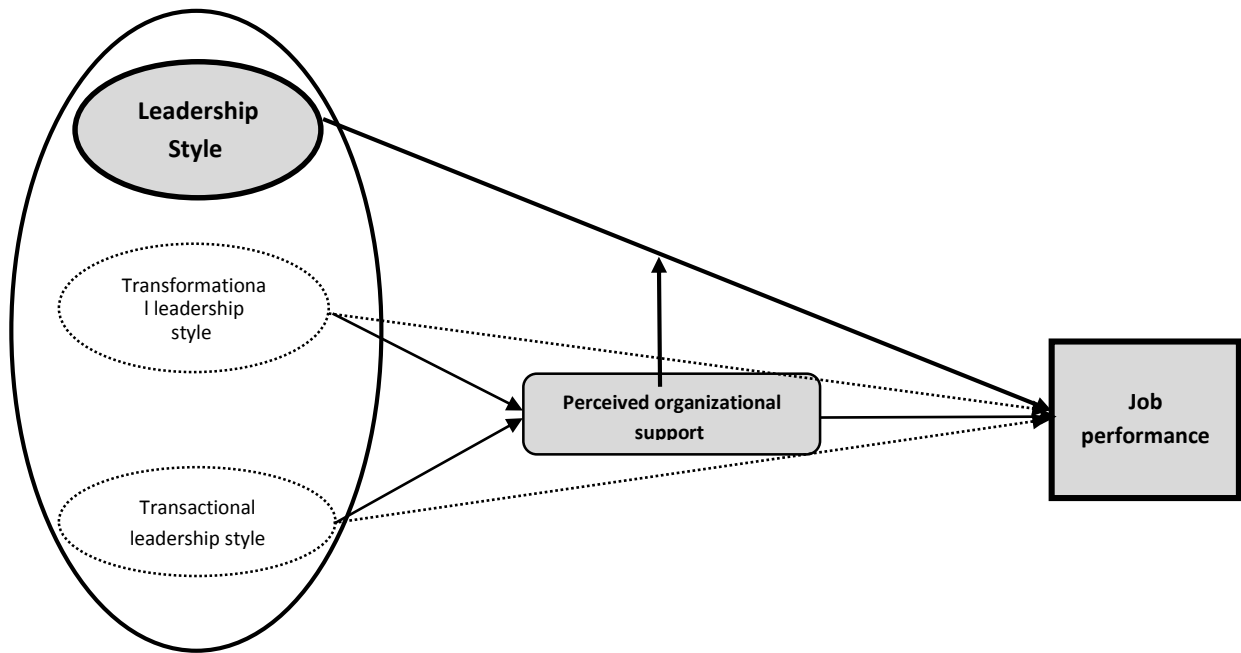


Figure 1. The study conceptual model.

The study objectives

Main objectives

- Investigation of the relationship between leadership style and employees' job performance in Iran Khodro Dissel Company
- Investigation of the relationship between perceived organizational support and employees' job performance in Iran Khodro Dissel Company

- ↪ Investigation of the role of perceived organizational support in the relationship between leadership style and employees' job performance in Iran Khodro Dissel Company

Secondary objectives

- ↪ Investigation of the relationship between transformational leadership style and employees' job performance in Iran Khodro Dissel Company
- ↪ Investigation of the relationship between transactional leadership style and employees' job performance in Iran Khodro Dissel Company
- ↪ Investigation of the relationship between transformational leadership style and perceived organizational support in employees in Iran Khodro Dissel Company
- ↪ Investigation of the relationship between transactional leadership style and perceived organizational support in employees in Iran Khodro Dissel Company

The study hypotheses

Main hypotheses

- 1- There is a significant relationship between leadership style and employees' job performance in Iran Khodro Dissel Company
- 2- There is a significant relationship between perceived organizational support and employees' job performance in Iran Khodro Dissel Company
- 3- Perceived organizational support moderate the relationship between perceived leadership style and employees' job performance in Iran Khodro Dissel Company

Secondary hypotheses

- 1- There is a significant relationship between transformational leadership and employees' job performance in Iran Khodro Dissel Company
- 2- There is a significant relationship between transactional leadership and employees' job performance in Iran Khodro Dissel Company
- 3- There is a significant relationship between transformational leadership and perceived organizational support in employees in Iran Khodro Dissel Company
- 4- There is a significant relationship between transactional leadership and perceived organizational support in employees in Iran Khodro Dissel Company

The study methodology

The method is applied in terms of the objective and correlational-descriptive in terms of data collection. Accordingly, the study population is composed of all employees in Iran Khodro Dissel Company with at least bachelor degree that the number is 808 cases among which using Cochran formula, 261 subjects were selected as the study sample through simple random sampling technique. For data collection, the standard questionnaires of Bass and Olive Multi-factor Leadership Questionnaire (MLQ) including transformational and transactional leadership styles, LaMastro perceived organizational support of employees and Paterson job performance were used. The collected data was analyzed using Lisrel and SPSS19 software.

Data analysis

Validity and reliability

In addition to the use of standard questionnaires in the field of the study variables to adapt to the study population, in order to determine the validity of the provided instrument, the adjusted questionnaire was seen by experts and approved before the distribution of the sample among the members. Also, to determine the reliability of the measuring instrument, Cronbach's alpha has been used. Table 2 shows Cronbach's alpha coefficient of the measured variables.

Table 2. Cronbach's alpha coefficient of the measured variables.

Row	Variable		Number of questions	Cronbach's alpha
1	Leadership style	Transformational leadership style	20	0.830
2		Transactional leadership style	16	0.812
3	Total questions on Leadership style		36	0.778
4	perceived organizational support		12	0.803
5	Job performance		15	0.760

According to the data from Table 2, Cronbach's alpha coefficient is more than the appropriate value of 0.7; Cronbach's alpha coefficient calculated for the different parts of the questionnaire indicates the level of reliability for every three main sections of questionnaires used in the study.

Investigation of the normality of univariate

To show that the study variables have the conditions of normal distribution, Kolmogorov Smirnov test was run and that the results approved it. In this test, the null hypothesis based on the normality has distribution. If the level of significance is lower than 0.05, it is indicated that the study variables are not normal. Table 3 examines the status of the study variables in terms of normality.

Table 3. Tests for examining the normality of distribution of the study variables using Kolmogorov Smirnov test.

		Leadership style	Transactional leadership style	Organizational support	Job performance
Number		261	261	261	261
Normal parameters	Mean	2.79	2.79	3.98	2.89
	SD	0.50	0.48	0.47	0.51
The maximum difference	Absolute value	0.18	0.06	0.06	0.15
	Positive	-0.18	0.06	0.06	0.15
	Negative	-0.15	-0.06	-0.05	-0.13
Kolmogorov Smirnov statistics		1.090	1.250	1.034	0.935
Level of significance		0.185	0.092	0.235	0.346

Given that the all levels of significance are higher than 0.05, the null hypothesis based on the normal distribution is accepted; so, the conditions of normality of the variables are reliable to estimate the unknown parameters.

Measurement model or confirmatory factor analysis

In the methodology of structural equation modeling, it is first necessary to evaluate construct validity to determine whether the selected indicators are accurate enough to measure their considered structures. In so doing, Confirmatory Factor Analysis (CFA) is used in a way that the factor load of each indicator has t value higher than 1.96 with its structure. So, the indicator has

the required accuracy to measure that structure or hidden attribute. Therefore, in order to examine to what extent each structure of the study model have been aligned with the selected indicators to measure them, the measurement model or confirmatory factor analysis was used.

There are several properties of fitness to assess the confirmatory factor analysis. In this study, to evaluate the confirmatory factor analysis, Root Mean Square Residual (RMR), Adjusted Goodness of Fit Index (GFI), Normed Fit Index (NFI), Non-Normed Fit Index (NNFI), Incremental Fit Index (IFI), Comparative Fit Index (CFI) and Root Mean Square Error of Approximation (RMSEA) were applied.

Table 4. Fitting indices of the study measurement model.

Index	Optimum	Transformational leadership style	Transactional leadership style	Organizational support	Job performance
Root Mean Square Residual (RMR)	Close to zero	0.050	0.074	0.058	0.029
Standard Root Mean Square Residual (SRMR)	Close to zero	0.043	0.069	0.052	0.049
Adjusted Goodness of Fit Index (GFI)	0.9 and over	0.92	0.95	0.96	0.94
Normed Fit Index (NFI)	0.9 and over	0.97	0.95	0.94	0.96
Non-Normed Fit Index (NNFI)	0.9 and over	0.98	0.95	0.94	0.97
Incremental Fit Index (IFI)	0.9 and over	0.98	0.98	0.97	0.98
Comparative Fit Index (CFI)	0.9 and over	0.98	0.97	0.97	0.98
Root Mean Square Error of Approximation (RMSEA)	0.1 and less	0.058	0.059	0.058	0.059
Chi square on the degrees of freedom	Less than 3	1.87	1.91	1.85	1.89

As the fitness attributes of the table shows, the study data have a good fit with the factor structure and theoretical foundation of the study indicating that the questions are consistent with the theoretical constructs.

Testing the study hypotheses

Main hypotheses

Here, the conceptual model of the study is obtained using path analysis technique. Using the above-mentioned technique, the study hypotheses are investigated: The conceptual model in in the state of standardized coefficients:

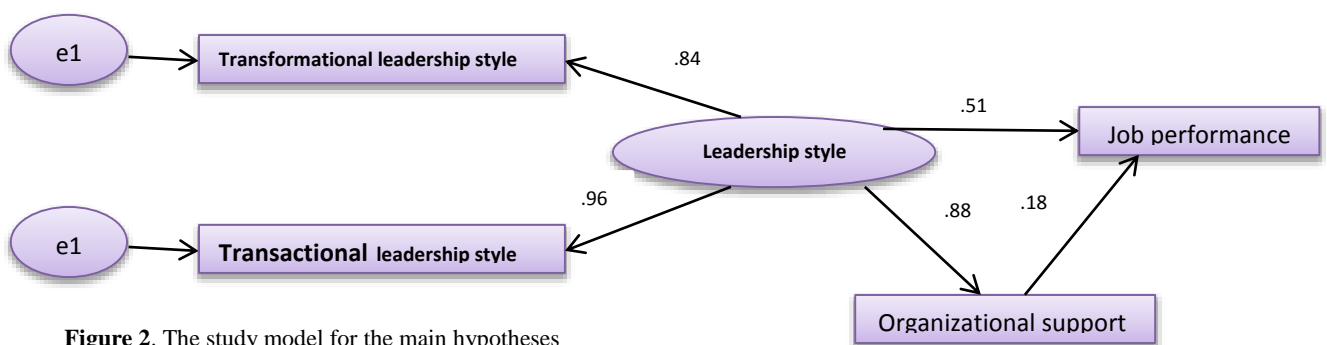


Figure 2. The study model for the main hypotheses

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Table 5. Results of the study variables for the study main hypotheses.

		Leadership style		Support	
		Effectiveness	Level of significance	Effectiveness	Level of significance
Support	Indirect	0	...	0	...
	Direct	0.882	0.023	0	...
	Total	0.882	0.023	0	...
Performance	Indirect	0.157	0.041	0	...
	Direct	0.512	0.011	0.178	0.038
	Total	0.669	0.012	0.178	0.038

1- There is a significant relationship between leadership style and employees' job performance in Iran Khodro Dissel Company.

According to the results of the above table, it can be observed that the effect of leadership style and employees' job performance in Iran Khodro Dissel Company is equal to 0.669 which has the level of significance equal to 0.012 and less than 0.05 indicating that leadership style has a significant effect on employees' job performance in Iran Khodro Dissel Company. According to this effect, 0.512 is a direct impact with the level of significance of 0.011 indicating direct and significant impact and 0.157 is an indirect impact through support with the level of significance of 0.041 indicating an indirect and significant impact.

2- There is a significant relationship between perceived organizational support and employees' job performance in Iran Khodro Dissel Company.

According to the results of the above table, it can be observed that the effect of perceived organizational support and employees' job performance in Iran Khodro Dissel Company is equal to 0.178 which has the level of significance equal to 0.038 and less than 0.05 indicating that perceived organizational support has a significant effect on employees' job performance in Iran Khodro Dissel Company. Also, this effect which is equal to 0.178 has a direct impact with the level of significant of 0.038 indicating direct and significant impact.

3- Perceived organizational support moderates the relationship between perceived leadership style and employees' job performance in Iran Khodro Dissel Company.

According to the results of the above table, the rate of indirect relationship between perceived leadership style and job performance by perceived support is equal to 0.157 that its level of significance is equal to 0.041 and less than 0.05 indicating that there is an indirect significant relationship between them. Therefore, the perceived organizational support moderates the relationship between perceived leadership style and employees' job performance in Iran Khodro Dissel Company.

Secondary hypotheses

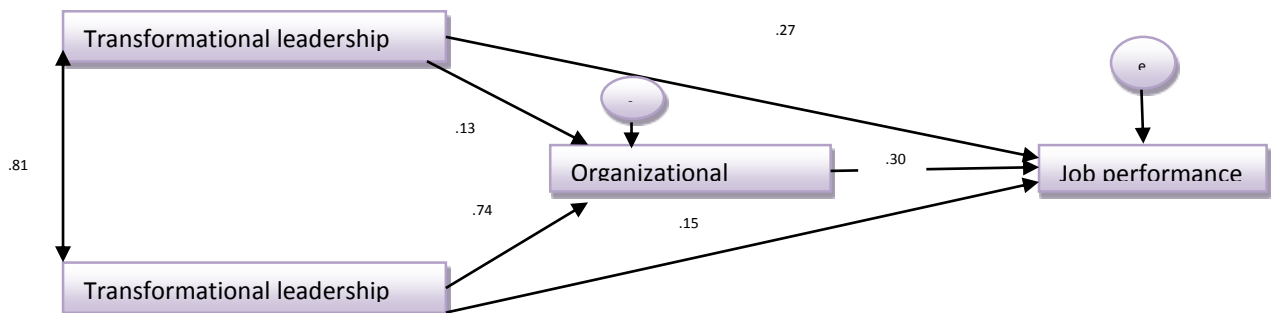


Figure 3. The study model for the secondary hypotheses.

Table 5. Results of the study for the secondary hypotheses.

		Transformational leadership style		Transactional leadership style		Organizational support	
		Effectiveness	Level of significance	Effectiveness	Level of significance	Effectiveness	Level of significance
Organizational support	Direct	0.133	0.048	0.741	0.009	0	...
	Indirect	0	...	0	...	0	...
	Total	0.133	0.048	0.741	0.009	0	...
Job performance	Direct	0.270	0.025	0.155	0.043	0.301	0.028
	Indirect	0.040	0.04	0.223	0.014	0	...
	Total	0.310	0.008	0.378	0.011	0.301	0.028

1.1- There is a significant relationship between transformational leadership style and employees' job performance in Iran Khodro Dissel Company.

According to the results of the above table, it can be observed that the effect of transformational leadership style and employees' job performance in Iran Khodro Dissel Company is equal to 0.310 which has the level of significance equal to 0.008 less than 0.05 indicating that transformational leadership style has a significant effect on employees' job performance in Iran Khodro Dissel Company. According to this effect, 0.270 is a direct impact with the level of significance of 0.025 indicating direct and significant impact and 0.040 is an indirect impact through support with the level of significance of 0.04 indicating that the indirect impact is significant too.

1.2- There is a significant relationship between transactional leadership style and employees' job performance in Iran Khodro Dissel Company.

According to the results of the above table, it can be observed that the effect of transactional leadership style on employees' job performance in Iran Khodro Dissel Company is equal to 0.378 which has the level of significance equal to 0.011 less than 0.05 indicating that transactional leadership style has a significant effect on employees' job performance in Iran Khodro Dissel Company. According to this effect, 0.155 is a direct impact with the level of significant of 0.043 indicating direct and significant impact and 0.223 is an indirect impact through support with the level of significance of 0.014 indicating an indirect and significant impact.

1.3- There is a significant relationship between transformational leadership style and perceived organizational support in employees in Iran Khodro Dissel Company.

According to the results of the above table, it can be observed that the effect of transformational leadership style and perceived organizational support in employees in Iran Khodro Dissel Company is equal to 0.133 which has the level of significance equal to 0.048 less than 0.05 indicating that transformational leadership style has a significant effect on perceived organizational support in employees in Iran Khodro Dissel Company.

1.4- There is a significant relationship between transactional leadership style and perceived organizational support in employees in Iran Khodro Dissel Company.

According to the results of the above table, it is observed that the effectiveness of transactional leadership style and perceived organizational support in employees in Iran Khodro Dissel Company is equal to 0.741 which has the level of significance equal to 0.009 less than 0.05 indicating that transactional leadership style has a significant impact on perceived organizational support in employees in Iran Khodro Dissel Company.

2. DISCUSSION AND CONCLUSION

The result of the first main hypothesis: There is a significant relationship between leadership style and employees' job performance in Iran Khodro Dissel Company. Regression test was used to assess whether there is a significant relationship between leadership style and job performance or not. According to the statistics, the total impact is equal to 0.669 which is significant in the desired level of significance of 0.05 (the obtained level of significance equal to 0.012). Thus, it can be said that there is a significant relationship between leadership style and employees' job performance in Iran Khodro Dissel Company.

- The results of the study are consistent with the results of studies by FatKon and Gadot [14] in which the effect of leadership style on the performance of subordinates and employees was positive and significant.

The result of the second main hypothesis: There is a significant relationship between perceived organizational support and employees' job performance in Iran Khodro Dissel Company. Regression test was used to assess whether or not there is a significant relationship between perceived organizational support and job performance. According to the statistics, the total impact is equal to 0.178 which is significant in the desired level of significance of 0.05 (the obtained level of significance equal to 0.038). Thus, it can be said that there is a significant relationship between perceived organizational support and employees' job performance in Iran Khodro Dissel Company.

- The results are consistent with the results of studies by Chiang and Sieh, Rigel et al. , Byrne , Shanok and Eisenberger and Hochvartr, Wit, Tridvy and Ferris in which, perceived organizational support has a significant relationship in increasing job performance and employees' participation.

The result of the third main hypothesis: Perceived organizational support moderates the relationship between perceived leadership style and employees' job performance in Iran Khodro Dissel Company. Regression test was used so as to assess whether the relationship between perceived leadership style and job performance is moderated by perceived organizational support or not. According to the statistics, the indirect impact is equal to 0.157 which is significant in the desired level of significance of 0.05 (the obtained level of significance equal to 0.041). Thus, it can be said that perceived organizational support (as a moderating variable and indirectly) moderates the relationship between perceived leadership style (independent variable) and job performance (dependent variable) from the perspective of employees in Iran Khodro Dissel Company.

- The results of the study are consistent with those of the studies by Gadot [14] in which he considered organizational policies with a moderating role in the form of a variable such as support of employees in terms of the relationship between leadership style and employees' performance in the organization.

The result of secondary hypothesis 1.1: There is a significant relationship between transformational leadership and employees' job performance in Iran Khodro Dissel Company. Regression test was used to assess whether there is a relationship between perceived organizational support and job performance or not. According to the statistics, the total impact is equal to 0.310 which is significant in the desired level of significance of 0.05 (the obtained level of significance equal to 0.008). Thus, it can be said that there is a significant relationship between transformational leadership style and employees' job performance in Iran Khodro Dissel Company.

- The results of the study are consistent with those of studies by Valmbva et al and Pillay et al

- That argued that the transformational leadership style increased and improved employees' job performance in addition to affecting self-sufficiency and group cohesion, similarity to a unit of work and enhancing self-efficiency.

The result of secondary hypothesis 1.2: There is a significant relationship between transactional leadership and employees' job performance in Iran Khodro Dissel Company. Regression test was used to assess whether there is a relationship between perceived organizational support and job performance or not. According to the statistics, the total impact is equal to 0.378 which is significant in the desired level of significance of 0.05 (the obtained level of significance equal to 0.011). Thus, it can be said that there is a significant relationship between transactional leadership style and employees' job performance in Iran Khodro Dissel Company.

- The results of the study are consistent with those of the study by in the foreign studies section.

The result of secondary hypothesis 1.3: There is a significant relationship between transformational leadership and perceived organizational support in employees in Iran Khodro Dissel Company. Regression test was used to assess whether there is a relationship between perceived organizational support and job performance or not. According to the statistics, the total impact is equal to 0.133 which is significant in the desired level of significance of 0.05 (the obtained level of significance equal to 0.048). Thus, it can be said that there is a significant relationship between transformational leadership style and perceived organizational support in employees in Iran Khodro Dissel Company.

- The results of the study are consistent with the results of study by Gadot [14] and Pillay et al that postulated that transformational leadership style is effective on self-sufficiency of the follower.

The result of secondary hypothesis 1.3: There is a significant relationship between transactional leadership style and perceived organizational support in employees in Iran Khodro Dissel Company. Regression test was used to assess whether there is a relationship between perceived organizational support and job performance or not. According to the statistics, the total impact is equal to 0.741 which is significant in the desired level of significance of 0.05 (the obtained level of significance equal to 0.009). Thus, it can be said that there is a significant relationship between transactional leadership style and perceived organizational support in employees in Iran Khodro Dissel Company.

- The results of the study are consistent with the results of studies by Gadot [14] and Pillay et al that argued that leadership style is related to the rate of perceived organizational support by employees

3. RECOMMENDATIONS

In this part, the study recommendations are presented with regard to each hypothesis

The first main hypothesis:

- 1) Managers of the organization provide the possibility of greater efficiency of individuals in the assigned job functions and achieving more favorable job performance.
- 2) Applying proper management using the personal influence of the manager and supervisor on employees to increase the efficiency and accuracy of employee performance.

The second main hypothesis:

- 1) Promoting and transferring the level of support from high levels of organization to supervisors of units and lower level employees to enhance a sense of belonging and participation in the organization and finally increase employee's productivity.
- 2) Increasing the direct support of supervisors of units to subordinate workers so that the possibility and expansion of a sense of volubility in work will be transferred into employees and possibility of increasing employees' effort will be followed for the support in order to achieve organizational objectives.

The third main hypothesis:

- 1) Considering the interests and benefits of employees at the time of making any decisions and organizational changes by managers in order to respect and care for employees and subordinates and increase their commitment and organizational performance.
- 2) Considering the role of employees in the creation of organizational change and the effective use of their cooperation in the creation of new and exchangeable procedures in organization in order to align employees' and organization's objectives in order to improve job and organizational performance

The secondary hypothesis 1.1:

- 1) Due to the mental influence and encouragement and the possibility of inspirational motivation by organizational managers, organizational managers can provide the suitable substrate to improve and increase the employees' job performance through integrating individual and collective efforts of employees for common organizational objectives, in addition to maintain team spirit and ethical and moral standards
- 1) By moving toward making jobs meaningful and challenging and increasing the sense of motivating employees, managers can provide the possibility of increase in knowledge, skills and cognitive abilities of employees and finally lead to enhance the return and employees' job performance.

The secondary hypothesis 1.2:

- 1) Managers of organizations should typically motivate employees to increase job performance and efficiency for individual and team efforts of employees through obtaining the required policies such as incentives.
- 2) Managers of organizations should give employees necessary freedom and authority to act in making decisions and solving organizational problems and only act when it is necessary. Thus, the level of initiative and problem-solving strategies of employees are improved and finally their job performance is increased.

The secondary hypothesis 1.3:

- 1) Managers of organization should give employees the possibility of investigating organizational problems in various angles as those who are in the direct flow of work process to mentally inspire and encourage subordinates and provide the possibility of emerging their capabilities and more worthy performance for transformation.

2) With regard to transformation, organizational managers and supervisors provide the ground for improving the performance and enhancing the work efficiency especially in terms of new procedures to do the work.

The secondary hypothesis 1.4:

- 1) Organizational managers and supervisors give their employees and subordinate the possibility of developing their abilities and skills to lead employees to obtain better performance through induction of a volubility sense of cooperation of employees with organization.
- 2) Organizational managers lead them to alignment and effort to achieve organizational objectives by timely and necessary presence among employees in addition to becoming aware of the process of job and placing closely in the process of working problems and by incidence of a sense of closeness and collaboration with employees in addition to providing employees' needs on the importance, considering and understanding working conditions.

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