



## Intermediate role of organizational values in relationship between revolutionary leadership style with employees' job stress and deviation behavior in executive systems

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### ABSTRACT

This research mainly aims to study the Intermediate role of organizational values in relationship between revolutionary leadership style with employees' job stress and deviation behavior in executive systems of Rafsanjan City (Iran). Statistical society of the research includes 3072 employees in Rafsanjan executive systems from which 240 people were randomly selected as sample size. In order to study research hypotheses structural equations modeling and to analyze gathered information SPSS and PLS software were used. Research results show that revolutionary leadership affect job stress positively and meaningfully. Organizational values and job stress affect employees' deviation behavior directly. Revolutionary leadership doesn't affect deviation behavior directly. Revolutionary leadership doesn't affect employees' job stress and deviation behavior indirectly by intermediate variable of organizational values.

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### 1. Introduction

Stress is a matter which has been ever accompanied by man in spite of developing science and technology and never keeps away human completely; publishing more than one hundred thousand papers and books in this field, studying and controlling stress in addition to its effects show the importance of stress. Also work and job play important roles in people's life and affect their well-being and happiness considerably. From 1960 up to now, job has increasingly shared people's life; if employment is an excited challenge for people but it can be considered as a big stressful resource in people's life. Job stress affects people's health, decreases life quality and increases probability of hurt by job. In contrast deviation behavior is an intention al behavior which violates organizational norms and threatens organization and employees' health or both. Deviation behavior is regarded as one of social hurts committed by someone against social norms and forms; it makes his/her work out of order and based on it affects function of family and society (Allahverdi et al., 2012). Organizational values also include comprehensive and almost constant and dominant beliefs as measures, behaviors, communications, reactions or other final position serving as references and resources for members of

organization in all levels and providing conditions to survive, well-being and achievement of their goals. In other hand revolutionary leadership is one of leadership paradigm in organizational psychology investigated increasingly. Revolutionary leadership increases subordinates' satisfaction and their confidence to leadership in addition to their emotional commitment (Yaaqoobi et al., 2010).

### 2. Problem explanation

In recent decade there are useful stresses and nervous stresses are sometimes necessary to stimulate and excite human. Presenting stress discussion often points to its effects and wastes and useless stress is considered. Therefore stress affects increasingly functions and activities of organization's members. Managers, employees and customers in organization are specially influenced by mental states under the effect of nervous stresses and commit actions reflected directly in organization output (Alvani, 2011; Dasoomi and Salehi, 2015). Consequences of job stress include individual and organizational consequences including: behavioral consequences (violence and hurt), mental consequences (depression and insomnia), physical consequence (heart-failure and headache) and organizational consequences including: decreasing suitable action, increasing numbers of absenteeism, resignation cases, decreasing job satisfaction and organizational commitment; as job stress is followed

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by improper consequences for employees and based on it organizations, managers are responsible for studying employees' job stress in work environment and try to decrease or omit these factors. Also counterproductive and deviation behavior is an important problem faced by organizations. However, some experimental researches have focused on effects and consequences of this behavior. Counterproductive and deviation behaviors compromise an extent range of employees' behavior that is harmful for organization. Theft and absenteeism are two current examples in this area. In literatures related to counterproductive behaviors two similar synonyms such as counterproductive behavior and deviation behavior are used together. But there is a difference that counterproductive behavior is more seriously presented as an intentional behavior opposed with organization's goals and function. Counterproductive behaviors like field functions (civil-organization behaviors) are imagined in researches in a way which don't compromise an extent range of negative behaviors such as theft, incorrect use of information, incorrect use of time and resources in addition to improper physical and verbal actions. In general two groups of counterproductive behaviors and work deviation behavior can be considered as inefficient behaviors. These behaviors affect organization's function and inter-personal communications in addition to employees' spirit. These behaviors can avoid organization's function and lead to decrease income or decay it; they also will be followed by some consequences such as excluding employees, losing customers and bankruptcy of low-power agencies in private departments. Deviation behaviors in work environment are in the same time considered as immoral behaviors. In fact real difference between moral behavior and deviation behavior is that moral behavior is based on correct or incorrect principles and related to some principles such as justice, rule or other moral and value directives. But deviation behavior concentrates on behaviors which violate organizational norms. Therefore it can be said that theoretically participating deviation behavior by total employees' perceptions in the area of values and morality of work environment is rational. Work deviation behavior includes intentional behaviors which violate organizational norms and threatens organization and employees' health or both. Work deviation is intentional because employees have no motivation to be matched with normal expectations or are motivated to violate these expectations. Organizational norms means norm defined by organization rules and are presented as work standards. Also every behavior violating norm isn't called deviation behavior and base is threatening organization (Salmani and Radmand, 2009). In present conditions when organizations face world competitive environment, need to basic changes and work creativeness is felt. Work competitive force guides present organizations to follow new work methods after several year developing their fixed ways; therefore organizations don't have work

consistency and many organizations profit skills of change management to be competitive. And bravely try to make basic changes in organization. In these conditions role of revolutionary leadership will be more important (Geijsel et al., 2003). Revolutionary leaders are people who develop bankrupted organizations; they have high level ideas and goals and guide organizations in a future so different from their past. They are apparently comprehensive persons who can make subordinates serving with high spirits and influence organization deeply (Robbins, 1991). In other hand, revolutionary leaders are people who make high level of needs, motivations, values and spirits in subordinates intelligently. Revolutionary leadership is able to draw necessary and modern ways for new organizations. These leaders are origin of basic changes and control changes dominating organization completely and manage them. They can present clearer and better picture of future, determine their insight for subordinates effectively and force them to do challengeable works. Evidences show that in recent years deviation behaviors have been observed among many employees because they have high job stress for several reasons. It may be still observed such behaviors in some employees. These problems led to ask this question if there is a relationship between revolutionary leadership style with employees' job stress and their deviation behavior regarding intermediate role of organizational values in Rafsanjan executive systems.

### **3. Importance and necessity of doing research**

Human behavior is based on his thoughts, feelings, motivations, internal requirements and intrinsic factors which appear in several positions in different forms and influence one's function. Stress is of presented effective factors on employees' behavior and function in work and organizational environment. Nervous stress is an unavoidable sign in work environment and organization which influences people interacting them in different ways; some reactions are clear and visible and some are internal and mental which affect people indirectly. Stress affects employees' function increasingly. In a research, it was explained that stress affects organizational results negatively and leads to violation in work place, absenteeism, job fatigue and increasing accidents in work place and even may lead to emerge behavioral problems such as consuming alcohol and smoking (Gangi Arjangi and Naghy Farahani, 2009). One effective factor on people's function in organizations is stress in work place which influences health of many people dangerously. For this purpose stress and its effects in organization has changed to an important problem of organizational behavior in recent decade. Stress relates to one's job satisfaction and function directly and is one of effective components on people's health, safety and welfare that is increasingly regarded by managers for costs related to diseases

and signs resulted from stress in work place. Most reports related to economic losses, deviation behaviors committed by employees in work environments relate to the U.S and some countries; but there are some evidences which show that committing it doesn't limit to a special geographical area but it is worldwide (Fine et al., 2010). Based on some estimations 33 to 75 percent of employees involve these kinds of behavior in work environments in certain times. More importantly is that these behaviors are responsible for about 30% of comm. Eracial and economic problems created for organizations. Based on report of U.S Moral Resources Center, rate of destructive and counterproductive behaviors has been increased by ten percent from 2003 to 2007. This is the main reason of researchers' intention in area of management and behavior to consequences of these behaviors; industrial and organizational psychological experts and researches have studied and explained these behaviors for their importance and place in organizational effectiveness (Akbarian, 2007). Revolutionary managers manage changes and challenges based on continuous improvement by determining clear and exact orientations and goals and they are regarded as the important effective factors on performing programs of quality managements and as the main factors of organizational success (Salmani and Radmand, 2009). Today successful organizations make decisions and do functions based on values. It is worth to note that organizations don't make effective management based on values, but presence of employees makes this effect. Values present in organizations are so important in intra-organizational perception and changes. Values cause to recognize identity organization and used as a guidance for a successful future. Many organizations aim to keep and apply values practically and show then in and out of organization. In fact, first step to apply management based on values in an organization is accepting its philosophy in public purely. Employees should believe that management is valuable for organization based on values. In fact necessity of values is important because employees have a suitable place to develop organization's goals based on values. Based on values ways are always direct and leaders and managers should concentrate on following this direct way. Conducting this research is very important to solve problems related to job stress and deviation behaviors of employees in Rafsanjan executive systems and research findings can be useful to achieve goals and solve these problems.

#### 4. Research goals

- 1- Studying conditions of organizational values in Rafsanjan executive systems
- 2- Studying conditions of revolutionary leadership style in Rafsanjan executive systems
- 3- Studying conditions of job stress in Rafsanjan executive systems

- 4- Studying conditions of deviation behaviors in Rafsanjan executive systems
- 5- Studying the effect of revolutionary leadership on job stress in Rafsanjan executive systems
- 6- Studying the effect of revolutionary leadership on job stress by intermediate variable of organizational values in Rafsanjan executive systems
- 6-1- Studying the effect of revolutionary leadership on organizational values in Rafsanjan executive systems
- 6-2- Studying the effect of organizational values on revolutionary leadership in Rafsanjan executive systems
- 7- Studying the effect of revolutionary leadership on employees' deviation behavior in Rafsanjan executive systems
- 8- Studying the effect of revolutionary leadership on employees' deviation behavior by intermediate variable of organizational values in Rafsanjan executive systems
- 8-1- Studying the effect of organizational values on employees' deviation behavior in Rafsanjan executive systems
- 9- Studying the effect of job stress on employees' deviation behavior in Rafsanjan executive systems

#### 5. Performed researches

In a research as "intermediate role of energy feeling on connection between stress with creativeness, civil behaviors and deviation behaviors" Golparvar and Vaseqi (2011) studied intermediate role of energy feeling in connection between stress with creativeness, civil organizational behaviors and deviation behaviors. Statistical society of this research includes two industrial and manufacturing complexes in Isfahan City among which 275 people were selected randomly to participate in the research.

Golparvar et al. (2008) conducted a research to study the relationship between organizational values with job stress, emotional fatigue and employees' organizational deviation behavior in Isfahan Zob Ahan Factory from which 385 people were selected randomly. Results of step by step regression analysis show that there is a significant negative relationship between organizational values with job stress, job fatigue and deviation behavior.

In a research by aim of studying role of emotion with injustice and destructive behaviors of employees found that positive emotion balances relationship between reaction injustices with output as the first component of destructive behaviors.

Rajaeepour and Lafti (2011) conducted a research in order to study the relationship between organizational cultures with components of management based on values in Education Organization of Abadeh City. In hypotheses of this research relationship between dimensions of organizational cultures including risking, communication motivation, team work and management were examined based on values.

## 6. Research theoretical framework

In this research job stress and deviation behavior are considered as base variables and revolutionary leadership and predictor variable and organizational values as intermediate variable. Job stress can be defined as physical and mental responses and occur when job obligations don't match employees' abilities, resources or needs. Also job stress can lead to health weakness and even injuring people. Job stress is also defined as reaction between work conditions and personal characteristics of employed person; extra rate of work environment requirements and as a result related pressures on which one can't dominate (Akbarian, 2007).

## 7. Research methodology

Regarding nature and goal of studied subject in this research correlation method was used. Statistical society of the research includes all executive systems in Rafsanjan containing 3072 employees from which 240 people were randomly selected as sample size. And four questionnaires were used as gathering data instruments containing 23-question questionnaire of job stress, 18-question questionnaire of deviation behavior, 32-question questionnaire of organizational values and 39-question questionnaire of revolutionary leadership. And their reliability and validity were studied.

## 8. Research hypotheses

Hypothesis 1: Conditions of organizational values in Rafsanjan executive systems are proper.

Hypothesis 2: Conditions of revolutionary leadership style in Rafsanjan executive systems are proper.

Hypothesis 3: Conditions of employees' job stress in Rafsanjan executive systems are proper.

Hypothesis 4: Conditions of employees' deviation behavior in Rafsanjan executive systems are proper.

Hypothesis 5: Revolutionary leadership affects job stress directly.

Hypothesis 6: Revolutionary leadership affects job stress by intermediate variable of organizational values indirectly.

Hypothesis 7: Revolutionary leadership affects deviation behavior directly.

Hypothesis 8: Revolutionary leadership affects employees' deviation behavior by intermediate variable of organizational values indirectly.

Hypothesis 9: Job stress affects employees' deviation behavior directly. 8-research hypotheses analysis 8-research

Hypothesis 1: Conditions of organizational values are proper.

Zero assumption and opposite assumption are as following:

Zero assumption: Conditions of organizational values aren't proper.

Opposite assumption: Conditions of organizational values are proper.

Based on results obtained from Table 1, zero assumption is rejected because p-value is less than 0.05. So conditions of organizational values are proper.

Hypothesis 2: Conditions of revolutionary leadership style are proper. Zero assumption and opposite assumption are as following:

Zero assumption: Conditions of revolutionary leadership aren't proper.

Opposite assumption: Conditions of revolutionary leadership are proper.

Based on results obtained from Table 3, zero assumption is rejected because p-value is less than 0.05. So conditions of revolutionary leadership style are proper.

Hypothesis 3: Conditions of employees' job stress are proper.

Zero assumption and opposite assumption are as following:

Zero assumption: Conditions of employees' job stress aren't proper.

Opposite assumption: Conditions of employees' job stress are proper.

Based on results obtained from Table 3, regarding that 20% of employees accepted opposite assumption and p-value is less than 0.05, zero assumption is rejected. So conditions of employees' job stress as a negative variable are proper.

Hypothesis 4: Conditions of employees' deviation behavior are proper.

Zero assumption and opposite assumption are as following:

Zero assumption: Conditions of deviation behavior aren't proper.

Opposite assumption: conditions of deviation behavior are proper.

Based on results obtained from Table 3, regarding that 23% of employees accepted opposite assumption and p-value is less than 0.05, zero assumption is rejected. So conditions of employees' deviation behavior as a negative variable are proper.

Hypothesis 5: Revolutionary leadership affects job stress directly.

As shown in Fig. 1 it is determined that significance coefficient between revolutionary leadership and job stress is 2.229 that are more than 1.96. It explains significant direct effect of revolutionary leadership on job stress.

Hypothesis 6: Revolutionary leadership affects job stress by intermediate variable of organizational values indirectly.

Hypothesis 6-1: Revolutionary leadership affects organizational values directly.

As shown in Fig. 1 it is determined that significance coefficient between revolutionary leadership and organizational values are 1.303 that is more than 1.96. It explains insignificant effect of revolutionary leadership on organizational values.

Hypothesis 6.2: organizational values affect job stress.

As shown in Fig. 1 it is determined that significance coefficient between variables of organizational values and job stress is 0.289 that is less than 1.96. It explains insignificant direct effect of organizational values on job stress.

According to rejecting 6-1 and 6-2 secondary hypotheses it can be said that causative effect of independent intermediate variable of revolutionary leadership style and dependent variable of job stress is direct.

Hypothesis 7: Revolutionary leadership affects deviation behavior directly.

As shown in Fig. 1 it is determined that significance coefficient between variables of revolutionary leadership and employees' deviation behavior is 1.347 that is less than 1.96. It explains insignificant direct effect of revolutionary leadership on employees' deviation behavior.

Hypothesis 8: Revolutionary leadership affects employees' deviation behavior by intermediate variable of organizational values indirectly.

Hypothesis 8-1: Organizational values affect employees' deviation behavior.

As shown in Fig. 1 it is determined that significance coefficient between variables of organizational values and employees' deviation behavior is 3.330 that is more than 1.96. It explains significant direct effect of organizational values on employees' deviation behavior.

According to rejecting 8-1 secondary hypothesis based on the effect of revolutionary leadership on organizational values, organizational values don't play role intermediately on relationship between revolutionary leadership and employees' deviation behaviors.

Hypothesis 9: Job stress affects employees' deviation behavior directly.

As shown in Fig. 1 it is determined that significance coefficient between variables of job stress and employees' deviation behaviors are 6.011 that is more than 1.96. It explains significant direct effect of job stress on employees' deviation behavior (Table 2).

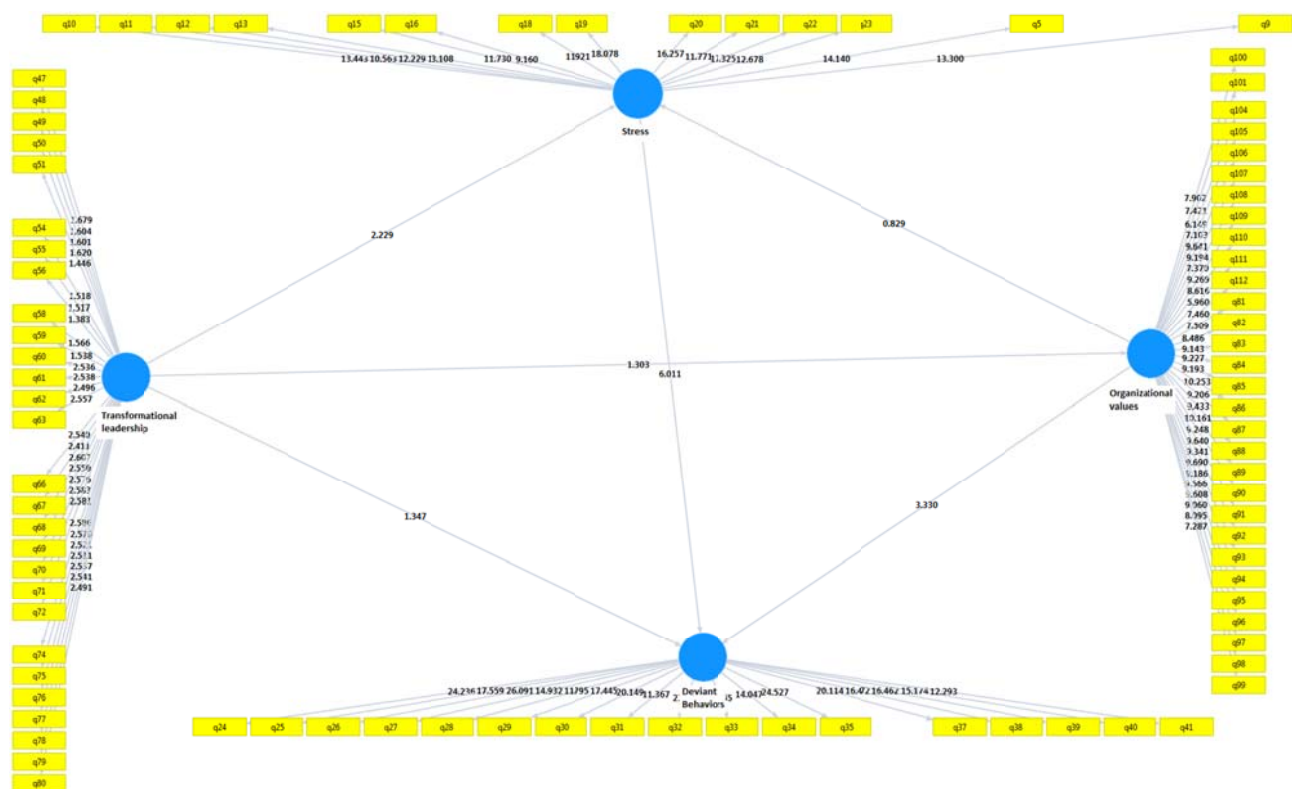


Fig. 1: Drawn model by Z significance coefficient

Table 1: Colmogroph- Smirnouf test to study normality assumption of research variables

Deviation behavior	Job stress	Revolutionary leadership style	Organizational values	Colmogroph- Smirnouf test Significance level Numbers
1.55	1.436	2.406	0.978	
0.016	0.032	0.000	0.295	
240	240	240	240	

### 9. Discussion and conclusion

This research is based on strategy of high relationship between dimensions of job stress, deviation behavior, and revolutionary leadership in addition to organizational values in Rafsanjan executive systems. Results show that revolutionary

behavior affects job stress positively and significantly. In this regard it can be concluded that revolutionary leaders by some measures such as motivating followers potentially, meeting their higher needs, proper behavior in job environment and encourage adopting challenges of work environment cause to make confidence in

employees. This confidence feeling then decreases job stress. This result is accordant with findings of Bass and Avolio (1990) who explained that revolutionary leadership leads to employees' commitment and low level of job stress. Results also show that revolutionary leadership doesn't affect job stress and deviation behavior indirectly by intermediate variable of organizational values. In this regard it can be concluded that values are regarded as challenges faced by revolutionary leaders. They always look at them thoughtfully in order to get matched with them. As values are fixed and constant in organizations and are less flexible, revolutionary leadership doesn't affect

organizational values and indirectly on job stress and deviation behavior by intermediate variable of organizational values. This result doesn't match findings of Golparvar et al. (2009) research. Results show that revolutionary leadership doesn't affect deviation behavior directly. At first based on primary model of research it easy anticipated that there is a direct relationship between revolutionary leadership and deviation behavior, but analyzing data showed an insignificant relationship because questions of revolutionary leadership are presented in organizations which are managed by concentrated and government method.

**Table 2:** AVE values for research variables

Deviation behavior	Job stress	Revolutionary leadership style	Organizational values	Variable
0.519	0.356	0.385	0.436	AVE

**Table 3:** Related to ratio test to study conditions of revolutionary leadership style, deviation behaviors and job stress variable

		Group	Abundance	Observed ratio	Sample ratio	p-value
Job stress	disagree	<=2.99	193	0.80	0.50	0.000
	agree	>2.99	47	0.20		
	total		240	1.00		
Deviation behaviors	Disagree	<=2.99	184	0.77	0.50	0.000
	agree	>2.99	56	0.23		
	total		240	1.00		
Revolutionary leadership style	disagree	<=2.99	168	0.70	0.50	0.000
	agree	>2.99	72	0.30		
			240	1.00		

### 10. Suggestions based on research findings

Results show that revolutionary leadership affects job stress directly and in this regard organizations are suggested to consider factors of revolutionary leadership such as goal and mission of organization, giving confidence feeling to employees and respecting them, supporting their ideas and opinions, rewarding them, regarding their problems and trying to solve them by reacting employees in order to keep their mental and physical health.

Results show that organizational values affect employees' deviation behaviors. In this regard organizations are suggested to involve intra-organizational decisions, programs and reactions by regarding values.

Also results show that job stress affects employees' deviation behavior directly; as decreasing job stress causes to decrease emerging deviation behaviors. So organizations are suggested to consider following cases:

- 1- Preparing a suitable space to job and providing needed facilities
- 2- Preparing suitable field to participate employees in making decision and developing participating management thoughts
- 3- Encouraging and motivating employees to learn job educations
- 4- Conducting out of program activities and making suitable facilities in order to make job advantages for employees

- 5- Presenting free consultation services in order to prevent tensions and stresses resulted from job and decrease their consequences
- 6- Increasing individual and jib abilities
- 7- Work discipline and respecting job principles
- 8- Eliminating waste methods of doing job while being dominant on all dimensions of job
- 9- Making friendly communications with employees and prepare a friendly space in work environment
- 10- Making a safe environment
- 11- Inserting employees in jobs accordant with their profession and personality.

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