Investigating the Impact of Transformational Leadership and Social Responsibility on Employees' Work Conscience

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Abstract

The purpose of the current research is to study the impact of transformational leadership and social responsibility on the work conscience of Sepah bank employees. The research method is descriptive-correlational in terms of the applied purpose, in terms of the data collection method, and also quantitative in terms of the type of data. The statistical population of this study is all the employees of Sepah Bank in Ardabil city, 179 people were selected as a sample using Morgan's table. The random sampling method was simple. In order to collect data, three standard questionnaires were used, and for data analysis, Kolmogorov-Smirnov tests were used to determine the normality of the population, and Pearson's correlation coefficient tests, multiple regression using the Inter method, with 21Spss software. The results of the hypotheses test showed that transformational leadership and social responsibility have a significant effect on the work conscience of Sepah Bank employees. And also according to the effect coefficient of transformational leadership and social responsibility variables, it explains 0.321% of the variance of the dependent variable of work conscience. That is, 0.321% of the changes in the working conscience of the studied employees depend on the transformational leadership and the social responsibility of the employees.

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Introduction

Conscientiousness is one of the basic prerequisites of organizational health and it is an internal commitment to comply with the requirements related to assigned duties. A researcher considered work conscience as a driving force to improve the quality of care. Identifying individual factors, especially psychological factors, personality traits and psychological needs of people in the work environment, is effective in examining work conscience [1]. As mental health is an influencing parameter on work conscience, the weakening of mental health is the basis for weakening work conscience. Work conscience is a feeling of internal obligation to meet the quantitative and qualitative needs of work, which is a set of values, tendencies and beliefs crystallized in a person. It can be [2]. In every organization, work conscience is like an infrastructure that plays a

vital role in the formation of the organization's super-structures such as structures, functions, behaviors and functions. Organizations are aware of the importance of the role of work conscience in order to achieve progress and excellence (3). Transformational leaders in beliefs, the values and goals of the followers penetrate and leave an extraordinary impact on their followers. They transform the entire organization through their words and actions. The followers of these leaders feel trust and loyalty towards them and engage in work with high spirit and pleasure. (4) Current leadership theories show that leadership behaviors can be classified into two main styles: transformational leadership and exchange leadership, transformational leaders, are charisma. They motivate the subordinates and in their ideals and moral values through; Creating and expressing an inspiring vision of the future, asking for revision. This style of leadership creates an emotional bond between leaders and employees. (5). A researcher believed that transformational leaders have vision and challenge others to do exceptional work. According to him, only transformational leaders are capable of drawing the necessary paths for new organizations, because they are the source of changes, have full control over the changes governing the organization, and dominate the wave of changes. Transformational leaders are leaders who have a deep influence on their followers and They have wonderful (6). Transformational leadership is often related to supervisors' work performance and employees' attitudes in issues such as trust in leaders, job satisfaction, team and organizational commitment, and loyalty. Researchers (7) believe that transformational leadership is mostly related to the positive attitudes and emotions of employees. Transformational leadership gives employees hope for the future and a convincing and appropriate perspective. The organizational perspective is a unique feature and includes the organization's framework and approach to competitors. Transformational leaders help their followers to raise the level of creativity and self-improvement (8). Transformational leaders support their employees and educate them and establish a good relationship with them (9). Today, companies use social responsibility as an important competitive advantage strategy. According to the theory of stakeholders, Social responsibility strate-gies in a company for the organization are the satisfaction of the various interests of the company, consumers, government, employees and investors (10). Because without these activities, the beneficiaries may give up supporting the organization. The growing competition of the banking industry requires gaining new customers and maintaining current customers, banks offer various plans in order to increase their presence in the market. With increasing awareness about social responsibility, banks also participate in social responsibility projects (11).

Today, the dynamism of the organization and administrative systems alone does not depend on updating technology, changing structures and adding material capital. Although these factors are also important in their own place, what plays a central role in maintaining and improving organizations and the administrative system is the human being. Organizational man must be developed (6). One of the important issues that organizations are facing today is the question of how to work conscientiously. The performance of employees is strongly affected by the level of their conscientiousness and discipline (12). Employees with high conscientiousness work harder, value the organization, and less problems are seen in their work (13). Conscientiousness is a force. which commits the individual to perform a series of goal-oriented behaviors in the organization and also to converge different thoughts and tastes to form a constructive behavior (14). Work conscience causes the employees of the country's administrative and organizational system to put their abilities, talents and expertise not only without control but also voluntarily in order to achieve the goals of the organization, and under the shadow of this work conscience, the country's sustainable development programs are insured (6). People with high work conscience consider the goals and values of the organization as their own goals and values and strive to achieve them (15). Several factors are effective in creating and strengthening work conscience. Some of the factors are cultural and social factors, personal personality factors and family and educational factors in the formation of work conscience of people. (12). An important factor that affects the work conscience of employees in the organization is transformative leadership. Transformational leader-

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ship by using organizational mechanisms such as rewards, communication, organizational policies and practices and methods creates a psychologically productive culture with the characteristics of being spiritual, productive, passive and willing to maintain the status quo, which causes transformational leadership. to be successful in dynamic environments (15). According to the theory of transformational leadership, a leader needs to use internal actors to perform the necessary tasks for the organization to achieve its desired goals. In this regard, the goal of transformational leadership is to ensure that the path to the goal is clearly understood by internal actors, removes potential obstacles within the system, and encourages actors to achieve predetermined goals (16). Transformational leaders, by creating changes in the attitude, beliefs and goals of the followers and also creating better conditions for understanding the organization's vision, strategy, mission and goals, make employees willing to do difficult and challenging tasks and feel a sense of unity and identity (8). Another factor that affects the work conscience of employees in the organization is social responsibility. Human social life has always been associated with the feeling and request of commitment and responsibility. In the history of philosophical thought, many reasons have been presented for this request and the need to create this universal feeling. In particular, the theoretical framework of social responsibility is drawn from within the philosophy of ethics and by explaining the appropriate role of individuals in collective life. These roles are accompanied by obligations and responsibilities. The common aspect of the concept of social responsibility in all types of moral philosophy is the acceptance of sympathies and loyalties along with bonds and attachments. From McIntyre's point of view, human nature is dependent on social situations and characteristics, and moral agents search for their abilities in social obligations and loyalties. The initial definitions of corporate social responsibility date back to the 1950s. (7). In the sixties, the first efforts to present a better and more accurate idea and image began. The three researchers related to the subject at that time are Davis, Frederick and McGuire. Davis was the first person to point out the power of organizations and social responsibility. He defined the social responsibility of the company as the decisions and behaviors of the company, the reasons for which are at least beyond the boundaries of the organization. Failure to balance power and social responsibility can ultimately lead to the decline of the company. Frederick calls the company's social duty a means to improve the social and economic well-being of the society (16). But McGuire conducted a more comprehensive research in this field in an article entitled Business and Society and considered the concept of social commitment beyond the economic and legal commitment of companies (6). The development of social responsibility is related to the increasing pressure caused by competition and environmental expectations. Most service organizations look at the issue of social responsibility from a strategic angle to improve their identity (14). Perception of the organization's social responsibilities refers to the evaluation and deduction of employees from social responsibility programs towards themselves and society. There are many empirical evidences that show that employees play the most important role in advancing social responsibility strategies (12). Due to the growth of competition and the need to retain customers and the higher costs of attracting new customers than retaining customers, banks are trying to increase the repeat purchase of customers. Applying social responsibility towards customers, society and people and humanitarian activities can gain the trust of customers. With the increase of customers' trust in the activities of banks, their satisfaction and loyalty increase and the more customers are satisfied with the services of banks and the better their needs are satisfied, the more customers will return and buy again. Specifically, the ideal influence factor in transformational leadership. The leadership path leads to the highest ethical level and in turn leads to higher social responsibility. The ideals that bring the common interests and the sustainable preservation of the environment will promote the social responsibility of bank employees. This belief may have been formed due to their sense of belonging and independence. The theorists found that there is a great connection between the transformational leadership style and organizational social responsibility. Since the development and progress of any society depends on skilled and experienced human resources who put dis-

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cipline and work conscience at the forefront of their activities and in the direction of Achieving social order, peace and mental comfort should not be neglected for a moment. The present study seeks to answer the following question: Is there a significant effect between transformational leadership and social responsibility on the work conscience of Sepah bank employees?

Research Methodology

This is a descriptive analytical research of the correlation type. The statistical population in this research included all employees of Sepah Bank in Ardabil city (official, contract, contract, part-time) working in 1401, 335 people. Determining the sample size using Cochran's formula, 179 people were estimated for a population of 335 people, which were selected by simple random sampling, and the research questionnaire was provided to them. At the end, the statistical results were analyzed using SPSS software version 25 with Pearson's correlation coefficient, regression analysis.

Work Conscientiousness Questionnaire: The standard work conscientiousness questionnaire was created by Costa and Cary (1992). The number of questions is 16 questions and it has two dimensions: reliability (1-8), success orientation (9-16), based on a five-point Likert scale (completely Satisfied to completely dissatisfied) is designed. The reliability coefficient between the total score of the Cronbach test and the total score of the test was equal to 0.854

Bass and Avolio Standard Transformational Leadership Questionnaire (2000): Questionnaire using 20 items, questionnaire components of mental persuasion (1 to 5), ideal influence (6 to 12), inspirational motivation (13 to 16), individual consideration (17 to 20), which is from the Multifactor Leadership Questionnaire (MLQ) is taken, it is measured. This questionnaire has four dimensions of individual consideration, mental persuasion, inspirational motivation, and ideal influence, and is based on a five-point Likert scale. The reliability of this tool has been confirmed in various studies. The reliability coefficient between the total score of the Cronbach test and the total score of the test was equal to 0.889

Organizational Responsibility Standard Questionnaire: The social responsibility questionnaire has 21 questions designed and built by Carol in 1991, which has 4 components (economic obligations (1-5), legal obligations (6-10), moral obligations (15-11) and philanthropic commitments (21-16) were measured with a five-point Likert scale. The reliability coefficient between the total score of the Cronbach test and the total score of the test was equal to 0.809.

Findings

The data of 179 employees of Sepah Bank in Ardabil city were analyzed. which is presented in table one descriptive statistics of the variables, as shown in table one, the mean of work conscience variable (2.75) and standard deviation (0.652), the mean of transformative leadership variable (3.82) percent and the standard deviation (0.770) shows the average social responsibility (2.82) and standard deviation (0.576).

Table 1: Descriptive statistics of variables

	Mean	SD	Var.
Work conscience	2.75	0.652	0.426
Transformational leadership	3.54	0.770	0.593
Social responsibility	2.82	0.576	0.333

In the present research, three hypotheses were proposed, and the findings of these hypotheses are as follows.

The first hypothesis: there is a significant effect of transformational leadership on the work conscience of Sepah Bank employees.

Table 2: Correlation test between transformational leadership and work conscience

Variable	Correlation coefficient	Sig.	Result
Transformational leadership on work conscience	0.305	0.000	Accepted

Considering the normal distribution of the desired variables and that both of them are interval type, Pearson's correlation coefficient test was used to measure the relationship between the desired variables. The results of the relevant data analysis (Table 2) showed that the correlation coefficient between transformational leadership variables on work conscience is equal to 0.350

and the significant level is 0.000, that is, less than 0.05. Therefore, it can be concluded that there is a significant positive relationship between these two variables.

Second hypothesis: There is a significant effect of social responsibility on the work conscience of Sepah bank employees.

Table 3: Correlation test between social responsibility and conscientiousness

Variable	Correlation coefficient	Sig.	Result
Social responsibility - working conscience	0.507	0.000	accepted

Considering the normal distribution of the desired variables and that both of them are interval type, Pearson's correlation coefficient test was used to measure the relationship between the desired variables. The results of the relevant data analysis (Table 2) showed that the correlation coefficient between variables between social responsibility and work conscience is equal to 0.507 and the significant level is 0.000, that is, less than

0.05. Therefore, it can be concluded that there is a significant positive relationship between these two variables.

The third hypothesis: transformational leadership and social responsibility of employees have a significant effect on the work conscience of employees of Bank Sepah Bank.

Table 4: regression analysis test results

Model	Non-standard coefficient		Standard coefficient	t-value	Sig.
	B	Std.error	Beta		
Constant function	0.409	0.114	-	3.584	0.000
Transformational leadership	0.245	0.028	0.345	1.620	0.000
Social responsibility	0.817	0.025	0.923	32.926	0.000

According to the results obtained from Table 4, it can be said that there is a significant relationship between the total of independent variables and the dependent variable of the research (work conscience). The standardized beta value shows the importance of each predictor in the model. The higher the value, the more important it is. According to the results obtained from the regression and according to the regression coefficients from the highest coefficient to the lowest coefficient belonging to the variable between social responsibility (0.923), transformational leadership is (0.345), that is,

per unit improvement between transformational leadership Good work and social responsibility increase with work conscience, and on the contrary, the more it declines, the same amount of work conscience decreases, and transformational leadership and social responsibility are significant predictors for work conscience and predict it positively.

Discussion

The present research was conducted in order to investigate the effect of transformational leadership and social responsibility on the work conscience of the

employees of Sepah Bank, the results of the analysis of information and data showed that transformational leadership and social responsibility significantly increase conscience. The work of the bank employees was ruined. In other words, employees who had transformational leadership and social responsibility showed more employee conscientiousness. Also, employees' work conscience is an emotional relationship that an employee has with his job, organization, manager, and colleagues, and it affects his double efforts in his work, and in this case, employees will feel more responsible for the goals, key strategies, and success of the organization. Therefore, creating interest and passion for work can lead to the flourishing of employees' creativity and innovation in the organization. As the results showed, transformational leadership has a significant effect on the work conscience of the employees of Sepah Bank of Ardabil. It can be concluded that it is consistent with the previous studies (13-16), in explaining the above hypothesis, it can be said that the way that transformational managers choose to work with their employees causes the growth and development of their employees, that's why every Whether this characteristic of managers increases, the level of conscientiousness of managers and employees increases, characteristics such as transformation and dynamism of leaders, continuous and continuous actions, and mutual respect and trust have caused managers to have a high level of conscientiousness. The second main hypothesis: social responsibility on There is a significant effect on the work conscientiousness of Sepah Bank employees in Ardabil, which is consistent with the findings of other researches (14).

Practical suggestions for research

- It is suggested that banks should establish a forum for the better implementation of social responsibility, so that the necessary training and practical solutions can be explained.
- It is suggested that bank managers create an independent unit called social responsibility to continuously play the role of social responsibility in the bank in front of the beneficiaries (clients) by compiling time and training programs and specifying the responsibilities.

- The managers of the organizations should inform the employees of the (legal) responsibilities and duties of their organization in front of the society by arranging meetings and programs.
- The managers of the organization, by providing arrangements in the organization, hire people in the organization who are bound by the ethical principles approved by the organization and society.
- In organizations that do not use the transformational leadership style, the reason for the lack of motivation and enthusiasm of people to have a transformational leadership style should be investigated.
- Transformational leaders are suggested with transformational measures such as changing weak managers as soon as possible, retaining successful and exemplary managers, quickly solving employee problems, converting corporate forces to contracts, monitoring overtime, training disciplines according to needs. The region and the start of big works in the organization of the workplace have a positive effect on organizational changes.
- Transformational leaders by empowering the human force, by involving employees in important organizational decisions, providing a platform for the emergence of ideas in formal and informal organizational meetings, and finally by using techniques to empower employees to be innovative in order to adapt to changes.

Conclusion

In explaining the results of the research, it can be said that employees who have social responsibility and work conscience are interested in doing responsible activities at the level of the organization and for the clients in the bank. Employees with a high sense of responsibility in the bank affect the work conscience of the employees. In general, the findings of the research showed that the responsibility of the employees is effective with the conscientiousness of the employees. Therefore, it is concluded that social responsibility towards the general public, employees, will be prioritized in the company's plans. Prioritizing the interested parties will lead to an increase in mutual attention to the company and the company's products, and this will ultimately lead to an increase in the value

of the company and the productivity of the organization.

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