



## The effect of transformational leadership on job commitment according to the mediating role of organizational resilience

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### ABSTRACT

**Background and Aim:** It is expected that transformational leadership will create a new attitude in the managers of startup ecosystems by developing job attachment and organizational resilience, so that the context for efficient and effective startup activities is provided. The present study investigates the effect of transformational leadership on job attachment about the mediating role of organizational resilience in startup ecosystems. **Method:** The current research is descriptive, survey and correlation type. Also, the statistical population of this research consists of all the managers of startup ecosystems. The sample size was determined using Cochran's formula of 86 people and the sampling method of the present research is simple random. Research data were collected using Organizational resilience questionnaire (2018), Edwards and Kilpatrick's (1948) occupational attachment questionnaire, and transformational leadership questionnaire (1997). The reliability of the questionnaires was confirmed using Cronbach's alpha method of 0.849 and the instrument's validity was confirmed using the content method. Research information was analyzed with the help of Smartpls software and using descriptive and inferential statistics tests and structural equation model. **Results:** The results of this research indicate that transformational leadership has a significant effect on organizational resilience and job attachment; Also, the results show that the effect of organizational resilience on job attachment has become significant. **Conclusion:** These results emphasize the need to recognize the mediating role of organizational resilience in investigating the relationship between transformational leadership and job attachment.



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## Introduction

Today, in numerous researches on the relationship between transformational leadership and job attachment, it has been described as a strategic process. Meanwhile, employees consult and interact with their leader to interpret group and organizational-level actions. Leaders can establish close relationships with subordinates, and these relationships remain stable through job attachment, honesty, and richness of verbal communication between the leader and the members; Such leaders create more opportunities to explain employee commitment and an innovative cultural climate suitable for developing organizational resilience (Poonamallee et al., 2018). On the other hand, the results of these studies, which have been conducted in various ways, have shown that transformation-oriented leadership can impact the organization's performance, decision-making process, and, consequently, organizational resilience (Schaufeli et al., 2016). Research has shown that transformational leadership is influenced by a series of factors such as knowledge management, culture, organizational strategies and organizational resilience, which paying attention to can be an important step towards improving efficiency and effectiveness and increasing transformational leadership in the organization. Therefore, managers should adapt and commercialize their ideas as far as necessary in compatibility with the innovation of other companies; however, they are looking for ways to market the professional capabilities of their employees by establishing paths even outside their current field of activity. (Kahn, 2020). Managers should pay attention to increasing and improving the capabilities of transformational leadership based on the job attachment of employees by strengthening and developing their human capital. As a result, they can stabilize their position to develop employees' resilience. Following this importance, it is expected that transformational leadership with The development of job attachment and organizational resilience should create a new attitude in the managers of startup ecosystems in order to provide the context for the efficient and effective performance of startup activities. Now these questions are raised at the level of activities performed in startup ecosystems, what

effect does transformational leadership have on the job attachment of startup ecosystems through organizational resilience?

## Method

The current research is descriptive, survey and correlational. Also, the statistical population of this research consists of all managers of startup ecosystems. The sample size was determined using Cochran's formula of 86 people and the sampling method of the present study was simply random. The reliability of the questionnaires was confirmed using Cronbach's alpha method of 0.849 and the instrument's validity was confirmed using the content method. This research is based on the structural equation model. Therefore, the Partial Least Squares (PLS) method has been used to analyze the data.

## Results

GOF index higher than 0.4 shows the fit of the model. The value of the fit index is equal to 0.776 and is larger than the value of 0.4 and shows the appropriate fit of the model. Simply put, the data of this research fits well with the factorial structure and the theoretical foundation of the research, indicating that the questions are aligned with the theoretical structures. Standardized coefficients and t values showed that transformational leadership significantly affects job attachment and organizational resilience ( $p < 0.05$ ). Also, the results showed that the effect of organizational resilience on job attachment is significant ( $p < 0.05$ ). Finally, the path analysis results indicated that transformational leadership significantly affects job attachment with the mediation of organizational resilience ( $p < 0.05$ ).

## Conclusion

In this research, the effect of transformational leadership on job attachment was analyzed through the mediating role of organizational resilience in startup ecosystems through structural equations, and the results showed a positive effect and the existence of a relationship between transformational leadership on job attachment.

Like all studies, the present study had limitations, the most important of which was the use of a questionnaire as an information-gathering tool, which reduced the accuracy of the data and as a result of the statistical findings, so caution should be observed in the generalization of the findings.

According to the research results, employees committed to work should be prepared to accept

resilient change and have key capabilities to implement the appropriate transformational process. Managers should induce appropriate and constructive change based on idealistic ideas to the entire organizational structure and create a strong and ideal vision for startup ecosystems. It is suggested that managers improve the level of job attachment and creativity in employees through the implementation of policies such as mobilization of resources and facilities and continuous and on-the-job training as well as the transfer of new skills to employees to carry out organizational affairs. In this direction, evaluation of service performance and, increase of commitment, reduction of displacement in order to develop organizational resilience should be done. It is suggested that the managers of startup ecosystems should encourage the followers to use all available resources, ways and means of obtaining internal and external information, and consider the ethical consequences of their creative decisions for better organizational resilience, for the success of the employees and by creating a suitable environment of trust and respect. Managers are suggested to take action by delegating authority, creating a competitive environment, holding training courses, and providing a suitable platform for promoting and developing their creativity. This approach gives employees the necessary skills and ability to provide appropriate services and move in line with the needs of startup ecosystems. It is suggested that to promote employees' job attachment, managers should build power relations between themselves and employees equally to achieve a collective goal and real transformation.

#### Conflict of Interest

According to the authors, this article has no financial sponsor or conflict of interest.

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