Investigating the Effect of Transformative Leadership on Promotion of Employees’ Job Performance based on the Role of Trust as a Mediator

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Abstract
Trust has been known as a main variable in the effect on transformative leadership and job performance. The objective of this study is analyzing the role of trust as a mediator in the effect of transformative leadership on employees’ job performance. Leaders that are transformative create a group of positive results in the organization. The research is an applied study and performed based on descriptive survey. Population of this study consisted of 150 experts of one of health centers in Tehran. The sample size is 70 and calculated based on Morgan table. Validity and reliability of all three questionnaires was acceptable. Relationships between transformative leadership factors and trust as a mediator and job performance was tested as six hypotheses in the present study and results indicate significant and strong relationship between transformative leadership factors, job performance and trust as a mediator. At end, proposals such as research domain expansion to other cities and provinces and comparison of results to each other and analysis of this subject from different viewpoints and study on managers of other organizations were provided.

Keywords: Trust in the Mediator, Transformative Leadership, Job Performance

Introduction
Transformative leadership is occurred when the leaders upon making awareness and acceptance of group goals and mission by employees and their persuasion to pay attention to the group goals beyond personal needs, can promote the employees’ wills (Bass, 1995). This leadership style is beyond interactive leadership therein reformatory activates, bilateral interactions and award in case of meeting the expectations of leader is focused. In the viewpoint of Crawford & Bryant (1992), transformative leadership consists of following factors: idealized influence, inspirational motivation, intellectual stimulation, personal notice, articulating the vision. Nowadays, organizations are working in a dynamic, ambiguous and tabulated environment. One of the current most obvious characteristics is wonderful and continuous changes and developments which are created due to social, cultural, political, economic and technology developments. According to the beliefs of plenty of management experts, efficient and knowledge-based human resource in addition to creating value added in products and services, considerably helps for acquiring competitive advantage and organizational sustainable development. Thus, employees’ job performance is one of guaranteeing factors of organizations’ growth and development. The experts and scholars have consensus that nowadays, the employees are key agents for sale, service, productivity, quality, profit and improvements relate thereto and naturally employees’ performance is very effective in this relation. During last decade, always evaluation of employees’ job performance has been taken as benchmark for assessments and planning of organization managers. Researches indicate that trust is one of the most important factors of organization success and is assumed as a competitive advantage for the organization and accordingly, it can be raised as an important competitive advantage under transformative leadership. Transformative leadership is one of leadership paradigms in organizational psychology that has been researched extensively. Leadership and its effect on organization effectiveness have a long background and were analyzed and discussed by experts of this field, until now. Transformative leadership is a part of new leadership paradigm and explains a process that
changes the people and is connected to values, moral characteristics and long-term goals. Transformative leadership increases satisfaction of subordinates and their trust in leadership and their emotional commitment as well. Leaders that express transformative behaviors create a group of positive results in the organization. Researches indicated a positive relationship between transformative leadership and job performance. In the current business competitive environment, major concern and effort of organizations is constituted for survival, development and their comprehensive advancement. Major resources of each organization are referred to human, financial and technical resources thereof. Certainly, human capital determines the other aspect of capitals, because human resource using its capabilities and planning uses other resources. Results of recent researches show that employees that perform beyond their job and duty belong to a workgroup and organization that have higher efficiency as well as perform higher quality work than workers with low organizational citizenship behavior (Podsakoff & Mackenzie, 1997). Nowadays, employees in service organizations have a unique role in realization of goals and competitive advantage acquisition. Transformative leadership is one of the newest approaches propounded in relation to leadership and its relative local researches in different contexts are very insignificant. Whereas success of each organization is subject to leading and guiding consistent to organizational dynamism and flexibility and on the other side, high job performance of employees consistent to accelerated changes, made the an outstanding role for transformative leaders in organizations, but despite of increasing attention to employees’ job performance, it is lowly perceived and understood that how employees’ job performance results in transformative leadership. Although a lot of scholars and authors emphasized on the important and crucial effect of transformative leadership on employees empowerment process, but lower academic studies have considered relationship between employees’ job performance and transformative leadership. The present study was applied with the objective of analyzing the effect of trust in the mediator on transformative leadership and job performance. For this important purpose, managers seek for identification and optimum utilization of resources and capitals that acquisition thereof has a lot of costs and troubles. Major resources of any organization include human, financial and technical resources that certainly human resource determines the factors of other capitals, because human resource with its capabilities and planning has used the other resources. This study using the existing literature seeks for discovery and analysis and answering this question that how much trust in the mediator affects transformative leadership factors and job performance?

2- Definitions and concepts and background of study
Transformative leadership was firstly used extensively by Burns (1978) and later was created to distinguish a group of leaders that communicate to subordinates and followers strongly and motivationally from that group of them that extensively focus on exchange or interaction for making results. Thereafter, Bass & Avilio (1978) extended Burns (1978) ideas and stabilized the concept of transformative leadership (Hogan & Tit quoted by Gharehbolagh, 2009). One of concerns of organizations and researchers within last four decades has been leadership and attempted to realize this phenomenon by a series of academic criteria. One of the newest approaches created for study on leadership is transactional-transformative leadership designed by Bass (1985) and operated by Bass & Avilio (1995). Transformative leaders create this feeling in subordinates that they are viewed as human and help the people to see the issues in a new style. Based on transformative leadership theory, a leader needs to use internal actors to fulfill the required duties for organization to achieve to their desirable goals. Transformative leadership is referred to that group of leaders that intend to create new ideas and perspectives to provide a new path of growth and prosperity to the organization and upon making abundant commitment and enthusiasm for managers and employees, to mobilize organization members for making fundamental changes and development in the principles and basis of organization to acquire the required readiness and capabilities for movement in the new path and achieving to higher idealized performance (Sanjaghi, 2001). The concept of trust is one of concepts that have been taken into consideration and attention by experts of different academic fields. Social psychologists focusing on background factors that may increase or decrease the trust, define the trust as peoples’ expectation of others’ behavior during social interactions. Personality psychologists define the trust as a belief or expectation or feeling that is rooted in man personality or preliminary psychic capacity of man. Transformative leadership was propounded at first by Downtown, and later James McGregor Burns
and finally by Bernard Bass. In the perspective of Bass (2006), transformational leadership motivates the commitment of subordinates to organization goals and empowers them for their realization. As the viewpoint of Crawford & Bryant (1992), transformational leadership consists of the following factors: idealized influence, inspirational motivation, intellectual stimulation, personal notice and articulating the vision. From this point of view, the leaders stimulate the high level needs of subordinates so that the subordinates intensively tend to ignorance of their needs in the favor of group and organizational needs. He described the characteristics of transformational leaders in five factors as below:

Idealized influence: leaders are behavioral model for subordinates; subordinates are satisfied with their obedience and respect them indescribably.

Inspirational motivation: The leader to motivate the subordinates upon identification of opportunities, draws a perspective of the future of organization and with a great enthusiasm for its realization creates a public enthusiasms in subordinates for further effort for its realization.

Intellectual stimulation: The leader upon preparing duties and activities for the subordinates stimulates their innovation potential so that they are stimulated to use new styles for better fulfillment of duties continuously.

Personal notice: The leader has a special attention to emotions and needs of subordinates’ growth and advancement and due to skill, talent and capability provides new learning opportunities for them and compensates their troubles timely.

Articulating the vision: The vision is the art of seeing invisibles. “Vision is a realistic, realizing and attractive future for your organization”. Vision that in a completely objective concept is an imagination, yet is a special kind of imagination that is formed based on information and knowledge. Vision is your explicit expression of a destiny that your organization must move toward it; a future that is more successful and appropriate than its current status for your organization.

Vision is an attractive symbol of all matters possible for the organization- a brilliant destiny and clear way that no other organizations even an organization that is active exactly at the same work, may not have the same vision (Bass, 2006). Successful organizations need leaders that specify the suitable direction and future path of organization with their deep view and lead the people to that path and create development motivation in employees. Transformative leadership focusing on needs, values and spirits of followers takes effort for making moral responsibility in followers. Transformative leaders upon creating new ideas and visions and trust and enthusiasm for managers and employees try to make changes and developments in the organizations and promise to promote and improve the organization performance (Osborn & Marion, 2009). In addition, they are in connection to a wide range of positive consequences for employees, groups and organization that eventually upraise the performance of employees and organizations (Wang et al, 2011; Gunderson et al, 2012). Transformative leaders use their optimism and intelligent attraction and plenty of their personal capabilities to upgrade the others’ ideals and promote the employees and organizations to higher performance (Skakon et al, 2010).

Robinson (1996) defines the trust as expectations, hypotheses or beliefs of a person in relation to the probability of usefulness, appropriateness and lack of individual benefits and opportunism of subsequent actions of counter parties (Shakli & Zalbak, 2000). Bass (1985) explained that transformational leadership results in a performance beyond expectations in organizational environments. Empirical studies also indicated that there is a positive relationship between transformative leadership and job performance (Bass, 1985). The performance is one of the most common and so-called words that is used in different sciences particularly management; for instance, Google browser identifies more than 968,000,000 sources related to this word (Safari et al, 2012). Hence, definitely performance may be assumed as the most widely used words, currently. In the management texts, performance evaluation is made in individual, group and organizational levels. In addition, various patterns and standards have been formulated for specialized sections and sectors such as job performance evaluation of group, team, human resource, business process etc. Performance has been always propounded in management theories as one of challengeable and metaphoric concepts (Aasgharizadeh et al, 2010). Job performance may be defined and expressed as skill and specialty in fulfillment of duties of responsibilities. Job performance majorly consists of two elements; first element is technical performance that reflect job needs and requirements and second element is contextual or background performance that includes undefined and unspecified activities such as team and protection work (Arthur Poropat, 1955). Performance means measurement of results and knowing if the work has been performed well or not (Robins, 2002). Performance includes a group of behaviors related to job that people express them (Griffin, 1996). Performance is a word that includes the concept of activity for doing a work as well as result of the work at once (Yamani, 1994). According to the last definition, performance includes the
concept of working behavior as well as concept of reaching to the goals. Burns (1978) for the first time differentiated between transformative leaders and transitional ones. Transformative upraise the needs and motivations of followers and cause outstanding change in people, groups and organizations (Gardner & Stough, 2002). Transformative leadership style of Burns has been studied and analyzed by plenty of researchers (Bass, 1985; Benis (1985; T.Chi & Davana, 1986; Kunger & Kanugu, 1997; Kanret & Loeis, 1987; Sashkin, 1988; Shamiro & House, 1993; House, 1997). Overall, these researches explained the behaviors and characteristics of transformative leaders as below: warmth and empathy, need to power, eloquence and good rhetorical skill, intelligence and notice to the others. These leaders are able to motivate the followers, have an inspirational capability, attain the commitment of followers and can change the beliefs, attitudes and goals of people and norms of organization. In a research applied by Kalo et al (2009) analyzed transformative leadership and performance level of employees. Results thereof indicated that leadership behavior particularly transformative leadership is essentially effective on acceptance of group goals, promotion of teamwork and expectations of high performance. Authors and researchers had different

<table>
<thead>
<tr>
<th>Theoreticians</th>
<th>Factors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bass (1985)</td>
<td>Idealized influence, intellectual stimulation, inspirational motivation, personal notice to people</td>
</tr>
<tr>
<td>Bennis &amp; Nanus (1985)</td>
<td>Notice to viewpoint and idea, valuing the communications, development of personality and creation of trust</td>
</tr>
<tr>
<td>Conger (1989)</td>
<td>Understanding the situation and design of viewpoint, empowerment of others, creation of effective communications, promotion of commitment and trust making</td>
</tr>
<tr>
<td>Podsakoff et al (1990)</td>
<td>Articulating the vision, promotion of goals acceptance, prediction of high performance, individual protection, intellectual stimulation</td>
</tr>
<tr>
<td>Kouzes &amp; Posner (1995)</td>
<td>Promotion of common vision, empowerment of others, stimulation and design of path</td>
</tr>
<tr>
<td>Kent et al (1996)</td>
<td>Creation of vision, creation of facilities, effective communications, creation of spirit, enthusiasm and self-management</td>
</tr>
<tr>
<td>Pounder (2001)</td>
<td>Inspirational motivation, innovation, effective management, personal notice to people and intellectual stimulation</td>
</tr>
<tr>
<td>Rafferrety &amp; Griffin (2004)</td>
<td>Inspirational communications, intellectual stimulation, protective leadership, recognition of employees</td>
</tr>
</tbody>
</table>

3- Hypotheses

Main hypothesis
- There is a positive and significant relationship between trust in the mediator and increase of job performance.

Secondary hypotheses
- H1: A positive and significant relationship exists between idealized influence and trust in the mediator.
- H2: A positive and significant relationship exists between inspirational motivation and trust in the mediator.
- H3: A positive and significant relationship exists between intellectual stimulation and trust in the mediator.
- H4: A positive and significant relationship exists between personal notice and trust in the mediator.
- H5: A positive and significant relationship exists between articulating the vision and trust in the mediator.

4- Conceptual model
In the present study, trust in the mediator was assumed in relationship between job performance and transformative leadership factors; in other word, trust in the mediator affects trust in the mediator on transformative leadership factors and consequently job performance. Theoretical framework of this study is conceptual model based on theoretical relationships between variables.
5- Methodology
This research is an applied study and performed based on descriptive survey method. Questionnaire was used for quantitative analysis of data and use of visions and attitudes of studies departments’ employees. In this questionnaire, ordinal scale was used for data ranking. Population of present study consisted of experts of one of health centers of Tehran. To determine samples, Morgan (1970) table was used. Based on population (150 peoples), sample size was selected according to this scale equal to 70 peoples. To measure transformative leadership, Kery Barnet, John Mack Cormic & Robert Kooner (2001) standard scales were used. To measure job performance, Livia Markozi & Catrin Exing (2004) standard scale was used and standard scale of Kanavatanachi & Young Jin Yu (2002) was used to measure trust in the mediator. As a result, measurement instruments have needed validity. To assess validity of scale, the opinion of 10 experts and elites were asked that ultimately resulted in omission of one of questions. In this process, after omission of said question, validity of scale was equaled to 93.18% which shows appropriate validity. Reliability of instrument that is interpreted as credibility and accuracy means that if a measurement instrument that is made for assessment of a variable and trait is used in similar conditions in another time and place, similar results to be obtained. In addition, to determine the reliability, Cronbach’s alpha was used that ultimately Cronbach’s alpha for three scales was calculated as below:
- Job performance scale: 0.86
- Transformative leadership: 0.88
- Trust in the mediator: 0.82

Reliability of all three scales is acceptable.

6- Data analysis
To test the hypotheses, at first Pearson correlation test using sociological statistical software (for analysis of the relationship between trust in the mediator, transformative leadership and its factors and job performance) was used. Later, to identify the effective transformative leadership factors, multivariate regression analysis was used.
6-1 Results of descriptive statistics

Table 2: Frequency distribution from viewpoint of responders to transformative leadership

<table>
<thead>
<tr>
<th>Index</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Low (60-82)</td>
</tr>
<tr>
<td>Qt. Rate</td>
<td>24 36.4</td>
</tr>
<tr>
<td>Transformative leadership</td>
<td></td>
</tr>
<tr>
<td>Low (27-63)</td>
<td>5 7.6 48 7.72</td>
</tr>
<tr>
<td>Average (63-99)</td>
<td></td>
</tr>
<tr>
<td>High (99-135)</td>
<td></td>
</tr>
<tr>
<td>Answerless</td>
<td></td>
</tr>
<tr>
<td>Job performance</td>
<td></td>
</tr>
<tr>
<td>Trust in the mediator</td>
<td>11 16.7 23 34.8</td>
</tr>
</tbody>
</table>

Among responders that believe in leadership transformation in their organization, 53% evaluated this transformation averagely, about 36% thereof evaluated the leadership transformation of organization lowly and a minority (4.5%) evaluated it highly. Most of studied samples (72.7%) express job performance averagely in their behavior. Therefore, it is claimed that most of samples are averagely bound upon behaviors such as job conscience, humanism, personal mutual consistency etc. Almost half of responders (47%) have a high organizational trust, whilst people with low organizational trust form 1/6 of sample population (16.7%).

6-2 Results of inferential statistics

6-2-1 Bivariate analysis

In this section, hypotheses are analyzed.

Table 3: Bivariate correlation between trust in the mediator and transformative leadership factors

<table>
<thead>
<tr>
<th>Index</th>
<th>Trust in the mediator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job performance</td>
<td>Pearson coefficient 0.504</td>
</tr>
<tr>
<td>Idealized influence</td>
<td>Significance level 0.000</td>
</tr>
<tr>
<td>Inspirational motivation</td>
<td>Pearson coefficient 0.465</td>
</tr>
<tr>
<td>Intellectual stimulation</td>
<td>Significance level 0.000</td>
</tr>
<tr>
<td>Personal notice</td>
<td>Pearson coefficient 0.301</td>
</tr>
<tr>
<td>Articulating the vision</td>
<td>Significance level 0.001</td>
</tr>
</tbody>
</table>

Main hypothesis: Pearson correlation coefficient indicates a relatively strong and positive relationship between job performance and trust in the mediator and upon increasing the trust, staff’s performance is increased. This relationship is extendable to the population in significance level of 0.000. hence, main hypothesis is accepted.

H1: Pearson correlation coefficient shows an average and positive association between idealized influence and trust in the mediator and upon increasing idolized influence, employees’ trust is increased as well. This association is extendable to the population in significance level of 0.000. Hence, H1 is accepted.

H2: Pearson correlation coefficient shows an average and positive association between inspirational motivation and trust in the mediator and upon increasing the trust, inspirational motivation is increased as well. This association is extendable to the population in significance level of 0.000. Hence, H2 is accepted.
H3: Pearson correlation coefficient shows an average and positive association between intellectual stimulation and trust in the mediator and upon increasing the trust, intellectual stimulation is increased as well. This association is extendable to the population in significance level of 0.000. Hence, H3 is accepted.

H4: Pearson correlation coefficient shows an average and positive association between personal notice and trust in the mediator and upon increasing personal notice, employees’ trust is increased as well. This association is extendable to the population in significance level of 0.000. Hence, H4 is accepted as well.

H5: Pearson correlation coefficient shows an average and positive association between articulating the vision and trust in the mediator and upon increasing vision articulating, employees’ trust is increased as well. This association is extendable to the population in significance level of 0.000. Hence, H5 is accepted as well.

Table 4: Summary of regression analysis of trust in the mediator and transformative leadership

<table>
<thead>
<tr>
<th>Variables</th>
<th>Nonstandard coefficients</th>
<th>Standard Coefficient</th>
<th>T Coefficient</th>
<th>Significance level</th>
<th>Durbin-Watson</th>
<th>Variance inflation factor</th>
<th>Tolerance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant value</td>
<td>25.50</td>
<td>11.241</td>
<td>...</td>
<td>2.269</td>
<td>0.027</td>
<td>...</td>
<td>...</td>
</tr>
<tr>
<td>Trust in the mediator</td>
<td>0.471</td>
<td>0.170</td>
<td>0.315</td>
<td>2.768</td>
<td>0.002</td>
<td>2.072</td>
<td>1.18</td>
</tr>
<tr>
<td>Transformative leadership</td>
<td>0.479</td>
<td>0.144</td>
<td>0.379</td>
<td>3.331</td>
<td>0.001</td>
<td>1.18</td>
<td>0.842</td>
</tr>
<tr>
<td>Correlation results</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Multiple correlatio coefficient</td>
<td>0.580</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Coefficient of determinatio n</td>
<td>0.337</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Adjusted coefficient of determinatio n</td>
<td>0.315</td>
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<tr>
<td>Estimate standard deviatio n</td>
<td>12.715</td>
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<td></td>
<td></td>
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<tr>
<td>F</td>
<td>15.49</td>
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<td></td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>Significanc e level</td>
<td>0.000</td>
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</tbody>
</table>

Table (4) shows that upon entering two variables of trust in the mediator and transformative leadership, respectively 31% and 31.5% of job performance is predictable. Table of coefficients show that considering significance level, both variables of trust in the mediator and transformative leadership enter into regression equation with job performance. Standard regression equation:

(transformative leadership 0.379)+(trust in the mediator 0.315)= job performance

According to the above equation, whatever people have higher trust and whatever assess the organization leadership more transformational, also will have higher job performance.

7- Discussion, conclusion and proposals

Human capitals are assumed as the most important and valuable properties of each organization. The present study analyzes the effect of trust in the mediator on transformative leadership factors and job performance in one of health centers of Tehran. The trust is one of the important and functional concepts in the sociology that is mentioned in management theories. Perhaps this concept is one of a few agreed contents in various management paradigms. In current conditions, transformative leadership together with trust in the mediator requires increasing performance of employees; a concept that is explained in the organizational words to its best, within the present decade. Transformative leadership affects employees’ job performance from different aspects. Transformative leaders due to their different characteristics promote the others’ ideals and lead the employees and organization to higher levels of performance. These relationships were tested based on six hypotheses in the extant paper. Summary of results indicated a significant and strong relationship between three elements including transformative leadership, job performance and trust in the mediator.

This study shows a strong association between trust in the mediator and job performance upraise, in relation to main hypothesis of this research, and obtained results demonstrated strong association between these two variables. In connection to first secondary hypothesis that indicates a significant and strong
relationship between two elements of idealized influence and trust in the mediator, it is proposed to
managers to create public trust in the organization goals. To increase the public trust, commitment to
promises, honesty in communications, creation of appropriate communication canals, open doors policy
and availability of managers, observance of justice and fair, creation of responding culture and gradualness
of process must be taken into account. In addition, senior managers of organization must express
transformative behaviors in practice and be introduced as sample and model in this relation, to underlie for
transformational behaviors in lower levels of organization. In consideration of second secondary hypothesis
that shows a significant and strong relationship between inspirational motivation and trust in the mediator,
the leaders create inspiration and managers create motive. It is clear that a manager may keep his position
without inspiring, but leadership without inspiring is an impossible matter. There are a lot of motivating
factors such as persuasion, targeting etc., but don’t assume that inspiring is another name for creation of
motive. Inspiring develops the peoples so that they think and act differently, and mostly have achievements
beyond their own and the others’ expectations. Behaviors related to this factor include stimulating the
enthusiasm, trust making and inspiring the employees by symbolic behaviors and convincing speeches; in
other word, this indicator refers to signs such as high expectations and sue of symbols for emphasis and
effort and mentioning the importance of goals with a simple expression. In fact, leaders upon giving
meaning, and making challenge in the subordinates can motivate them to their job and so the individual
and group spirit is stimulated. The leaders persuade the employees to imagine the predicted appropriate
future and mention their power for achievement to these expectations. Whatever motivational factors are
more, better job performance in the organization is occurred. Therefore, upon creating a durable, stable
and certain atmosphere, they underlie for high trust between employees and organization and strengthen
their job performance. In relation to third secondary hypothesis that indicated a significant and strong
association between two elements of intellectual stimulation and trust in the mediator, intellectual
stimulation is a mean at the disposal of transformational leaders that using thereof and preparation of an
appropriate environment stimulate and persuade the employees and attract their trust and confidence and
so receive better job performance of employees. In consideration of fourth secondary hypothesis that
demonstrates a significant and strong association between two elements of personal notice and trust in the
mediator, leaders diagnose employees’ individual growth and needs for progress parallel to their readiness
and counseling to them. This factor indicates manager’s personal notice to the subordinates and proper
behavior to each one of them. These leaders pay their attention to employees’ individual needs for growth
and progress by teaching and discussions. Employees are led towards higher levels of success than their
potential ability. During movement towards growth and under its protection, new opportunities are created
for learning. Individual differences are identified based on peoples' needs and demands. In the meantime,
trust between employees and leaders is increased and naturally better job performance is expected from
employees. In connection to fifth secondary hypothesis that indicates a significant and strong association
between two elements of articulating the vision and trust in the mediator, transformational leaders having
clear thoughts and orientation sense and their transfer to employees and making enthusiasm to diligence
for realization of common vision create intellectual and emotional conflict in employees which upraises the
mutual trust and faithfulness and employees with clear visions show higher job performance. Overally,
results of this study based on analysis and confirmation of all six hypotheses indicated that this study is
consistent to the studies performed by other scientists such as Organ (1983), Podsakoff & Mackenzie (1999),
performance based on findings of present study, following items may be taken into consideration:
strengthening the means for leaders’ influence on employees and presenting the leaders role model for
further trust making, ignorance of some weaknesses of employees due to group interests, creating a safe
competitive environment, presenting material and intellectual awards to people and superior groups for
development of employees’ job performance, strengthening the spirit of pluralism instead of individualism
through incorporating workgroup, and presenting award based on collaboration and cooperation of group
members for better job performance, intellectual stimulation of employees for increasing job performance
efficiency, assigning duties and affairs to employees and its consideration from different viewpoints,
inspiring and inducing optimistic imagine about future in employees and making higher trust sense for
adequate motivation and stimulus for movement toward organization goals, identification of deterrents of
better performance in the organization such as culture of individualism and solitariness, establishment of commenting system in the organization for empowering and upraising the sense of mutual trust between employees. Summary of study demonstrated the effect of trust in the mediator on job performance and transformative leadership. Since, trust in the mediator is included in meta-role behaviors in the organization, principally may not be notified and imposed to the subordinates. In addition to trust, other elements such as intellectuality, justice, binding upon professional moral and other items in the organizations may strengthen these behaviors. The other structure is research on employees’ job performance. Summary of study indicated that job performance structure is acceptable. It is notable that various factors and indicators such as different motivators, matching to job, interindividual stimulus and other elements affect the job performance. In the present study, only trust in the mediator and transformative leadership were studied. At end, it is remarkable that whereas present study’s methods are quantitative, view to the phenomena objectively is tangible and expressible. In some organizations, employees due to fear from negative consequences arising out of inappropriate evaluation of job performance, fear from propounding clear and true answers to the questions and self-evaluations. Hence, in these cases, applying qualitative or exploratory mixed researches is considerably effective on promotion and extendibility of study results.

7-1 Proposals to subsequent researchers
It is proposed to the researchers to extend the context of this study for identification of other mediator elements and analyze other items. Considering significant effect of trust in the mediator on employees’ job performance, this study emphasizes on the effect of trust in the mediator on transformative leadership. Consequently, it is proposed to the managers to pay attention to the importance of trust in the mediator in bureaucratic structures of their organizations and benefit from employees’ job performance, adequately. This suggestion may be important for managers because trust in the mediator acceptably can accelerate the effectiveness trend of transformative leadership. In addition, simultaneous utilization of transformative behaviors and use of trust in the mediator may result in job performance promotion of research and development units and upraise of effectiveness.

Following recommendations are provided to subsequent researchers:
- Expansion of research domain to other cities and provinces and comparison of results to each other;
- Analysis of this subject from different viewpoints;
- Analysis of this subject among managers of other organizations.
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