

The Relationship between Genuine Leadership and Job Motivation: a Study Based on the Mediating Role of Organizational Climate

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Abstract

Purpose: The present study investigates the mediating role of organizational climate in the relationship between genuine leadership and job motivation.

Methodology: The present study was applied in terms of purpose and field in terms of data collection and descriptive-correlational research in terms of implementation. The statistical population in this study was 1300 employees of all municipalities of District 4, of which 297 people were selected as the sample size using stratified-relative random sampling method and based on Krejcie and Morgan table. . Data were collected in the present study by standard questionnaires of job motivation Selanova and Shuffle (2001), the original leadership questionnaire for Oliva (2008) and the organizational climate questionnaire for Arabasi (2010). In order to determine the validity of the questionnaire, the apparent validity of the content was used; Also, the reliability of the tool was obtained through Cronbach's alpha coefficient for all dimensions above 0.7 (genuine leadership, 0.736, job enthusiasm, 0.838 and organizational climate, 0.779) whose results show validity and reliability. It was a research tool.

Findings: Data analysis was performed in two parts: descriptive (mean, standard deviation, graph, frequency, etc.) and inferential (Pearson correlation and structural equation modeling).

Conclusion: The results of the study showed that genuine leadership is related to the job motivation of municipal employees in District 4 with the mediating role of organizational climate.

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1. Introduction

Today, human resources are considered as the most valuable organizational resources that can lead to strengthening the competitive advantage of the organization over other organizations (Rouhi, 2017). Efficient and creative human resources are the most prominent assets of an organization. With recent advances in occupational health psychology, organizations value their employees as their most valuable gift and asset. In this regard, the job motivation of employees and the factors affecting it have been considered by many organizational researchers. In recent decades, job motivation has become more and more important as a key factor in retaining employees. Job enthusiasm, which is a concept opposite to burnout (Haji Hassani et al., 2016: 1), is the positive mental state of employees towards the profession they have chosen. Job passion is a kind of personal and professional commitment to the job and organization of the workplace (Waqar Seyedin and Salmani Mood, 2015: 19).

Robbins (2010) believes that job passion refers to the extent to which a person considers his job as a representative of himself and his work or performance as a cause of pride and gaining prestige. Organizations today need energetic and enthusiastic employees, employees who are very passionate about their job, perform their duties and responsibilities in a desirable way, which ultimately leads to improved organizational productivity and performance. (Baker and Liter) (2010 quoted in Hajloo et al., 2015: 62).

Job passion refers to high levels of energy and mental resilience while working. In other words, the desire to work harder in their profession and resilience despite the problems. The concept of enthusiasm may help to explain and interpret the behavior of employees in the workplace and is of particular importance in this regard, because despite the job enthusiasm, employees are fully integrated with their work and have a very high motivation to continue working. This motivation causes a person to behave enthusiastically in his social environment and personal life. Such employees have a lot of enthusiasm for work and a lot of creativity. They feel that their participation is leading to the development of the organization. This sense of participation in these employees also plays an essential role in their social life (Fazli Zanjani, 2015).

Hence, an employee who is very passionate about work has a high level of motivation and is more likely to show resilience when faced with difficulties. Research in this area has shown that improving the job motivation of employees in the organization has always been associated with positive outcomes and with improving staff job motivation, more job satisfaction, less absenteeism, less job change and a higher level of commitment and organizational efficiency. Observed (Demorti et al., 2001; Helberg & Shuffley, 2006; and Shuffley & Becker, 2004). Also, people who are passionate about their work have characteristics such as high self-determination and a sense of control, and in their social life, they often take more responsibility, are more present in the workplace and behaviors. They accept meta-role (Grant, 2012).

Components of job enthusiasm include the desire to work, which is basically with a high level of energy and extraordinary mental flexibility when working, the desire to invest in work and the continuation of resistance even when faced with problems, shortcomings, , Is described, the passion in work, which is described by the deep focus on one's work and the process of hard separation from work, the rapid passage of time, forgetting all the dependencies and things around while doing work and responsibility, and Dedication to work, which is described by understanding the meaningful feeling of doing work, having a sense of passion and pride in doing work, and feeling challenging. Conceptually, it is similar to job attachment and job commitment, which is defined as the degree to which a person relates psychologically well to his job (Salnova and Shuffley, 2001). The results of research have shown that job enthusiasm with positive outcomes such as job performance and strengthening civic behaviors; Organizational and job satisfaction have a positive relationship with the tendency to leave the job and the intention to leave the job has a negative relationship (Hackenin, Beger and Shuffley, 2006).

Identifying the factors affecting job motivation can be an important step towards the positive consequences of this issue. One of the factors affecting the job motivation of employees seems to be the leadership style of managers. Given the large role that organizations play in people's lives today, the needs of employees should

also be considered. Employees like to feel honesty, integrity, reliability, self-confidence and that they are part of the organization and feel a sense of belonging to the organization. Therefore, in this direction, the leader is the individual who creates such an environment and leaders at different levels of organizations play an important role in the development and continuity of ethical culture and ethical behavior. (Karami et al., 2016).

Genuine leadership as a leader behavioral model to cultivate self-awareness, internal aspects and transparency of communication with employees, balanced information processing to promote and improve positive psychological capacities and create a positive moral atmosphere. Although genuine leadership emerged as a new approach after transformational, compassionate, service, and spiritual leadership, Olivier et al. (2007) see genuine leadership as the root of all positive and new forms of leadership.

On the other hand, there is an emphasis on the original leadership model that distinguishes it from other existing styles. As an example, the emphasis on having open and positive relationships as well as behavioral stability and continuity is one of the most important aspects of the distinctions between genuine leadership and transformational leadership (Norman et al., 2010).

Genuine leadership, by establishing positive relationships and re-evaluating its values, decisions, and even weaknesses and mistakes, presents its peers and leads to positive consequences, such as creating a serious sense of trust in the expression of serious trust. And even the unconventional and the effectiveness of the organization will follow (Lagan, 2007).

The original leader develops the moral self-awareness of the followers through individual characteristics as a model. In fact, having positive social interactions with followers evokes a sense in them to do their job with more enthusiasm (Liz et al., 2005).

Regarding the effect of genuine leadership on employees' desire for work, little research has been done, which suffices to mention a few examples. Seyed Naghavi and Kaheh (2015), state that the existence of genuine leadership in the organization leads to improved motivation and desire to work among employees. Also, Falateh et al. (2017) acknowledge this relationship and state that genuine leadership leads to a desire for work among employees by changing the organizational climate. Joe et al. (2017) also positively evaluated the role of genuine leadership on employee enthusiasm.

On the other hand, genuine leadership also affects the organizational climate (Woolley et al., 2011). Organizational climate is a set of features and characteristics that distinguish an organization from other organizations (Owens, 2001). In other words, organizational climate is a set of states or characteristics that govern an organization that they are hot, cold, Makes it reliable, intimidating, facilitating or deterrent, and arises from factors such as job satisfaction, behavior, background, motivation, structure, technology, etc., and distinguishes two similar organizations (Mir Kamali, 1386). Halpin and Kraft (2000) consider the dimensions of organizational climate including team spirit, harassment, intimacy, interest, consideration, distance, influence and dynamism, and emphasis on production. Other dimensions to the organizational climate have been proposed by experts. For example, an organizational structure is a framework that managers create to divide and coordinate the activities of members of the organization. In fact, organizational structure is a model for relationships between members of an organization as well as a formal system because the top managers of organizations formally create it so that the type of organizational structure affects employee behavior and productivity (Fry, 1993), Organizational Communication, which is an important factor in the organization and connects the different parts of the organization, communication is a large part of the behavior of people in the organization and is a tool to shape the main management tasks of the organization (Barnard , 1938), rewards that tell the valuable and positive consequences of work for individuals. The reward is to provide a pleasant outcome for the individual to perform the desired behavior, which increases the likelihood of repeating that behavior (Hellergel & Slocum, 1995), an organizational commitment that means that the individual identifies the organization. In short, loyalty to the values and goals of the organization, the sense of belonging and dependence to stay in the organization is called organizational

commitment (Mir and Allen, 1991). Design strategies for risk management. In different organizations, when people work better with each other, the achievements also improve quantitatively and qualitatively, teamwork, which means group work that each group member must do and their role in the group. Perform well and help the group achieve its ultimate goals (Bilkov, 2007) and the organizational conflict in which conflicts, disputes, or confrontations of forces exist between basic needs and spiritual, religious, and moral needs, as well as incompatibility. Explains the thoughts and ideas of two or more people. Conflict is the communication interaction of people who are interdependent and feel that their interests are conflicting or incompatible.

The impact of the organizational climate is like a bridge. On the one hand, there are the objective and tangible aspects of the organization, such as the structure, regulation, and leadership practices, and the expression is the perception or feeling that employees have about these tangible aspects. In organizations where all activities are carried out within an administrative hierarchy and emphasize strict rules and regulations, organizational climate is perceived as closed and limited, and vice versa in flexible organizations where the application of regulations They give their members the initiative to take action, organizational climate is perceived openly (Shuffle, 2016). Organizational atmosphere provides a mechanism to motivate employees and their job enthusiasm. Safarzadeh et al. (2012) have emphasized the effect of organizational climate on job motivation. Dollar and Idris (2017) have emphasized this relationship. Su et al. (2017) also consider the organizational climate to be effective on entrepreneurship and employee enthusiasm.

Tehran Municipality is a non-governmental organization that manages the city of Tehran. In this organization, over the years and according to the needs of several organizations have been established as a subset that by separating the work between these organizations, urban management to be done in the best way (Ekrami, Safari and Ghalamkari, 2014).

One of the main obstacles in achieving a proper organizational climate in the municipal complex can be the lack of attention to leadership in its scientific and practical concept, the focus of administrative management and its conflict with decentralized management policies, lack of management Weak structure of human resources, management units of the regions, lack of communication between the system of administrative and human resources and also lack of sufficient trust in senior management summarized the organizational climate as one of the tools of organizational change (Asgarani, 2017).

According to the second five-year plan of Tehran Municipality Deputy for Human Resources Development (2015), based on feedback, the need for proper leadership has been emphasized more and more, and in this regard, strategic policies for training leaders, managers and employees of Tehran Municipality have been reviewed and even Issues related to leaders, managers and employees have been given priority over educating citizens. The program also states that because improving the behavior of managers and leadership, as well as the staff of Tehran Municipality will be effective in changing the behavior of citizens, the type of leadership and how they are trained to improve their knowledge, attitude and skills is very important because it causes enthusiasm. Career and development of the municipal complex.

Job enthusiasm is one of the factors that should be considered in municipal employees who are involved with the general public. This plays an important role in having a genuine leadership that provides a game environment for employees to interact with each other. Existence of genuine leadership in municipal organizations can not only promote their job enthusiasm, but also provide mechanisms to create the right atmosphere to achieve individual and organizational goals. Genuine leadership in the organization provides the mechanism to change the organizational climate and move towards, interactionism, ethics and open communication. In such an atmosphere, employees become more and more attached to their organization and try to use their maximum power to achieve organizational goals. In such a situation, employees are attracted to work and continue to achieve goals, and become more enthusiastic about continuing to work.

In this regard, little research has been done by domestic and foreign researchers, which suffices to mention a few cases, Derakhshan and Zandi (2016), in a study examined the original leadership and its role in creating

ethics in the organization. They showed that genuine leadership and its dimensions had a positive and significant relationship with organizational virtue. Among the dimensions of genuine leadership, balanced processing, self-awareness, inner moral perspective and communication transparency had the highest correlation with organizational virtue, respectively. Also, the dimensions of genuine leadership were significant predictors of organizational virtue. Also, Kameli et al. (2016) in a study examined genuine leadership and its impact on employee behaviors and the results showed that the exogenous variable (genuine leadership) was able to overcome all endogenous variables (deviant behaviors, psychological capital and Employee welfare) have a significant impact. In addition, Chegni et al. (2016), in their research, examined organizational relationships and job motivation and concluded that there is a significant relationship between the effectiveness of organizational relationships and social wear of employees, but between job enthusiasm and social wear of employees. There is no significant relationship and also the effectiveness of organizational communication through job motivation affects the social comfort of employees. Nowruzi et al. (2015) in a study examined the effect of organizational climate on the performance of municipal employees in the five districts of Rasht Municipality and showed that the organizational climate directly has a positive and significant effect on social capital and indirectly on organizational performance. In the case of external research, Fortin et al. (2018) in a study showed that genuine leadership affects employee behavior. Also, genuine leadership creates enthusiastic behaviors towards employees by creating the necessary conditions. Also, Dollard and Idris (2017) in a study examined the organizational climate and its effect on job motivation and showed that managers' support for the organizational climate leads to employee job motivation. In addition, Falateh et al. (2017) in a study examined genuine leadership and its consequences and showed that the existence of genuine leadership is effective on self-efficacy, motivation and achieving career goals. Dirick and CERN (2017) in a study examined the components of genuine leadership and showed that genuine leadership has a positive and significant effect on a secure organizational climate. Bakari et al. (2017) also examined employees' perceptions in a study and showed that the presence of genuine leadership affects organizational climate change.

Based on the above points, the main purpose of this study is to determine the relationship between genuine leadership and job motivation with the role of organizational mediator in the staff of the municipality of District 4 of Tehran:

Main Hypothesis: There is a relationship between genuine leadership and job enthusiasm due to the mediating role of organizational climate in the employees of the municipality of District 4 of Tehran. And Sub-hypotheses: There is a relationship between genuine leadership and job enthusiasm in employees of Tehran Municipality, District 4, There is a relationship between genuine leadership and organizational climate in Tehran Region 4 municipal employees, Between organizational climate and job enthusiasm in Region 4 municipal employees The city of Tehran has a relationship.

1. Methodology

Given that the present study examines the mediating role of organizational climate in relation to genuine leadership and job motivation, the research method is applied in terms of purpose; According to the time of research, cross-sectional; Depending on the data type, a little; According to the data collection method, it is field and according to the research method, it is descriptive-correlation. Also, research based on the nature of data is quantitative. For this purpose, it first collects quantitative data and then analyzes them. The statistical population in this study was 1300 employees of the municipality of District 4. The sample size in the present study was selected using Krejcie and Morgan table. According to Krejcie and Morgan (1997) table, for a population of 1300 people, the sample size is 297 people. The sampling method of the present study will be random-relative sampling. The classes include 8 deputies of social-cultural, technical-civil affairs, traffic transportation, urban and environment affairs, city development and economy, urban planning and development, urban planning and architecture, human resource development in proportion to the number of employees each Deputy of Statistical Society was elected. In this research, first, information and theoretical foundations and research background have been compiled based on a review of literature and referring to

libraries and universities and reading articles, books, related dissertations as well as the World Wide Web. In the next stage, three questionnaires were developed according to the hypotheses and literature of the subject and with the opinion of supervisors and consultants. The questionnaires of this research are: Selanova and Shuffley (2001) Job Essence Questionnaire, which measures the three components of job enthusiasm (6 items), work passion (6 items) and dedication to work (5 items) and It has 17 questions. The questionnaire uses a 5-point Likert scale with a range of "strongly disagree" to "strongly agree". The reliability of the questionnaire was based on Cronbach's alpha, 0.736. Olivier (2008) Original Leadership Questionnaire which has 16 questions and has the dimensions of transparency in communication (4 items), ethical aspects (4 items), balanced information processing (4 items) and self-awareness (4 items). The questionnaire uses a 5-point Likert scale with a range of "strongly disagree" to "strongly agree". The reliability of the questionnaire was based on Cronbach's alpha, 0.838. Arabasi Organizational Atmosphere Questionnaire (2010) includes 32 questions and dimensions of organizational structure (4 items), organizational communication (4 items), reward (4 items), organizational commitment (4 items), risk-taking (4 items), organizational conflict (4 items), teamwork (4 items), emphasizes the emphasis on production (4 items). The questionnaire also used a 5-point Likert scale with a range of "strongly disagree" to "strongly agree". The reliability of the questionnaire was based on Cronbach's alpha, 0.779. In the present study, SPSS and LISREL software were used to analyze the collected data and data analysis was performed in two parts: descriptive and inferential statistics. Descriptive statistics include central indices (mean, mean, mode) and dispersion indices (variance and standard deviation, tables and graphs). Also, inferential statistics were used for research hypotheses, including structural equation modeling and Was Pearson correlation. In this study, the original leadership variable was considered as an independent variable, job motivation variable as a dependent variable and organizational climate variable as a mediating variable.

2. Findings

The first hypothesis of the research: There is a relationship between original leadership and job enthusiasm in the employees of the municipality of District 4 of Tehran.

According to Chi-square and RMSEA criteria, this model provides a good fit to the data. The following table lists the most important and common fit indicators. As shown in the table below, all indicators are statistically sufficient. Therefore, it can be said with certainty that the researcher has achieved a relatively complete fit of these indicators.

Table 1. Selection of important fitting indicators of the drawing model

Acceptable fit	Amount	Abbreviation	Index name	Indicator
	1459.75	-	Covered surface (Chi-square)	Absolute fit indicators
Larger than 0.8	0.085	GFI	Fit Goodness Index	
Larger than 0.8	0.083	AGFI	Modified fit goodness index	Absolute fit indicators
Larger than 0.9	0.095	CFI	Adaptive Fit Index	
Less than 0.1	0.056	RMSEA	The root of the mean squares of the estimation error	Economic fitting characteristics

Therefore, according to the above figures, it is inferred that genuine leadership has a positive correlation with job motivation. It can then be concluded that the hypothesis of a (positive) and meaningful relationship between genuine leadership and job motivation is accepted.

Hypothesis 2: There is a relationship between genuine leadership and organizational climate in the employees of the municipality of District 4 of Tehran.

According to Chi-square and RMSEA criteria, this model provides a good fit to the data. The following table lists the most important and common fit indicators. As shown in the table below, all indicators are statistically

sufficient. Therefore, it can be said with certainty that the researcher has achieved a relatively complete fit of these indicators.

Table 2. Selection of important fitting indicators of the drawing model

Acceptable fit	Amount	Abbreviation	Index name	Indicator
	219.095	–	Covered surface (Chi-square)	Absolute fit indicators
Larger than 0.8	0.088	GFI	Fit Goodness Index	
Larger than 0.8	0.085	AGFI	Modified fit goodness index	Absolute fit indicators
Larger than 0.9	0.097	CFI	Adaptive Fit Index	
Less than 0.1	0.051	RMSEA	The root of the mean squares of the estimation error	Economic fitting characteristics

Therefore, according to the above figures, it is inferred that genuine leadership has a positive correlation with organizational climate. It can then be concluded that the hypothesis of a (positive) and meaningful relationship of genuine leadership with the organizational climate is accepted.

Hypothesis 3: There is a relationship between organizational climate and job enthusiasm in the employees of the municipality of District 4 of Tehran.

According to Chi-square and RMSEA criteria, this model provides a good fit to the data. The following table lists the most important and common fit indicators. As shown in the table below, all indicators are statistically sufficient. Therefore, it can be said with certainty that the researcher has achieved a relatively complete fit of these indicators.

Table 3. Selection of important fitting indicators of the drawing model

Acceptable fit	Amount	Abbreviation	Index name	Indicator
	2434.53	–	Covered surface (Chi-square)	Absolute fit indicators
Larger than 0.8	0.085	GFI	Fit Goodness Index	
Larger than 0.8	0.081	AGFI	Modified fit goodness index	Absolute fit indicators
Larger than 0.9	0.097	CFI	Adaptive Fit Index	
Less than 0.1	0.049	RMSEA	The root of the mean squares of the estimation error	Economic fitting characteristics

Therefore, according to the above figures, it is inferred that organizational climate has a positive correlation with job motivation. It can then be concluded that the hypothesis of a (positive) and meaningful relationship between organizational climate and job motivation is accepted.

Main Hypothesis: There is a significant relationship between genuine leadership and job motivation due to the mediating role of organizational climate in the employees of the municipality of District 4 of Tehran.

According to Chi-square and RMSEA criteria, this model provides a good fit to the data. The following table lists the most important and common fit indicators. As shown in the table below, all indicators are statistically sufficient. Therefore, it can be said with certainty that the researcher has achieved a relatively complete fit of these indicators.

Table 4. Selection of important fit indices of the drawing model

Acceptable fit	Amount	Abbreviation	Index name	Indicator
	15.64	-	Covered surface (Chi-square)	Absolute fit indicators
Larger than 0.8	0.086	GFI	Fit Goodness Index	
Larger than 0.8	0.081	AGFI	Modified fit goodness index	Absolute fit indicators
Larger than 0.9	0.098	CFI	Adaptive Fit Index	
Less than 0.1	0.057	RMSEA	The root of the mean squares of the estimation error	Economic fitting characteristics

To investigate the direct and indirect effects of independent variables on dependents, it is necessary to provide total, direct and indirect effects for the endogenous variable of the model, which can be seen in the table below.

Table 5. Separation of effects, direct, indirect and total authentic leadership in the research model

Effect			independent variable	dependent variable
Total	indirect	Direct		
0.089	----	0.089	Genuine leadership	Organizational atmosphere
0.086	-----	0.86	Organizational atmosphere	Job passion
1.059	$0.089 * 0.086 = 0.076$	0.083	Genuine leadership	Job passion

Accordingly, the model of the present study can be drawn as follows

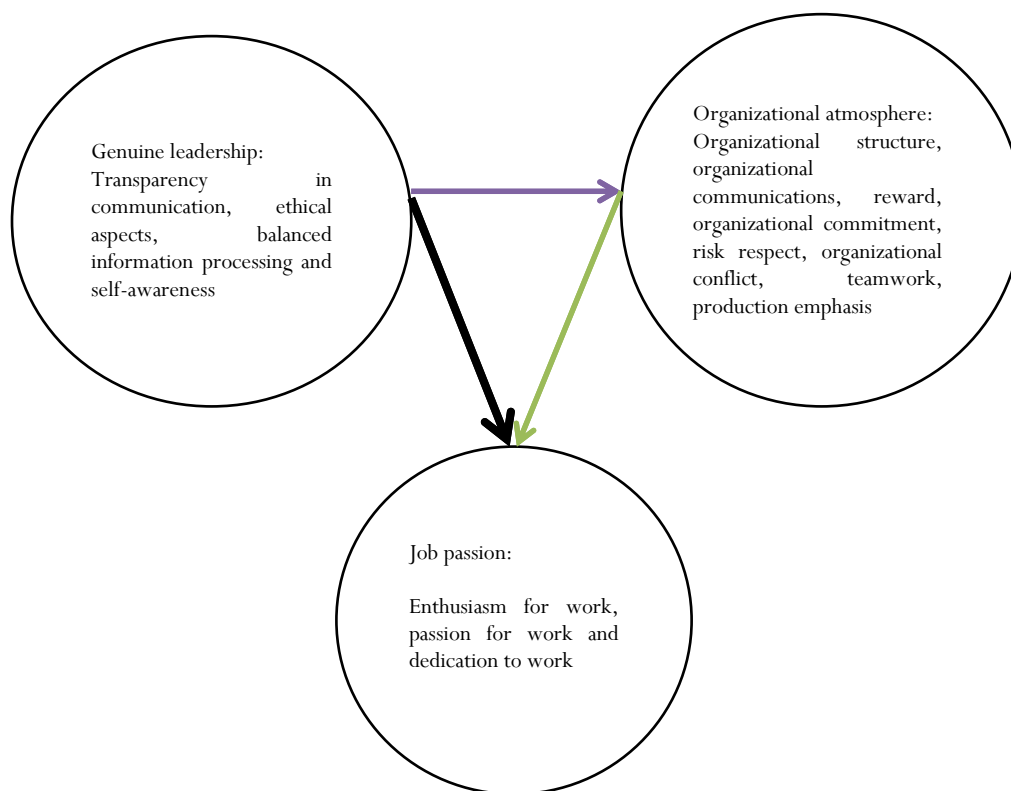


Figure 1. Conceptual model of research

3. Discussion

In the present study, we sought to consider the relationship between genuine leadership and job motivation, given the mediating role of the organizational climate. The research findings showed that the components of genuine leadership, job motivation and organizational climate of employees are directly related. Accordingly, it is very important to pay attention to the leadership style in municipalities and in relation to employees. At the same time, it should be noted what kind of leadership style is suitable for the development and growth of municipal employees and can motivate and motivate them to work. Genuine leadership style can play an important role in the municipal organization due to the right principles and good consequences that follow. This style of leadership, in addition to emphasizing ethics and all its principles and all its principles are based on ethics, also pays special attention to self-awareness and transparent communication between members of the organization. Adherence to moral principles has been emphasized in Islam, which is the most complete religion. Also, in the upstream documents of the country, such as the vision document, ethical points and their institutionalization in an organization are considered very important and it is emphasized that attention and promotion of ethics should be the top priority of managers, employees and organizational policy makers. Accordingly, genuine leadership style can be considered as one of the best leadership styles because if there is such leadership in municipalities, ethics and adherence to moral principles and values will be transmitted to society.

In addition, genuine leadership creates a sense of interpersonal trust between them and management by encouraging employees to partner with each other and establish transparent and open communication. In an atmosphere of trust, employees prefer to develop their work, and they do this by researching, attending scientific and applied conferences, and presenting ideas and innovations. Creating a sense of trust pervades the entire organization if the organization has a fair and supportive atmosphere. This is where the organizational climate category comes into play. Another finding of the present study was the relationship between genuine leadership and organizational climate. Genuine leadership in the municipality can provide the infrastructure that is reflected in the organizational structure and culture of the organization. This means that open communication, interpersonal interactions and partnership, which are the main components of genuine leadership, prevail as an organizational climate in municipalities so that newcomers to this organization can see a friendly, participatory and ethical atmosphere.

Explaining the first hypothesis of the research, it can be stated that according to the findings of the original leadership research, there is a positive correlation with job motivation. Based on this, the first hypothesis of the research is accepted. In this regard, Kameli et al. (2016) state that genuine leadership affects the well-being of employees and this indicates the existence of enthusiasm and job satisfaction among them. The findings of the present study are consistent with the findings of this study, because both studies emphasize the need for genuine leadership as a factor in creating employee enthusiasm and well-being. Chegni et al. (2016) also examine organizational communication to understand whether it affects the job motivation of municipal employees or not, the findings of their research are consistent with the findings of the present study and both organizational communication is one of The main components of genuine leadership are considered to be the factor of employees' job motivation. In addition, the findings of the research of Seyed Naghavi and Kaheh (2012), which examines the relationship between genuine leadership and job motivation and creativity of employees, are in line with the findings of the present study. The researchers concluded that the results suggest that the mediator variable of job desire has a relatively complete effect on the relationship between original leadership and creativity, and that original leadership can play a significant role in improving creativity by influencing employees' work ethic. Be. In this regard, Fortin et al. (2018), like the present study, emphasize the need for genuine leadership in the organization and its impact on the originality of employee behavior and have concluded that the presence of genuine leadership not only changes employee behavior but also It makes them more interested in their job. Regarding the first research hypothesis, we can refer to the theory of Olivier and Gardner (2005) and infer that genuine leadership is conscious leadership that pays much

attention to the way it thinks and behaves, and this is due to ethics and value. Employee staff also generalizes. In organizations such as municipalities, which are organizations that the general public deals with, the existence of ethical and genuine behaviors that show a genuine and efficient culture can lead to self-awareness of its employees. If we consider the municipality as a small part of the system of the client organizations of the country. We find that area managers who play a leadership role and are ethical or encourage employees to interact with each other and participate in tasks are more successful. They are the leaders who apply the principles of originality in leadership and management. Employees who serve under genuine leadership are, in fact, fully aware of the context in which they operate, as well as confident, hopeful, optimistic, flexible, ethical and forward-thinking. The existence of such leadership focuses on today's challenges, namely the ethical issues, the uncertainty and the constant changes that occur around organizations, and the all-encompassing development that is so much emphasized today. In addition, it recognizes universal values such as social justice, equality, intellectualism, benevolent values such as honesty, loyalty and responsibility, and positive emotions toward others. With these principles, he provides a mechanism through which employees are not only attracted to their work, but also do their best to be the best in their work. Regarding having an ethical spirit, as it has been mentioned a lot in religion, it should be said that ethical orientation and perfection with the support of moral and natural capital helps employees to know themselves better and with the help of capable leadership. In the organization, identify their path and do their best to achieve organizational goals. Employees who are exposed to such leadership principles hold themselves accountable and insist that they can contribute to the development of the country if they dedicate themselves to their work. The leader's positive and genuine behaviors, both among employees and in inter-organizational relationships, are perceived by followers as a lasting quality and, in fact, build trust among employees. This trust may also be in the values and beliefs that the leader defends. Building trust in the municipality, like other organizations, generates value. A value that not only gives meaning to the work but also attracts the satisfaction and employees. The synergy that emerges creates a passion for work among them, because along with competitiveness, there is participation in all things business.

Explaining the second hypothesis of the research, it can be stated that genuine leadership has a positive correlation with organizational climate. Hence, the second hypothesis of the research is also accepted. In this regard, it seems that the findings of Derakhshan and Zandi (2016) research are consistent with the findings of this hypothesis in the present study. Derakhshan and Zandi argue that genuine leadership creates an atmosphere in which employees put organizational virtue and ethics at the forefront of their work. This can be clearly seen in the findings of the present study. Falateh et al. (2017) also point out that creating an atmosphere of self-efficacy and attention to organizational goals is one of the consequences of having genuine leadership in the organization. In this regard, the present study, according to the research findings, emphasizes that genuine leadership can change the organizational climate. The findings of Bakari et al. (2017) are in line with the findings of the present study and confirm this in their research and state that genuine leadership has a significant effect on organizational climate.

Regarding this hypothesis, we should refer to Lagan's theory (2007) which states that genuine leadership exposes itself to positive, value-based relationships, decisions, and even its weaknesses and mistakes. Give. This principle in genuine leadership makes employees feel more confident in their managers and leaders and believe that their presence in the workplace is due to the supportive and justice-oriented organizational climate. Genuine leadership, in fact, as a behavioral model results from positive psychological capacities and a positive organizational ethical atmosphere and promotes self-awareness, internal ethical aspects, balanced information processing, and clarity of relationships in working with followers.

(Valumba et al., 2008). This kind of leadership puts honesty and integrity at the forefront

Gives (Olivier and Gardner, 2005) and if it is institutionalized in the organization, it affects the organizational climate. As a result, honesty and ethics, which are the main component of genuine leadership, are institutionalized throughout the organization. One of the important components of genuine leadership is the

inner aspects of morality and refers to behaviors that are guided by internalized moral values and standards in the individual rather than based on external pressures such as colleagues, organization and community. Be. In the case of municipal employees, if this type of behavior is continuous and institutionalized among them, it becomes a value that is the main pillar of the organizational climate in municipalities and, in fact, will be the exclusive mark of that organizational unit. In fact, the inner aspects of morality reflect the leader's commitment to the core values of morality, and Olivier and Gardner argued that the structure of genuine leadership is inherently moral. He introduced the components of genuine leadership and stated that the internalization and consolidation of moral principles as a behavioral guide is one of the hallmarks of genuine leadership. The organizational climate in municipalities usually reflects the attitude of individuals and employees. For this reason, in the unit where the original leadership and the principles of this leadership rule, due to the dominance of morality, commitment and open relations between individuals, there is a positive attitude among the members of the organization and this causes a positive view in society. Unfortunately, in our country today, there is no such view of municipalities, and people consider going to the municipality as a trap that has been spread for them and they will surely get caught in it. This attitude stems from the lack of genuine leadership in this organization.

In explaining the third hypothesis, it can be stated that according to the research findings, the organizational climate is related to the job motivation of the employees of Tehran Municipality, District 4. In other words, as the organizational climate improves, employees' job motivation improves. In this regard, we can refer to the findings of Nowruz et al. (2015), which is consistent with the findings of the present study. In his research, he found that the organizational climate has an indirect effect on the performance of the employees and encourages them to work and recruit. Safarzadeh et al. (2013), in line with the present study, have concluded that the organizational climate is a good predictor of job motivation and civic behavior of employees. Delard and Idris (2017), like the present study, concluded that a safe organizational climate leads to employee job motivation.

In this regard, it can be said that many researchers believe that organizational civic behavior, which is a set of voluntary and voluntary behaviors that are not part of the official duties of the individual, improves the performance of the organization, due to lack of motivation and that Rewards and material factors are not involved, they are becoming more and more important. These behaviors create job motivation that disappears in the absence of motivational factors. In order to motivate such behaviors, intrinsic motivators and various underlying factors in the organization must be considered. One of these factors is a dynamic and supportive organizational climate. The existence of such an atmosphere strengthens the occurrence of enthusiastic and motivational behaviors in employees and promotes employees to self-prosperity (Safarzadeh et al., 2012). Factors that create job enthusiasm in the organization such as the existence of a stable atmosphere, through issues such as increasing attention to internal and external needs of employees, creating job security, proper communication between employees and management, placing creative contexts in the organization, respecting innovative and innovative ideas In the organization and promoting rewards for innovative ideas and creating an innovative atmosphere in the organization can be added to the irresponsible behaviors of employees in the workplace and these behaviors can be encouraged.

In explaining the main hypothesis of the research, it can be stated that according to the research findings, genuine leadership is related to job motivation through the mediator variable of organizational climate. Therefore, the main hypothesis of the research was confirmed. The findings of the research conducted in line with the present study are all in line with the research findings and emphasize the effect of genuine leadership on job motivation, the relationship between genuine leadership and organizational climate and the relationship between organizational climate and employee job motivation. Based on this, we can refer to Derakhshan and Zandi (2016), Kameli et al. (2016), Chegni et al. (2015), Nowruzi et al. (2015), Naghavi and Kaheh (2012), Safarzadeh et al. (2012), Fortin et al. (2018), Delard and Idris (2017), Falatah et al. (2017), Bakari et al. (2017).

Regarding this hypothesis, it should be noted that one of the most important and fundamental tasks of management in the municipal organization, like other organizations of the third millennium, is the category of leadership. In fact, the importance of leadership is due to the influence it has on its subordinates. This influence is applied with the aim of achieving organizational goals and is one of the important organizational tasks of a manager. Leaders often focus on the whole organization, long-term strategies and plans, and play important roles within the organization (Sui et al., 2017). Leaders strive to pave the way for change. Also, increase the commitment and sense of ownership in their people and followers, and also think about the stability of their organization while motivating them to innovate. Among the various leadership styles that can have positive or even negative consequences on employees and the organization. Genuine leadership is especially important because of its ethical principles and the participation of its members. According to Research findings: This type of leadership can have a significant effect on teachers' job motivation. Positive psychologists advocate this type of leadership style because it is based on positivity and promotes the growth and prosperity of members. Having a genuine leader in municipalities can create a sense of trust between all members of the organization by creating transparent relationships between themselves and employees, as well as between employees. So that employees and management have complete trust in each other and believe that all their activities are aimed at achieving the overall goals of the organization. When trust is established between the people of an organization. It becomes a necessary ground for more motivation and commitment to work. In the case of municipal employees, despite the interpersonal trust created by genuine leadership, they increasingly believe in management and try their best to achieve organizational development and career growth. In such a situation, innovation mechanisms emerge because it is welcomed by the original leadership and encouraged by the employees by fully supporting their innovations. It also lets them know that they have a full-fledged supporter who can raise organizational issues with him or her without any worries and benefit from their valuable suggestions through partnerships and engagement with colleagues. In addition, self-aware leadership spreads this behavior throughout the organization. Employees are self-aware, use their act of self-assessment correctly, and monitor all their actions in all their work activities at the municipal level. On the other hand, if they know that the management and leadership of the organization strives for their well-being and believes in them, they try to remove not only themselves, but also the organization from the benefits of motivation. On the other hand, genuine leadership also affects a set of characteristics and characteristics that distinguish an organization from other organizations (Wooli et al., 2011). These characteristics are the organizational climate. According to what has been said, several suggestions can be made about the statistical population of the research in order to improve attention to research variables in order to improve the enthusiasm for work and performance of municipal employees. First of all, to establish a circle in the municipality of this region and its job is to continuously evaluate the employees and the rate of burnout and their job enthusiasm. In this regard, they can use the evaluators who are also present in the municipality of District 4. On the other hand, since one of the important components of genuine leadership is to establish transparent communication among employees, therefore, it is recommended to hold weekly meetings. Be held between district managers and staff at all levels to be closely informed of their working situation. Also, self-assessment forms should be distributed to employees every two weeks to evaluate themselves and measure their job enthusiasm.

Resources

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