



ACHIEVING SUSTAINABLE JOB PERFORMANCE OF EMPLOYEES THROUGH TRANSFORMATIONAL LEADERSHIP AND EMPLOYEE PARTICIPATION

Alcançando desempenho sustentável do trabalho dos funcionários através da liderança transformacional e da participação dos funcionários

Ali Fallahnejad¹, Reza Nazari², Mehdi Moradzadeh Fard³

¹Department of Accounting, Karaj Branch, Islamic Azad University, Karaj, Iran, ²Department of Accounting, Karaj Branch, Islamic Azad University, Karaj, Iran., ³Department of Accounting, Karaj Branch, Islamic Azad University, Karaj, Iran.

Email: nemar1982@yahoo.com, Reza239@yahoo.com, moradzadehfard@yahoo.com

ABSTRACT

The aim of this study was to investigate the relationship between the use of transformational leadership style and sustainable job performance of Keshavarzi Bank of Iran employees with respect to the mediating role of employee participation. The present study was an applied goal and in terms of descriptive method was a correlation. The statistical population of the present study consisted of 483 senior and middle managers of the Agricultural Bank of Iran with at least 5 years of experience. A questionnaire was used to collect research data, the validity, reliability of which were confirmed by CVR, and Cronbach's alpha. After collecting data to test the research hypotheses, the structural equation modeling method was used in Smart PLS software. The results of testing the research hypotheses showed that transformational leadership style has a positive and significant effect on sustainable job performance of Keshavarzi Bank of Iran employees and directly predicts 0.755 of changes related to sustainable job performance. The results also showed that transformational leadership style through employee participation has a positive and significant effect on sustainable job performance of Keshavarzi Bank of Iran employees. Accordingly, it can be said that employees who are guided by transformational leadership style, often strive to benefit the organization beyond the defined job tasks and achieve a stable level of job performance in the long run.

Key-words: Transformational leadership, Sustainable job performance, Employee participation of Keshavarzi Bank of Iran.

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ALCANÇANDO O DESEMPENHO SUSTENTÁVEL DO TRABALHO DOS FUNCIONÁRIOS ATRAVÉS DA LIDERANÇA TRANSFORMACIONAL E DA PARTICIPAÇÃO DOS FUNCIONÁRIOS

Achieving sustainable job performance of employees through transformational leadership and employee participation

Ali Fallahnejad¹, Reza Nazari², Mehdi Moradzadeh Fard³

¹Department of Accounting, Karaj Branch, Islamic Azad University, Karaj, Iran., ²Department of Accounting, Karaj Branch, Islamic Azad University, Karaj, Iran., ³Department of Accounting, Karaj Branch, Islamic Azad University, Karaj, Iran.

Email: nemar1982@yahoo.com, Reza239@yahoo.com, moradzadehfard@yahoo.com

RESUMO

O objetivo deste estudo foi investigar a relação entre o uso do estilo de liderança transformacional e o desempenho profissional sustentável dos funcionários do Keshavarzi Bank of Iran com relação ao papel mediador da participação dos funcionários. O presente estudo foi um objetivo aplicado e em termos de método descritivo foi uma correlação. A população estatística do presente estudo consistiu de 483 gerentes sênior e médios do Banco Agrícola do Irã com pelo menos 5 anos de experiência. Um questionário foi utilizado para coletar os dados da pesquisa, cuja validade e confiabilidade foram confirmadas pela CVR e alfa de Cronbach. Após a coleta de dados para testar as hipóteses de pesquisa, foi utilizado o método de modelagem de equações estruturais no software Smart PLS. Os resultados do teste das hipóteses de pesquisa mostraram que o estilo de liderança transformacional tem um efeito positivo e significativo no desempenho do trabalho sustentável dos funcionários do Keshavarzi Bank of Iran e prevê diretamente 0,755 de mudanças relacionadas ao desempenho no trabalho sustentável. Os resultados também mostraram que o estilo de liderança transformacional por meio da participação dos funcionários tem um efeito positivo e significativo no desempenho sustentável do trabalho dos funcionários do Keshavarzi Bank of Iran. Assim, pode-se dizer que os funcionários que são guiados pelo estilo de liderança transformacional, muitas vezes se esforçam para beneficiar a organização além das tarefas de trabalho definidas e alcançar um nível estável de desempenho no trabalho no longo prazo.

Palavras-chave: Liderança transformacional, Desempenho profissional sustentável, Participação dos funcionários do Keshavarzi Bank of Iran.

INTRODUCTION

In the current competitive situation of organizations and in an environment where successive changes and the need for continuous innovation is its main feature, only organizations that understand the strategic role of their human resources and are capable, skilled, and knowledge-based and have people will succeed. Have stable performance; for this reason, the need for professionalism of the organization's human resource management system has been considered (Erkul et al, 2018). Identify their strengths, weaknesses and weaknesses and guide them in a sustainable path in performance. Therefore, improving the job performance of employees is one of the basic and important issues that managers of organizations are looking for (Azadi & Eydi, 2015). Given that one of the basic tasks of the manager in the management process is organizational leadership, choosing an optimal leadership style can be very helpful to the organization in competitive conditions (Manzoor et al, 2019). Transformational leadership, using organizational mechanisms such as reward, communication, organizational policies, and methods, creates a mentally productive culture with the characteristics of being spiritual, productive, passive, and inclined to maintain the status quo. Make transformational leadership more effective in competitive environments (Para-González et al., 2019). Accordingly, it can be said that successful organizations need leaders who, with the right insight, determine the future path, guide people to that path and motivate employees to change (Mangkunegara, 2016). Today's organizations, including banks, are under constant pressure from competition, and this competition is becoming more and more difficult. In such circumstances, the use of all organizational capacities, in particular the participation of all employees of the organization, is necessary and decisive (Iqbal et al, 2018). Transformational leadership is a way in which the leader motivates team members to make positive changes in the organization (López-Cabarcos et al, 2022).

Transformational leaders elevate followers to achieve higher levels of seniority and aspirations and to work hard to pave the way for superior achievement (Meng & Berger, 2019). Study results show that transformational leadership It is achieved when leaders take the right approach to increase their employees' interest in work, inform them of goals and missions, and encourage their followers to think beyond personal interests (Buil et al, 2019). Transformational leadership has positive and strong relationships with job satisfaction and performance. Job performance is the amount of efficiency that is achieved due to the employment of the individual in the organization and is influenced by two factors, namely the ability of employees to perform the duties of that job (Park et al; 2021). Job performance is a behavior that is measured or valued in order to achieve organizational goals, so its attention and measurement can have many benefits, including more accurate planning of human resources to achieve sustainable performance for the organization along with Have (Ng, 2017). Along with transformational leadership as a determining factor in achieving sustainable job performance of employees, employee participation in many matters, including organizational decisions can have positive effects on improving employee performance (Saks, 2019). Job participation is a psychological state that shapes the employee's relationship with the organization and implies the employee's membership in the organization (Crawford et al, 2010). A farbon Transformation Leaders provide the ground for greater employee engagement with organizational goals by demonstrating employee openness and involvement in solutions-seeking activities and activities. This exploratory and participatory strategy creates more open ideas and solutions and as a result improves individual and organizational performance and puts it on a sustainable path (Birasnav et al, 2013). Transformational leadership based on social cognitive theory emphasizes self-regulation as an important factor in improving employee behaviors instead of focusing on external rewards (Wange et al, 2014). Given the competitive environment in the Iranian banking industry, in the last decade, the development of employee participation in achieving sustainable job performance of employees has been one of the most important concerns of banks operating in the public and private sectors. Keshavarzi Bank of Iran is no exception to this rule and seeks to achieve this in its strategic planning. Since transformational leadership is defined as the process of encouraging, changing and empowering employees in order to achieve greater benefits at the individual and organizational levels, and the results of numerous studies show the effective use of this style of

leadership in agricultural empowerment of Iran Bank employees. In order to achieve sustainable job performance, its employees seek to apply this leadership style in the organization widely.

Therefore, the present study seeks to answer an important question with this theme: that the application of transformational leadership style through employee participation will have an impact on sustainable job performance of employees. Therefore, by examining and answering this question and achieving the main goal of the research, Agricultural Bank of Iran to one of the leading banks in the field of employee empowerment, will obtain results that will improve the performance and thus the stability of employee performance. Will also, considering that no research has been done on this issue in the Iranian banking industry so far, will somehow close the existing research gap related to job performance stability and transformational leadership in the Iranian banking industry.

1. LITERATURE REVIEW

1.1 Transformational leadership and sustainable job performance of employees

Transformational leadership, by changing the attitudes, beliefs and goals of followers, as well as creating better conditions for understanding the leadership visions, mission and goals of the organization, makes employees willing to work hard and challenging and have a sense of organizational cohesion and identity. The result is a positive change in employees' job and behavioral attitudes such as good organizational citizenship behavior, organizational commitment, improvement, and sustainable job performance of employees (Yücel, 2021). Organizational is the employees' satisfaction with their supervisor and the perceived performance of the group, therefore, its proper use can affect the performance of individuals (Garcia et al, 2016). Job performance is a complex phenomenon that perhaps the simplest interpretation of it can be considered as a set of activities aimed at achieving individual and organizational goals. Job performance is a behavior that is measured to achieve organizational goals (Pattnaik & Sahoo, 2021). Transformational leaders can influence their subordinates through speech and action, and improve their subordinates' job performance by fostering a sense of belonging, creativity, and innovation (Ferozi & Chang, 2021). Accordingly, the first hypothesis of the research is presented as follows:

H1: Employing transformational leadership has a positive effect on employees' sustainable job performance.

1.2 Transformational leadership and employee participation

Transformational leadership is a type of leadership in which the interests and interests of subordinates are developed and in which there is a sense of awareness and acceptance of the goals and missions of the organization. In other words, the leader of transformation is an inspiring and humane person who intelligently motivates subordinates to look at things in a different and new way (Busari et al, 2020). However, although research supports the relationship between transformational leadership and employee readiness for change, the question arises as to how transformational leaders can increase employee readiness for employee participation (Holten & Brenner, 2015). In this context, it is believed that the behavior of mentally motivated leaders can encourage employees to develop a practical framework in which they provide all the practical solutions related to increasing participation, improving job performance and solving problems (Bouwman et al., 2017). Given that participation is the degree to which employees feel involved in the decisions and planning of the organization and their jobs, and that organizational officials seek their views on business and organizational matters, transformational leaders often emphasize participation through participatory activities. And providing opportunities to share experiences among employees, strive to achieve employee participation (Khan et al, 2018). Accordingly, the second hypothesis of the research is presented as follows:

H2: Employing transformational leadership has a positive effect on employee participation.

1.3 Employee participation and sustainable employee job performance

Employee participation in service organizations such as banks is very important from a job and functional perspective and is effective in promoting customer satisfaction (Marcel, 2021). The ultimate continuous improvement of job performance of individuals has helped a lot in such a way that the higher the level of employee participation, the higher the organizational effectiveness and sustainability of job performance (García et al, 2019). Employee participation is very effective in promoting ideas and involving more employees in the activities and processes of the organization (Tortorella et al, 2021). Implementation of the participation system can be one of the most efficient and powerful mechanisms and executive tools in motivating employees and provide a micro-collective presence and put employees on the path to improving job performance (Naqshbandi et al, 2019). Accordingly, the hypothesis the third research is presented as follows:

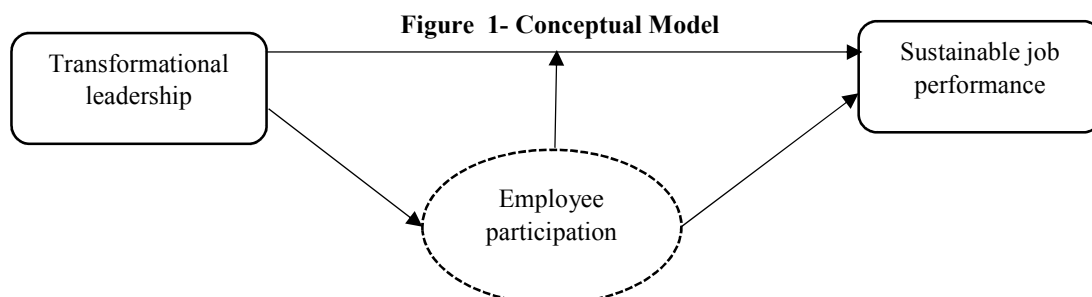
H3: Employee participation has a positive effect on sustainable job performance of employees.

1.4 The mediating role of employee participation in the relationship between transformational leadership and sustainable job performance

The results of many studies show that employee participation improves employee job performance (Buil et al, 2019). There is also ample evidence that leaders' performance can affect participation, job performance, and employee satisfaction (Meng & Berger, 2019). Involving employees in transformation programs with the aim of continuously improving job performance along with transformational leadership style are among the management measures that affect the success of the organizational change program and can pave the way for sustainable job performance of employees (Lotfi et al, 2013). Transformational leadership is a multidimensional leadership style that encourages followers to do things beyond expectations and pays special attention to group values and needs (Dierendonck et al, 2014). As transformational leaders elevate the needs and motivations of followers and create the impression that they are seen as human beings, applying this leadership style can affect employee participation (Para-González). et al., 2019). Employees who have come to believe in participation and increase their capacity to take steps to improve their job performance (Wang et al, 2022). Accordingly, the fourth hypothesis of the research is presented as follows:

H4: Employing transformational leadership through employee participation has a positive effect on employees' sustainable job performance.

1.5 Conceptual Models



Source: Prepared by author

2. METHODOLOGY

The present study is a correlational description in terms of applied purpose and in terms of data collection. The statistical population of the present study consists of senior and middle managers of the Keshavarzi Bank of Iran who have at least 5 years of work experience. Since the size of the statistical population was estimated at 483 people, the sample size required for the study was calculated using the Cochran's formula at an error level of 5%, which showed that the sample size was 215 people. In the mentioned questionnaire, the Likert Scale was used and the 5 Scale was used: very high, high, medium, low and very low. It is worth mentioning that the present research questionnaire was developed based on the research literature and based on the questionnaires used in relation to transformational leadership, sustainable job performance of employees and employee participation. It should be noted that in order to develop this questionnaire from the questionnaires: 1- Transformational leadership with 7 items taken from the study Carless et al. (2000), 2- Sustainable job performance questionnaire with 4 items based on the research of Cheah et al. (2019), 3- Employee participation questionnaire with 5 items taken from the study of Ismail et al (2019) was used. It should be noted that this questionnaire was checked for validity and reliability before distribution; In order to assess the validity of this study, content validity and CVR index were used. The questionnaire was distributed among 30 professors and experts in the field of human resource management and finally 20 people responded. This questionnaire was presented to the experts in two options "useful" and "not useful" with the aim of usefulness and appropriateness of each of the questions related to each variable. In the next step, the lavage coefficient of each question was calculated. In this regard, for 20 experts, the lavage coefficient is equal to 0.42, the coefficients of all research items were more than this value. To confirm the face validity, 30 questionnaires were distributed in the possible sample and the subjects' opinions about each of the research items and the quality of the tool were collected. After making the necessary adjustments, including adding examples to clarify some items. The final questionnaire was prepared for distribution in the research sample. In the next step, in order to confirm the reliability of the questionnaire, its internal consistency was measured by Cronbach's alpha, which confirmed it with 87% of the total reliability of the questionnaire.

In this study, statistical methods with descriptive and analytical approaches were used to analyze the collected data. The software used in this study was SPSS 23 and Smart PLS.3. In this study, in order to analyze the data, fit the conceptual model of the research and test the hypotheses, the partial least squares method in structural equation modeling (PLS-SEM) was used. It should be noted that in situations where the purpose of the study is to analyze the causal and predictive relationships, the PLS path modeling method is preferred to covariance-based techniques such as LISREL (Haier et al., 2014). The PLS method consists in a sequence of multiple regressions that allows the weights of construct components (when reaching the predefined level of convergence) and paths to be estimated between exogenous and endogenous constructs (Felipe et al., 2017). Structural equations procedure, it allows the simultaneous estimation of (direct or indirect) mediation effects or moderation effects with many constructs (Ringle et al., 2018). PLS allows weights based on correlations or regressions to be estimated, or correct with PLSc (consistent PLS) the correlations of those constructs are specified as common factors to make the results consistent with that measurement model (Dijkstra et al., 2016). In studies such as the present study, it is necessary to select and use the most desirable method from the PLS-SEM method or the CBS-SEM method. In this study, PLS method was chosen because there was not much transparency about the nature of structures.

3. FINDINGS

3.1 Descriptive statistics results

3.1.1 Descriptive statistics of demographic characteristics

In this section, the situation related to the demographic characteristics of the statistical sample was analyzed. These characteristics included gender, Level of Education and work experience of the respondents. The results are shown in Table 1.

Table 1 -Sample characteristics

CLASSIFICATION		FREQUENCY (PEOPLE)	COMPOSITION RATIO (%)
Gender	Male	155	72%
	Female	60	28%
Level of Education	Bachelor	86	40%
	Masters	103	48%
	P.H.D	26	12%
work experience	Less than 10 years (between 5 and 10 years)	47	22%
	Between 10 and 15 years	90	42%
	More than 15 years	78	36%
Total number of respondents		259	100%

Source: Prepared by author

3.1.2 Descriptive statistics of research Component

In the descriptive statistics section, the components of each research structure were analyzed by mean, standard deviation, skewness and elongation indices based on the Likert five-choice scale. The results of this study are shown in Table 2.

Table 2- Statistical description of research variables

COMPONENT	MEAN	STANDARD DEVIATION	SKEWNESS	KURTOSIS
Transformational Leadership	3.80	0.544	-1.112	0.299
Sustainable job performance	3.90	0.567	-1.478	0.774
Employee participation	3.71	0.390	-1.325	0.442

Source: Prepared by author

3.2 Results of inferential statistics

3.2.1 KMO test

In the present study, before applying the structural equation modeling method in Smart PLS software, KMO and Bartlett tests were used to ensure sufficient sample size. In performing factor analysis, one must first make sure that the available data can be used for analysis or not. This test is used for this purpose. If the value obtained for the KMO index is higher than 0.7 and close to one, the desired data (sample size) is suitable for factor analysis, otherwise (less than 0.7) the results of factor analysis for the case data. In addition, if the significance level of Bartlett test is less than 5%, it indicates that factor analysis is appropriate to identify the factor model. The results of this test are presented in Table 3. This shows that the sample size and the relationship between the variables are in good condition.

Table 3- KMO and Bartlett test results

KMO Index	0.992
Bartlett test	8452.2247
Df	214
Significance level	0.000

Source: Prepared by author

3.2.2 Structural Equation Modeling Results

- The results of fitting the measurement model

According to the PLS-SEM algorithm, in the first stage, the measurement models were evaluated. Results of evaluation of reliability criteria (Cronbach's alpha and combined reliability), convergent validity and the results of measuring the factor loads of research variables in Table 4. It shows that the values obtained for factor loads are higher than 0.5, Cronbach's alpha is higher than 0.7 and the combined reliability is higher than the set criterion, ie 0.7. Also, the result obtained from the convergent validity criterion shows that the convergent validity values of all research structures are higher than the standard value of 0.5. The Heterotrait-Monotrait Ratio (HTMT) index was used to assess the divergent validity of the research structures. Hensler et al. (2016) introduced this index. The HTMT index replaces the old Fornell-Larker method. HTMT standard limit is 0.85 to 0.9. Divergent validity is acceptable if the values of this criterion are less than 0.9. The test results of this index are presented in Table 5.

Table 4 - Model fitting results

Component	Item	Factor Loading	Cronbach's Alpha	Combined Reliability	Convergent Validity
Transformational Leadership	Leaders convey a clear and positive vision of the future.	0.988	0.830	0.837	0.596
	Leaders support employees to the best of their ability.	0.827			
	Employee leaders encourage and recognize employees.	0.709			
	Leaders strengthen trust, partnership and collaboration between teams	0.730			
	Leaders encourage employees to think about organizational issues.	0.741			
	Leaders act on what they say.	0.809			
	Leaders instill enough pride and respect in employees.	0.788			
Sustainable job performance	The number of work outputs of employees is defined according to the objectives	0.607	0.888	0.897	0.637
	The quality of the output of the employees is of a desirable level	0.689			
	Employees are careful enough to do the job.	0.726			
	Employees provide good service to their customers.	0.693			
Employee participation	Employees are involved in career planning.	0.692	0.868	0.877	0.635
	Employees are involved in choosing ways to do the job.	0.718			
	Employees are involved in the design of organizational processes.	0.816			
	Employees are involved in annual evaluations.	0.705			
	Employees are involved in decisions.	0.737			

Source: Prepared by author

Table 5- Discriminant validity

	Transformational Leadership	Sustainable job performance	Employee participation
Transformational Leadership			
Sustainable job performance	0.883		
Employee participation	0.864	0.852	

Source: Prepared by author

After obtaining the results of the values of factor loading and Cronbach's alpha coefficients, the combined reliability and validity of the partner and the analysis of software outputs, and since the values of each of the above criteria for each of the latent variables are defined above the quorum and threshold, The suitability of the convergent reliability and validity of the research model can be confirmed.

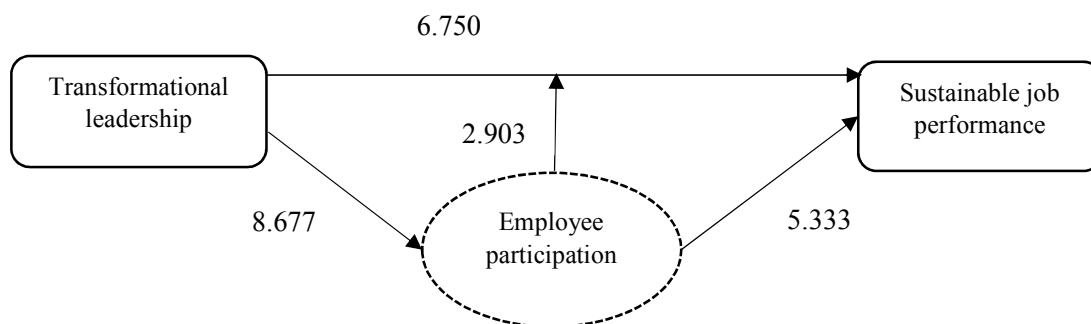
3.2.3 Fitting structural research model

After fitting the measurement models, we will fit the structural model of the research and then we will test the research hypotheses. In order to fit the conceptual model of the research, P-value, t-value, R^2 , Q^2 indices were used.

- **R^2** : This index is an essential criterion for examining the fit of the conceptual model of research. Regarding the acceptable value of this criterion, three values are introduced. These three values are 0.19, 0.33 and 0.67, which indicate the weak, medium and strong criteria of R^2 criterion. The results of the test of this index showed that the values of R^2 for the structures of sustainable job performance and employee participation were 0.708 and 0.678, respectively. Considering that the obtained value is more than 0.19, 0.33 and 0.67, it can be concluded that the structural model of the research has an acceptable fit.

- **T-value**: In the partial least squares method, various indicators are used to evaluate the report of the structural model of the research; one of the most important indicators is the T-value index. If the value of t-statistic is more than 1.96, at an error level of 5%, it indicates the correctness of the relationship between the structures under study. The results of this test are shown in Figure 2. Provided.

Figure 2-T-value



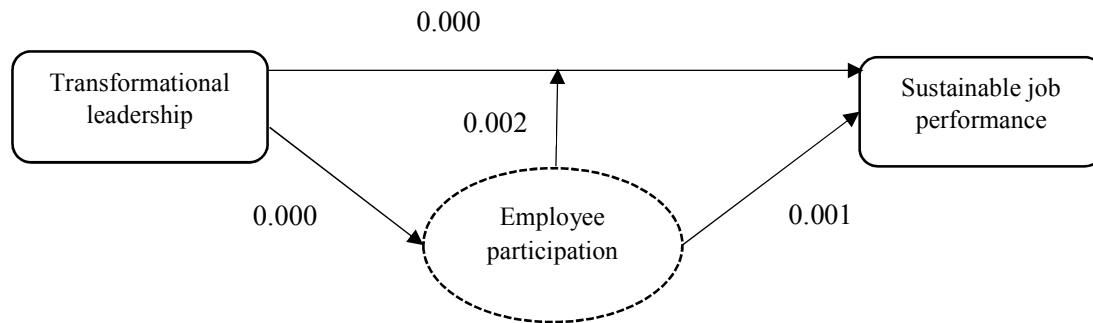
Source: Prepared by author

According to the results obtained in Figure 2, it can be concluded that all the obtained numbers are higher than the value of 1.96 and this indicates a good fit of the model.

P-value:- This index is another criterion for measuring the suitability of the model to assess whether the test results occurred due to accident or not. However, this value determines only one cut-off point for us, based on which we

claim that the findings of our study are statistically significant. Regarding the acceptable level of this index, many thinkers in the field of statistics believe that its rate should be less than 0.05.

Figure 3- P-value



Source: Prepared by author

- Q^2 : This indicator measures the predictive power of the model. Hensler et al. (2016) on the intensity of the model's predictive power for endogenous structures with three values of 0.02, 0.15 and 0.35, which indicate the weak, medium and strong predictive power of the structure, respectively. They introduced. Since the value of (1-SSE / SSO), the dependent and mediating structures of the model, ie stable job performance of employees and employee participation are 0.358 and 0.289, respectively, it can be said that this result indicates the acceptable predictive power of the conceptual model. Is research.

3.2.4 Testing research hypotheses

Based on the research data analysis algorithm using the partial least squares method, at this stage, according to the results obtained from t-value, P-value and path coefficients, research hypotheses are tested. If the value of the significant coefficient in the t-value index for each of the routes is more than 1.96 and the P-value of the value is less than 0.05, the relevant route is confirmed at the 95% confidence level and the related hypothesis is confirmed. The results are reported in Table 6.

Table 6- Test hypotheses

Hypotheses	Path coefficient	T-Value	P-value	Result
The effect of transformational leadership on sustainable job performance	0.755	6.750	0.000	support
The effect of transformational leadership on employee participation	0.827	8.677	0.000	support
The effect of employee participation on sustainable job performance	0.688	5.333	0.000	support
The effect of transformational leadership on sustainable job performance through employee participation	0.569	2.903	0.001	support

Source: Prepared by author

CONCLUSION

Leadership is an important part of management tasks. Leaders of an organization can influence the job performance of employees; they can lead employees to innovative processes. Leadership is a process by which each person influences other people to strive to achieve a certain goal. Transformational leadership as one of the leadership paradigms to improve employee performance in today's turbulent environment by the ability to motivate employees and develop an organizational culture in which ethical practices are considered a strong behavioral norm to try to predict environmental change and achieve organizational has stable performance. Psychologists consider job

performance as a product of human behaviors and believe that motivations and needs affect people's performance and ultimately economic growth and development. It is also believed that job performance is a composite structure on the basis of which successful employees can be identified from unsuccessful employees through a set of specific criteria. Job performance has always been considered as one of the important factors in employee management. The results of previous research show that transformational leadership has a positive relationship with job satisfaction and job satisfaction, low stress levels of employees, commitment to citizenship, emotional behavior, creative intelligence, leader, and through these components affect employee job performance. Put. Because employees who are guided by a transformational leadership style often strive to benefit the organization beyond defined job tasks and achieve a consistent level of job performance in the long run, this study sought to Important to be examined. Keshavarzi Bank of Iran, as one of the leading banks in the Iranian banking industry, in order to achieve the goal of empowering employees by focusing on the stability of employees in order to provide better services to their customers, has to make organizational changes through transformational leaders and improve participation. Staff. In this regard, the main purpose of this study was to investigate the effect of applying transformational leadership on sustainable job performance with respect to the mediating role of employee participation. In order to achieve the purpose of the study, four hypotheses were developed and tested. In the following, we will review the test results of research hypotheses.

In testing the first hypothesis of the research, we examined the effect of applying transformational leadership style on sustainable job performance of Keshavarzi Bank of Iran employees. The results showed that transformational leadership style has a positive and significant effect on sustainable job performance of employees and directly predicts 0.755 of changes related to sustainable job performance. Studies show that the results of testing this hypothesis were consistent with the results of Maamari & Saheb (2018), Buil et al.(2019) and Yücel (2021). The results of testing the second hypothesis showed that transformational leadership style has a positive and significant effect on employee participation and directly predicts 0.827 of the changes related to the employee participation variable. Studies show that the results obtained from testing this hypothesis were in line with the results obtained in the studies of Zia et al.(2022), Lyubykh et al. (2022). The results of testing the third hypothesis showed that employee participation has a positive and significant effect on sustainable job performance of employees and directly predicts 0.688 of the changes related to the variable of stable job performance of employees. Studies show that the results of testing this hypothesis were consistent with the results obtained in the studies of Tortorella et al. (2021) and Garmendia et al., (2021). The results of testing the fourth hypothesis showed that transformational leadership style through employee participation has a positive and significant effect on sustainable job performance of employees and predicts 0.569 of the changes related to the variable of sustainable job performance of employees indirectly through the mediating variable.

Research Suggestions

Because transformational leaders provide their subordinates with collective insights to gain new skills and learn from others. It is suggested that the managers and decision makers of Keshavarzi Bank of Iran, by applying the principles of transformational leadership style, provide the conditions for achieving a sense of belonging, employee participation, and ultimately sustainable job performance, and help empower employees. In this way, we will see more employee commitment, improved employee performance and better and more effective communication between employees and managers. By applying a transformational leadership style and fostering a culture of employee participation in the bank, employees feel a sense of personal superiority and believe that they can learn and grow to meet new challenges; they will be able to take innovative steps at will. Make independent decisions and test new ideas, all of which lead to productivity and improve organizational performance and achieve organizational goals and missions. Considering that in the present study, the role of transformational leadership and employee participation in achieving sustainable job performance of Keshavarzi Bank of Iran employees was investigated. It is suggested that in future research, the role of other leadership styles in improving the job performance of employees

and the role of other mediating variables such as job satisfaction and organizational culture in relation to these two variables.

Limitations

Since the present study was an exploratory study, the research findings are limited to the size of the statistical population under study, namely the Keshavarzi Bank of Iran, and if the size and location of the statistical population change, the results may change, as well as different opinions about the questionnaire Among members of the statistical community can affect the results of research to some extent. The study population in the present study was the Keshavarzi Bank of Iran; therefore the results are assigned to this bank and can not be generalized to all organizations and companies. Accordingly, it is suggested that researchers in future research examine the subject of the present study in other companies and service organizations.

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