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# The effect of leadership style on innovation with regard to mediating role of commitment and organizational climate

Alireza Zamani[1], Alireza Chenari[2]*

1. PhD in Educational Management, Islamic Azad University of Damavand, Damavand, Iran
2. Associate Professor, Department of Educational Management, Roudehen Branch, Islamic Azad University of Roudehen, Roudehen, Iran.

**Abstract**

**Purpose**: The purpose of this study was to determine the impact of leadership style on innovation according to the mediating role of commitment and organizational climate.

**Methodology**: The research method was applied in terms of purpose and descriptive-survey in terms of data collection method. The statistical population of the study consisted of all employees of the Tax Administration of Iran. Using Cochran formula and stepwise cluster random sampling, 752 individuals were considered as the sample size. Data were collected using standardized and transformational leadership questionnaires by Bass & Avolio (2000); organizational commitment by Meyer & Allen (1997); Holpin & Croft (2000); After collecting the questionnaires, the data were analyzed by mean, standard deviation, percent, frequency and table using SPSS software and statistical inference was made by structural equation modeling using lisrel software. Path coefficients and software significant coefficients were used to investigate the research hypotheses.

**Findings**: The results showed that the degree of fit of the proposed model was appropriate according to the research components; transformational leadership on innovation with mediator role of organizational commitment was 0.90, transformational leadership on innovation with mediator role of organizational commitment. 0.82, pragmatic leadership influenced innovation with mediator role of organizational commitment 0.99, also pragmatic leadership influenced innovation with mediator role 0.71.

**Conclusion**: Managers can increase employees' organizational commitment by adopting transformational leadership style or a combination of transformational and pragmatic leadership style rather than pragmatic style.

∗ Corresponding author: a.chenari@yahoo.com

## 1. Introduction

One of the most important issues that managers of organizations and organizations need to consider is leadership. Understanding the need for managers to do the job of leadership gives importance to the issue. In fact, managers are expected to hold leadership attributes due to the nature of their formal duties and responsibilities (Huda, Mat Teh, Nor Muhamad, Mohd Nasir, 2018). Nowadays, the modern age of management has made all organizations and authorities aware of the idea of using creative ideas to maximize organizational effectiveness. Most managers say they want to have more creative employees, but it is not always clear how managers should manage to increase followers' creativity. While some personality traits have been identified in relation to individual creativity, there is a growing need to understand existing ground factors that may increase or decrease a person's creativity. Early studies suggest that leadership styles such as transformational, pragmatic, participatory, and grammatical may be related to followers' creativity (Hayat, Hasanvand, Nikakhlag, Dehghani, 2018).

Today's problems of organizations cannot be resolved by yesterday's solutions, and the environmental conditions have become so complex and dynamic and uncertain that organizations can no longer guarantee their longevity without innovation (Tashakor Jahromi, Yaghoubi, Hojjat Dost, Jahanbin, 2017). Organizations must therefore provide the conditions for individuals and groups to perform their innovative activities. In the meantime, the effective role of managers and leaders in fundamental change in the organization is inevitable. Administrative managers with key leadership skills can provide effective and efficient organization (Wallapha, saowanee, Tang, 2016). Transformational leaders can influence followers' perceptions and behavior (Salem, Kattara, 2015). Organizations can use transformational leadership and its dimensions to adapt to today's environments (Kim & Kim, 2017). McElroy (2011), on the other hand, believes that human management can influence organizational commitment and its relationship to human management. He points out that if organizations do not select the right employees, then they will not be able to maintain them in the organization because low employee commitment results from job inequality, on the other hand, leadership styles can also affect employee engagement (Khabaz Yazdiha, Chenari, 2017). One thinker in this field believes that the existence of a good atmosphere can play a permanent driving role, guiding employees' behavior towards innovation. Therefore, it can be said that if an organization with the right climate for innovation is faced with a crisis, it can easily overcome the crisis by arousing the attention of its employees towards solving the problem. But in an organization with an inappropriate climate, it can take a long time to get this attention (Bamel, Paul, Bamel, 2018).

A) Innovation: The concept of innovation has attracted a great deal of research. This concept was first introduced by Schumpeter in (2015) as the process of creating new brand names, products, services and processes and its impact on economic development. Since then, innovation has been considered a very important factor in organizations. Has been (Khan, Rahman, Afsheen, 2009). Innovation is generally the formation of ideas, the adoption and implementation of new ideas in processes, products and services, and the desire for change through the adoption of new technologies, resources, skills, and management systems. Today, innovation and creativity in today's competitive environments are the most important factor in human growth and survival in organizations and in all areas. Innovation refers to a company's efforts to find new opportunities and new solutions. Innovation capability is a feature that gives a business the ability to quickly generate ideas, new ways expand and introduce new products or services, or improve existing products and services, and is a source of dimensions that the business must be well equipped to meet. Successful innovation and bureaucracy drive change. Innovation capability is a key factor in sustaining business innovation and enabling them to compete more effectively in the current changing environment (Benevene, Cortini, 2010).

Organizational Commitment: One of the concepts that have strongly influenced managerial thinking over the last decade is the concept of "organizational commitment". Organizational Commitment is one of

the theoretical issues of organizational studies of the 1970 that has been defined and explained its scope and importance and followed by the main tendencies of the scholars in the 80's and 90's have been the theoretical and research analysis of different dimensions of organizational commitment. Among these, the bulk of the scientific output of scientists can be found in the context of factors affecting organizational commitment (Cheasakul, Varma, 2016). Organizational commitment has many definitions, including the following: Organizational commitment is the positive or negative attitude of employees towards the whole organization in which they work. In the organizational commitment, one has a strong sense of loyalty to the organization through which he or she identifies himself or herself (Tharikh, Ying, Saad, 2016). In their studies of organizational commitment, Allen and Meyer (2003) have proposed a three-dimensional model, namely emotional commitment, normative commitment, and continuous commitment, each of which is subordinate to preconditions and conflicting determinants. Employees' emotional commitment includes emotional attachment, identity with the organization, and involvement in the organization's activities. Normative commitment is defined as a commitment and commitment that guides employees to stay organized. Normative commitment is also a feeling of mutual trust that creates a commitment and commitment to stay. Normative commitment increases trust in the organization and is an important factor in stimulating people's participation in the organization; continuous commitment is defined as the need to stay with an organization because of the high cost of leaving it. Employees stay in the organization because they think that the cost of leaving the organization is likely to be too high, and in fact the organizational commitment goes back to the extent that one internalizes values, goals, sense of duty, and loyalty to the organization. This type of commitment reflects a harmony between the needs and values of the individual and the organization whereby a strong unified purpose is created between employees and working groups (Ali, bin Taib, Jaafar, and Bin Omar, 2015).

According to Murphy and Griffin, employees who are more committed and committed are more disciplined, stay in the organization longer, and work longer. Therefore, managers should be able to increase employee commitment and commitment by applying various policies and maintaining it in various ways. On the other hand, for many years' psychologists have been trying to answer the question of why some people are better at dealing with different situations than others. What are the factors behind these differences? And the researcher considers the answer to these questions in organizational commitment and its related factor, leadership style in organizations. The need to pay attention to organizational commitment is important because organizations view commitment as a valuable criterion, because commitment encourages employees to perform extracurricular activities such as creativity, innovation, and invention (Kim & Kim, 2017). Of course, in this regard, it should be acknowledged that leadership style is a visionary and behavioral model in dealing with subordinates in order to encourage them to obey. In fact, leadership style reflects the worldview, mindset, and personality of the leader in dealing with organizational issues by influencing subordinates (Youssefnia Aralo, 2014). Many studies have been conducted on recognizing leadership style and organizational commitment that have shown that one of the reasons for the success of leaders is the presence of committed individuals in their organization. Leaders lead the organization through their values and beliefs.

C) Organizational climate: In terms of defining the organizational climate, it is the structure of the organization and the conditions governing the organization in the organization, including the selection and assignment of specialized personnel and forces, supervision, planning, organization, benefits and rewards system, interpersonal relationships, rules and regulations. Governing the organization, how to delegate responsibility and support to employees in the organization. Also, the organizational climate is the intrinsic characteristics that differentiate one organization from another and influence the behavior of its people. Different studies have been done on the organizational climate and have defined different dimensions for this factor within the organization. Among these studies is Halpin Croft (1963), which introduces eight dimensions of group spirit, inhibition, intolerance, intimacy, attitudes, withdrawal, influence, and

emphasis on production for the organizational climate (Halpin, Croft, 1963, Quoted from Ebrahimi, 2014).

D) Leadership Styles (Transformational and Pragmatic): According to Fidler, leadership style is the underlying structure of a person's need that motivates his behavior in different situations. In other words, the personality or style of management of an individual is the pattern of behavior that he or she exhibits when directing others (Rezai, 2013). Leadership is an easy concept, so there are many definitions for it. There are numerous definitions of leadership experts, one of the new approaches to leadership is the evolutionary and pragmatic leadership theory that Burns (1987) and then Bass (1985) have defined and revised (Dargahi and Mousavi Jam, 2018). Transformational leadership is a social orientation and a shared vision and values that reflect the attention of others the term transformational leadership was first used by Danton (1973). However, the term was not popular until the classics used it in bronze. Transformational leadership was first widely practiced by Burns in 1987, as one of the most dominant theories of organizational behavior, after which Bass and Avilio developed the ideas of Burns and consolidated the concept of transformational. According to Bass and Avilio (2000) model, transformational leaders tend to use one or all of the individual considerations, mental motivation, inspirational motivation, and ideal influence (Khany & Ghoreishi, 2014); according to this theory, transformational leadership is a concept that It has four main components as follows:

Ideal Influence: It is the pride, wisdom, respect and loyalty of the followers of a leader who imparts an ideal sense. Ideal influence makes transformational leaders as role models and role models for followers.

Inspirational Motivation: Transformational leaders motivate them by challenging and meaningful the work of their followers. Group spirituality is promoted with this kind of leadership, especially by leaders in showing empathy and optimism, engaging followers in presenting future prospects and having high expectations of them.

Cultivation of excellence: Motivating followers by the leader is to discover new solutions and think twice about solving organizational problems by followers. In fact, the leader creates a challenge for the followers to try and re-think what they are doing and to think again about what can be done.

Developmental Support: The transformational leader interacts with individual followers to understand their different needs, skills, and aspirations, acting as a mentor or teacher and continually reaching out to their followers. Higher levels increase their capacity.

Also, Burns (1978) argues that pragmatic leadership is leadership-based exchange between leader and follower in order to satisfy the individual desires of the parties. In other words, he believes that everything in this school is viewed in terms of the amount of profit that individuals make and that the leader's relationship with his followers is profitable and based on the exchange of something else (Jazani, Rostami, 2011). Liontos (1992) also argues that pragmatic leadership is sometimes called bargaining leadership, which is based on the exchange of services to find the different types of rewards that leadership has at least some of its control over Schermerhorn (1996) states that in this type of leadership, the leader, through a wide range of interactions with subordinates, tasks, rewards, and structures to help them, meet their needs while trying to achieve organizational goals. The term pragmatic leadership is often used to describe managers who use ideas of behavioral and spatial theories, in particular path-goal theory. These leaders guide their followers and stimulate them to attain established goals by stating the role of duty required. Boss (1985) identifies rewards and penalties as two essential dimensions of pragmatic leadership. He argues that the first factor is "constitutional rewards" which include rewards for performance compensation and the second factor is "exception-based management", which implies the leader's corrective action in an unacceptable response to subordinate performance (Kase garha, 2014). .

The review of studies and research related to the subject from various sources such as universities and science and research resources establishes that the research carried out in Iran is very small but relatively

similar but can be found. He said that because discussions of the impact of transformation list and pragmatic leadership styles on organizational commitment and the organizational climate are, like many other topics, within the humanities and social sciences, each of them deals with differences and similarities. Results have been made on the subject and the relevant results have been used at a specific time and place is as follows:

According to Smith, Hammond, Lester, Palanski, (2019) effective leadership style is an integral component of empowering employees. Unlike authoritarian managers who strive to weaken subordinates as much as possible, capable managers act as effective conductors, stewards, facilitators, and coaches.

Gumusluoglu and Ilsev (2009) also conducted a study called Transformational Leadership, Creativity, and Organizational Innovation, in which they presented a model to examine the impact of transformational leadership on both individual-level creativity and organizational-level innovation. Like Jang and his colleagues, they found that transformational leadership indirectly affects employees' creativity by empowering employees and positively correlated with organizational innovation at the organizational level. Katou (2015) has found that in the relationship between transformational leadership components and job satisfaction, perceptions of organizational justice have an undeniable role. Arora et al. (2012) found that organizational climate can play a role along with factors such as management and leadership style, employee and supervisor communication, role involvement, and decision making, and affecting individuals' commitment to organizational goals.

Chao, Lin, Cheng, Tseng (2011) also stated in their research that leadership has a positive effect on employees' innovative behavior in the manufacturing industry. They also stated that fairness and organizational justice affect employees' innovative behavior. McElroy (2011), on the other hand, believes that human management can affect organizational commitment and its relationship to human management. He points out that if organizations do not select the right employees, then they will not be able to maintain them in the organization because low employee commitment results from job inequality, on the other hand, leadership styles can also affect employee commitment (Khabaz Yazdiha, Chenari, 2017). Chen and Huang (2008) also found that more open and supportive atmospheres lead to higher performance than more restrictive and humiliating ones. Finally, Kumar and Giri (2007) found, in a study, that there was a positive relationship between job satisfaction, organizational commitment, and organizational commitment.

Internally, Mohammad Kazemi, Jafari Moghaddam, Soheili (2018) confirmed the impact of only four variables of organizational commitment, risk taking, teamwork and organizational communication on innovation. Yarahmadi (2018), in a study titled Transformational Leadership in Higher Education Innovation, found that if there were transformational leadership in any organization, that organization would be more inclined to come up with new ideas and move toward innovation. Mahourzadeh (2018) has shown that transformational leadership has a significant effect on all dimensions of organizational commitment except normative commitment. Mirzaei (2018) showed that transformational leadership has a negative and significant indirect effect on job departure intention through employee engagement and organizational commitment. The results of Allameh, Chitsaz, Younesifar (2018) indicate that transformational leadership style, emotional commitment and exchange leadership style were the most important predictors of job satisfaction. Amjadi, Nazem, (2013), in a study, found that based on studies of the components of transformational leadership style, subjective motivation had the most predictive power in the school atmosphere and among the organizational climate components, and the component of managerial supportive behavior had the most predictive power in the classroom. Transformational leadership has had managers.

Moghaddam & Abbas Nejad (2015) have indicated that there is a significant relationship between the distribution of two variables of organizational climate and leadership style and also between the distribution of leadership styles and innovation. Kase garha (2014) found that there was a significant

relationship between transformational and exchange-oriented leadership styles with organizational commitment of employees. As the results show, managers who used transformational leadership style in managing their staff increased the organizational commitment of their supervised employees and were more successful in their leadership style. On the other hand, exchange-oriented leadership style generally reduces organizational commitment and managers should use transformational leadership style if they wish to increase organizational commitment to employees. Farajpour, Hosseini, Kivanloo, Ali Abadi (2014) conclude that transformational leaders will be able to bring about fundamental changes in employee attitudes and perceptions as well as organizational culture by utilizing factors such as ideal influence, inspirational motivation, intellectual stimulation, and developmental support. This way, they will enhance the capabilities needed to succeed in the organization.

Rostam Kalai, et al (2012) found that considering all the components of the organizational environment with organizational commitment, therefore, trying to improve the organizational climate can be a valuable strategy for improving organizational commitment.

Behzadi, Mousavi (2012) found that there is a significant relationship between organizational climate and organizational commitment. Jamshidi, et al (2011) found that there is a significant and positive relationship between transformational leadership style and emotional commitment; there is a significant and positive relationship between transformational leadership style and organizational commitment. That managers 'transformational leadership style is one of the factors influencing followers' organizational commitment. Sanjaghi, Farhi Bozanjan, Hosseini Sarkhosh (2011) demonstrated that transformational leadership can influence organizational commitment by promoting entrepreneurial cultures and hierarchies. Ramazani Nejad, et al (2009) stated that there is a positive significant relationship between all subscales of transformational and pragmatic leadership styles of managers and emotional, normative and continuous commitment. Amir Kabiri, Khodayari, Nazari, Moradi (2006) concluded that there is a significant relationship between transformational leadership style and organizational commitment of employees. It also found that there was a significant relationship between organizational climate and the three components of organizational commitment (continuous, affective, and normative).

From the aforementioned background, it seems that leadership styles can have an impact on organizational commitment and organizational commitment, given that the State Tax Administration annually has many material and non-material losses from not examining the impact of leadership style (transformational and pragmatic) on organizational commitment and The organizational climate has endured at various levels and therefore has faced a major weakness and challenge in the strategic development strategy document and has decided to conduct a scientific and educational research to pathologize the above issue and to provide scientific solutions to it. This educational challenge has been resolved. As noted above, transformation list and pragmatic leadership styles influence innovation, climate, and organizational commitment. In this study we examine the mediating role of organizational commitment and climate. The research hypotheses are as follows: 1) Transformational leadership style has an impact on organizational innovation with regard to mediating role of organizational commitment. 2) Pragmatic leadership style influences organizational innovation with regard to the mediating role of organizational commitment. 3) Transformational leadership style influences organizational innovation with regard to organizational mediator role. 4) Pragmatic leadership style has an impact on organizational innovation due to the mediating role of the organization.

According to the conceptual framework and research hypotheses, the conceptual model of research is presented below:
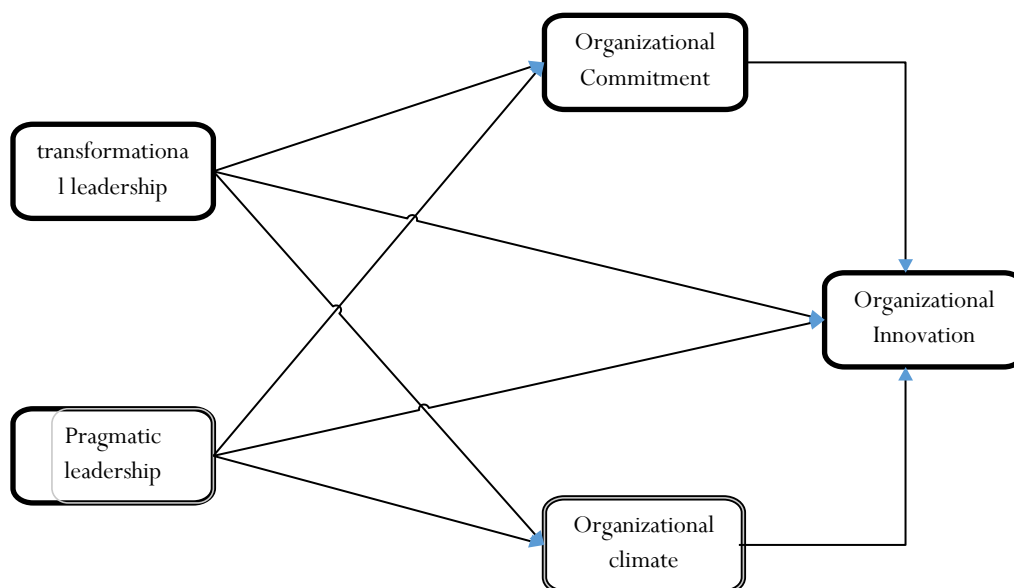
**Figure1**. Conceptual Model of Research (From Literature and Research Background)

## 2. Methodology

Given that the present study investigates the impact of leadership style on innovation with regard to the mediating role of commitment and organizational climate, the present study was an applied and quantitative research. In terms of the environment, it is of the field type, and in terms of certainty in terms of the specificity of the variables and the relationship between them (ie, the existence of a hypothesis) is deterministic. Regarding the subject matter, the nature of this research is descriptive-survey and descriptive and inferential statistics have been used in different stages of the research. The statistical population of the study consisted of all the employees of the Tax Administration of Iran. Using the Cochran formula, 762 persons were considered as the sample size and a questionnaire was distributed among them using multi-stage cluster sampling method. Thirteen provinces were randomly selected from among the provinces of the country and approximately 60 questionnaires were distributed in each province for data collection. Data were collected using four standard transformational and pragmatic leadership questionnaires: Bass & Avilio (2000); Meyer & Allen (1997) organizational commitment; and Holpin & Croft (2000); and a researcher-made innovation questionnaire. These questionnaires were arranged in 16, 18, 24, 32 and 35 items respectively on a five-point Likert scale (very low = 1, low = 2, somewhat = 3, high = 4 and very high = 5). Content validity was used to determine the validity of the questionnaire. For this purpose, the questionnaire was approved by several university professors and necessary amendments were made. For the construct validity, partial least squares method and SmartPLS software were used. Structural avidity is divided into two types of convergent and divergent validity. Since in this study, the AVE index (mean variance extracted) is above 0.5 for all research variables, the convergent validity of model structures is confirmed. In addition, the findings confirm the divergent validity of the measuring instrument. Also Cronbach's alpha coefficient of reliability (CR) was obtained for measuring reliability above 0.7, indicating the reliability of the measuring instrument. The results of the psychometric properties of the instrument for the research variables are shown in the following table:

**Table1.** Results of tool psychometric properties for research variables

| Dimensions | Components | Source | Number of items | Alpha | AVE | CR |
|---|---|---|---|---|---|---|
| Transformational leadership style | Mental persuasion | Bass and Avilio (2000) | 5 | 0.730 | 0.624 | 0.812 |
| | Ideal influence | | 7 | 0.964 | 0.655 | 0.941 |
| | Inspirational motivation | | 4 | 0.781 | 0.893 | 0.673 |
| | Individual consideration | | 4 | 0.726 | 0.617 | 0.709 |
| Pragmatic leadership style | Contingent Bonus | Bass and Avilio (2000) | 4 | 0.851 | 0.843 | 0.831 |
| | Exception-based active management | | 4 | 0881 | 0.778 | 0.963 |
| | Exception-based passive management | | 4 | 0.714 | 0.897 | 0.709 |
| | Non-intervention leadership style | | 4 | 0.647 | 0.731 | 0.828 |
| Organizational Commitment | Emotional Commitment | Meyer & Allen (1997) | 8 | 0.891 | 0.764 | 0.789 |
| | Continued commitment | | 8 | 0.721 | 0.694 | 0.751 |
| | Normative | | 8 | 0.610 | 0.837 | 0.720 |
| Organizational atmosphere | Group spirit | Holpin and Croft (2000) | 4 | 0.809 | 0.794 | 0.678 |
| | Disturbance | | 4 | 0.914 | 0.845 | 0.751 |
| | Intimacy | | 4 | 0.741 | 0.833 | 0.823 |
| | Interest | | 4 | 0.756 | 0.667 | 0.779 |
| | Consideration | | 4 | 0.801 | 0.883 | 0.881 |
| | Spacing | | 4 | 0825 | 0.678 | 0.913 |
| | Influence and dynamics | | 4 | 0.756 | 0.845 | 0.734 |
| | Emphasis on production | | 4 | 0.689 | 0.778 | 0.867 |
| Innovation | Service innovation | Researcher made | 7 | 0.770 | 0.620 | 0.756 |
| | Administrative Innovation | | 5 | 0.741 | 0.569 | 0.639 |
| | The culture of innovation | | 4 | 0.801 | 0.821 | 0.922 |
| | Human Capital | | 7 | 0.753 | 0.674 | 0.748 |
| | Structural capital | | 7 | 0.703 | 0.639 | 0.733 |
| | Relational capital | | 5 | 0.852 | 0.829 | 0.900 |

Finally, descriptive and inferential statistics including analysis of covariance structures (structural equation modeling) using SPSS and lisrel software was used in data analysis and interpretation.

## 3. Findings

In the descriptive statistics section, 67.8% of the total staff of the Tax Administration of the country selected as the target population is men and only 32.2% are women. The study ranged in age from 31 to 40 years. In addition, the majority of the study sample consists of those with postgraduate degrees who are trained in various disciplines and have a working experience of between 11 and 15 years. The results of the Kolmogorov-Smirnov test showed that the significance level was greater than 0.5 for all the variables of the study. Since the data distribution was normal and spatial scale, in this section, research hypotheses were investigated and evaluated using structural equation modeling to investigate the causal relationships of variables. Each of these hypotheses is discussed below. The following is a standard coefficient research

model to influence leadership style on innovation due to the mediating role of organizational commitment and climate:
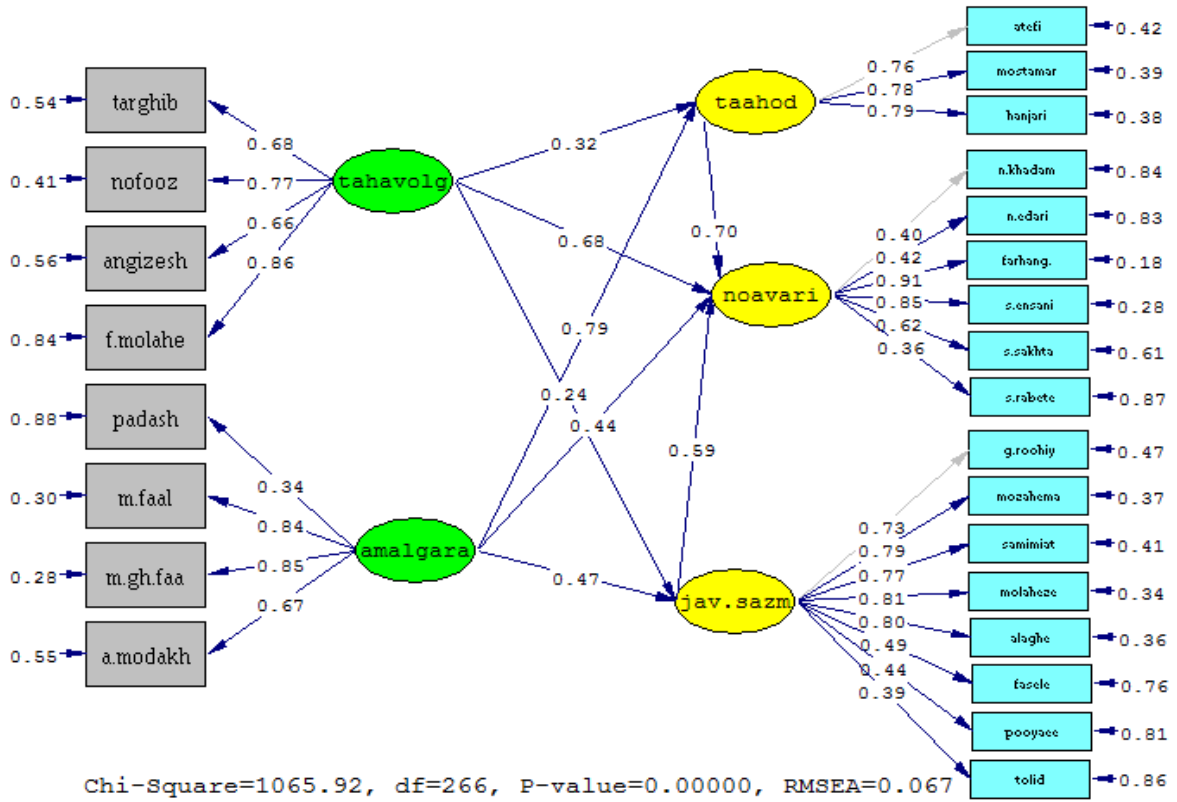


**Figure2.** Structural Model of Research in Standard Coefficients Estimation
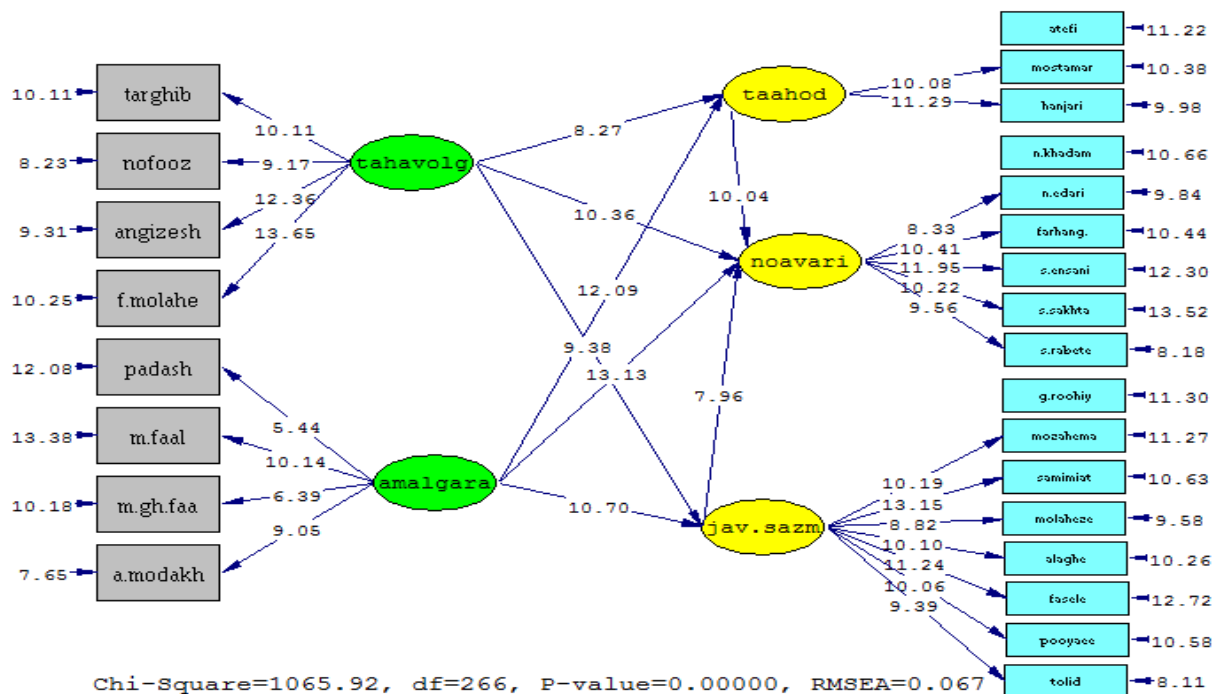
**Figure3.** Structural Model of Research in Significant Coefficients

Considering the values obtained in Figures 2 and 3, we examine the research hypotheses. The following table shows the results of the model test.

**Table2.** Research Model Test Results

| Row | Investigating hypotheses | Standardized coefficients | t-value | The result of the hypotheses |
|---|---|---|---|---|
| 1 | The Impact of Transformational Leadership on Commitment | 0/32 | 8/27 | the reception |
| 2 | The Impact of Transformational Leadership on the Organizational Climate | 0/24 | 9/38 | the reception |
| 3 | The Impact of Transformational Leadership on Innovation | 0/68 | 10/36 | the reception |
| 4 | The Impact of Practical Leadership on Commitment | 0/79 | 12/09 | the reception |
| 5 | The Impact of Practical Leadership on the Organizational Climate | 0/47 | 10/70 | the reception |
| 6 | The Impact of Pragmatic Leadership on Innovation | 0/44 | 13/13 | the reception |
| 7 | The Impact of Organizational Commitment on Innovation | 0/70 | 10/04 | the reception |
| 8 | The impact of organizational climate on innovation | 0/59 | 7/96 | the reception |

Based on the table above, we can see the type and extent of the effect of each of the research variables among all the employees of the tax administration of the country. Accordingly, all research hypotheses are 99% significant. Investigating the Fit of the Research Model: What can be deduced from the computation is that although the developed model has led to a large distance from the value of the independent model's chi-square, but because of the significant value of the model's chi-square (P = 0.000) It can be concluded

that the model is considered acceptable. Now that it shows good fit indices from the data relative to the model, it is time to measure the partial fit indices. The difference between the fit indices and the three general fit indices is that the general fit indices judge the fit of the whole model and not its components and the partial indices judge the partial relationships of the model. The partial fitting indices (their critical ratios and significance levels) show that all factor loadings are significant. The results of these analyzes are shown in Table 5.

**Table3.** Structural Equation Modeling Test Results for Fitting Conceptual Research Model

| Index | Abbreviation | the amount of | Acceptable fit |
|---|---|---|---|
| Area covered by chi-square | $X^2$ | 1065/92 | Greater than 5% |
| Adaptive Fit Index | CFI | 0/95 | Greater than 90% |
| Fit goodness | GFI | 0/85 | Greater than 80% |
| Incremental Fit Index | IFI | 0/95 | Greater than 90% |
| Mean square error of estimation | RMSEA | 0/067 | Less than 10% |
| Chi-squared normalized | CMIN/df | 4/007 | Between 1 and 5 |
| Moderate goodness of fit | AGFI | 0/81 | Greater than 80% |
| Soft index of fitness | NFI | 0/92 | Greater than 90% |

To investigate the direct and indirect effects of the independent variables on the dependent variables, it is necessary to present the total, direct and indirect effects for the endogenous variables of the model, which can be seen in the following table:

**Table4.** Separation of effects, direct, indirect and total in the research model

| The dependent variable | independent variable | Effect | | |
|---|---|---|---|---|
| | | Direct | indirect | Total |
| Organizational Commitment | transformational leadership | 0.32 | ---- | 0.32 |
| Innovation | Organizational Commitment | 0.70 | ----- | 0.70 |
| Innovation | transformational leadership | 0.68 | 0.22 =0.70*0.32 | 0.90 =0.68+0.22 |
| Organizational atmosphere | transformational leadership | 0.24 | ---- | 0.24 |
| Innovation | Organizational atmosphere | 0.59 | ----- | 0.59 |
| Innovation | transformational leadership | 0.68 | 0.14 =0.59*0.24 | 0.82 =0.68+0.14 |
| Organizational Commitment | Pragmatic leadership | 0.79 | ---- | 0.79 |
| Innovation | Organizational Commitment | 0.70 | ----- | 0.70 |
| Innovation | Pragmatic leadership | 0.44 | 0.55 =0.70*0.79 | 0.99 =0.44+0.55 |
| Organizational atmosphere | Pragmatic leadership | 0.47 | ---- | 0.47 |
| Innovation | Organizational atmosphere | 0.59 | ----- | 0.59 |
| Innovation | Pragmatic leadership | 0.44 | 0.27 0.59*0.47 | 0.71 =0.44+0.27 |

As can be seen in the table, Transformational leadership on innovation with mediator role of organizational commitment is 0.90, transformational leadership on innovation with mediator role is 0.82, pragmatic leadership on innovation with mediator role is 0.99, is also a pragmatic leader in innovation with an organizational mediator role of 0.71.

## 4. Discussion

The present study examined the impact of leadership styles on innovation through mediating commitment and organizational climate. In order to investigate the impact of leadership styles on innovation, commitment, and organizational climate, in addition to the direct relationship, we investigated the indirect relationship through mediating brand equity. The results showed that all the hypotheses were confirmed. Considering the results and findings of the present study, we will discuss some of the points, similarities and differences of this study with other studies.

The results of this study are in line with the researches done by, Alavi, Keyghobad, Jazayeri, Boromand (2003), Ghahraman Tabrizi (2005), Ahmadi and Starg (2009) to investigate the relationship between organizational climate and innovation. The hypothesis test for examining the relationship between leadership style and organizational climate is in line with the results of research conducted by Foroughi (2004) and Rahmati (2005).

The positive relationship between transformational leadership style and the types of organizational commitment seems to be endorsed by theorists and researchers in most research and in different organizations. The high relationship between this style and normative commitment suggests that different characteristics of transformational leadership in managers can be useful for enhancing employee commitment. In particular, it can enhance employees' sense of religion and commitment more than other dimensions of commitment, and given the results of the present study and the results of many studies as well as the recommendation of management scholars, it can be suggested that managers adopt a transformative or combinational leadership style. Pragmatic and pragmatic leadership styles can increase organizational commitment than employees.

According to the Structural Equation Modeling test, and considering the findings and results of the information gathered, the organization tends to innovate and deliver new services and its employees are familiar with the philosophy of innovation and the impact of the organizational climate on innovation is positive. And it is meaningful and confirmed. That is, the more the managers of the organization provide a more appropriate atmosphere for their supervised employees and encourage them to freely express their creative ideas and ideas, the more innovative the organization is perceived by individual members and the better supported by the managers, the better their innovative ideas. Present, test and execute. This conclusion has been suggested by West (1990), Burningham and West (1995), Wang and Ahmed (2004), Joanna (2006) and finally Soonhee (2009) who all consider the organizational climate variable to have a positive and significant impact on the innovation variable. , approved. Among the in-house studies, Fakhrian (2002) concluded that the organizational climate in relation to innovation can be defined and considering the importance of creative and innovative workforce, the mechanisms that provide the appropriate climate for innovation offer competitive advantages. The obtained will benefit. Organizational commitment has a positive and significant relationship with Mellat Bank innovation. In other words, the conclusion shows that the more employees are more loyal to their organization and the more they feel attached and attached to staying in the organization and the more satisfied they are with their organization. In general, the more committed they are to their organization; the more likely they are to innovate in the organization. The results of this study are in agreement with the results of Zare, Feyzi and Mohebobi (2010). By examining the relationship between organizational climate and employees' creativity, they found that disinterestedness and lack of job commitment and attention of organizations, especially their managers, to factors such as mere emphasis on production, creativity motivation and consequently reduced employee innovation and stress, Will increase.

According to the results of the study, it is suggested that Facilitate greater follow-up with leaders by creating a shared vision and emphasizing the importance of a strong commitment to the goal.

- Creating a healthy competitive climate to develop the potential capacity of employees by providing material and spiritual rewards to the top group. It is then that each of these top individuals can be transformational leaders of the future and strive to achieve more and more goals.

- If managers adopt a transformational leadership style and pay attention to the needs and interests of employees and create an intimate office environment where employees are interested in their work, attend meetings with enthusiasm and be able to integrate this intimate atmosphere in Keep out of the workplace; employees are expected to move toward high goals such as perfectionism, philanthropy, and the ability to create new ideas that can help their organization grow.

- By utilizing programs such as training senior executives, project managers and organization experts on new concepts and approaches to knowledge sharing and innovation, designing and implementing documentation mechanisms of company members' findings and experiences while performing activities and using appropriate motivational tools to Employee knowledge sharing and innovation, along with the use of information systems to record, maintain and retrieve them, and the organization's commitment to periodically assessing organizational knowledge and providing written reports and creating a calm, healthy, dynamic and secure environment and institutionalizing knowledge sharing can be the context. B. provide for sharing more knowledge.

- Raising the management context of target organizations and leveraging managers who, in addition to their scientific background, have valuable entrepreneurial experiences and competitiveness.

- It is important to consider the personality traits of managers when appointing them. Management training courses should be designed for managers to identify the types of leadership styles and apply them in different situations depending on the personality types.

- Creating a relaxed atmosphere and environment away from any stress in order to improve the process of performing organizational activities and paying attention to personal, family and organizational problems of employees.

- Identification of new research methods in each research area and adapting other research methods to be applied in current research fields.

- Trying to commercialize research products and use the proceeds to further the activities of the target organizations

- Delegating authority through the creation of self-governing working groups and giving them decision-making power. This allows employees to feel personal ownership of the organization in order to be ready to accept the consequences of their responsibilities and to boost their confidence.

- Collaboration can increase creativity and access to information for planning. Partnerships can also increase people's understanding, acceptance, and commitment to planning, and encourage willingness to take greater responsibility in the decision-making process and enhance their innovation.

- To strengthen the commitment of employees, it is recommended that more efforts be made by increasing innovation and providing more desirable services to increase the reputation of the organization in the community. This makes their employees enjoy their work in the organization and feel more committed to the organization.

Future researchers are also suggested to re-do this research by adding moderating variables (gender, age …) to the conceptual model of research and to other organizations and compare the results.

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