Implementation of structural equations of transformational leadership style, human resources strategy and organization strategy

Fatemeh Babaei*, Abolfazl Danaei

Department of Management, Semnan Branch, Islamic Azad University, Semnan, Iran

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Abstract

In this research, the relationship between transformational leadership style, human resource strategy, and organizational strategy was evaluated using structural equations. For this purpose, the general veterinary department of Semnan Province was selected as the research community and the research samples were selected from this community. Three questionnaires were used to collect information in this research. First, the transformational leadership questionnaire [3] by Bass and Avolio used 20 items, the second questionnaire by Schneider, Barso [33], used 7 items and the third questionnaire made by the researcher of strategic human resources management with 43 items. The validity of the questionnaires used in this study was confirmed by experts, and Cronbach's alpha coefficient was used to confirm the reliability of the questionnaires. Also, the structural equation method and SPSS and LISREL software were used for data analysis. Based on the results obtained from the research, the strategy of organizations is affected by the internal dimension of human resource management strategy, with a coefficient of (0.34) and with a coefficient of (0.29) affected by the environmental dimension of human resource management strategy. The internal dimension of human resource management strategy receives the greatest impact from the variables of ideal influence (with a coefficient of 0.43) and individual consideration (with a coefficient of 0.34). Also, the environmental dimension of the human resources management strategy also receives the greatest impact from the variables of ideal influence (with a coefficient of 0.31) and inspirational motivation (with a coefficient of 0.28).

Keywords: leadership, transformative, human resources, organizational strategy, knowledge-based companies, structural equations
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1 Introduction

Typically, leadership plays an important role in the creativity, survival, growth and decay of organizations. Accordingly, the importance of effective leadership can be understood. There is no consensus about the word leadership. Some call it "ability", some call it "art" and some call it "process". Also, some researchers have emphasized the role of followers in the definition of leadership [14]; while others have paid attention to leadership roles. In a sense [11], there are as many definitions for leadership as there are people who tried to define leadership. It is on this basis that

*Corresponding author
Email addresses: far64bab@gmail.com (Fatemeh Babaei), a.danaei@semnaniau.ac.ir (Abolfazl Danaei)

it is said that leadership is like beauty and it cannot be defined, but when one sees it, one realizes that one is aware of its existence and knows it, in other words, as soon as someone starts Defines leadership, realizes that leadership has different definitions. In popular language, a "leader" is someone who is a little ahead of his time. It means someone who attracts others to himself with a God-given power. Someone who can attract people's trust, respect and loyalty, and this is the image of the Emergent leader, a "superman" who captures the admiration of others [9].

The ability to interpret unrelated and unplanned events and events is the biggest sign of success for successful managers of current organizations. These abilities are actually the strategic thinking in an organization [28]. The topic of strategic thinking has been of great interest in the field of strategic management for more than a decade, and the importance of strategic thinking ability for managers has been pointed out in many researches. Strategic thinking is listed as one of the two main capabilities of leaders with outstanding performance [7].

Organizations will be successful and effective if their leaders, by adopting the appropriate leadership style and the influence they have on the employees, can motivate them and make their efforts aligned and coherent in order to achieve the goals and excellence of the organization. Therefore, in order to achieve this, organizations will need leaders with strategic thinking skills, who will develop this skill at the organization level and create a competitive advantage for the organization [28]. According to the mentioned materials, the main goal of this research is to investigate the relationship between style Transformational leadership is the strategy of human resources and the strategy of the organization.

2 Subject literature

2.1 Theory of transformational leadership (transformational)

According to the definition, transformational leaders are those who inspire their followers, inspire them and guide people in a way to achieve organizational goals [35]. Insight, inspiration and courage are the words that explain transformational leadership. These leaders have led to the prosperity of bankrupt organizations and have high-level goals and ideas. Also, they guide the organizations to a future that is very different from their past and have subordinates with a very high spirit [30].

Based on the conducted research and definitions, and according to the available scientific texts, the following concepts regarding transformational leadership style can be extracted and understood [4, 5, 12, 15, 16]:

- Transformational leadership is formed when the leader promotes and develops the interests of his employees, creates awareness and acceptance of the group's mission and destination, and motivates employees to see beyond their own interests for the group's interests.

- Transformational leadership is the process of consciously influencing individuals or groups to create continuous change and transformation in the status quo and the functions of the organization as a whole.

- Transformational leadership style refers to a type of leadership in which leaders have divine gifts and provide spiritual motivation and special attention to their followers and guide them by influencing their hearts.

- Transformational leadership is the process of creating commitment to organizational goals and empowering followers to achieve those goals.

- A transformational leader is someone who encourages followers to do something beyond what is normally expected of them.

- Transformational leadership is a process in which leaders and followers push each other to higher levels of ethics and motivation.

- Unlike traditional theories that are mainly focused on rational processes, transformational leadership emphasizes feelings and values and seeks to connect individual and collective interests in order to allow subordinates to strive for higher goals.

- Transformational leaders do not consider the organization's current values and attitudes to be static, but rather seek change and transformation in line with the goals and mission of the organization and by the environmental conditions.

- Transformational leadership pays attention to the development and empowerment of followers for independent performance.

- Transformational leaders prefer effectiveness to efficiency and try to benefit from the organization's human resources by considering their own morale and that of employees.

- Transformational leadership is realized when the leader increases the interests of his employees informs them of the goals and missions and encourages his followers to think beyond individual resources [27].

Transformational leadership is a stage of creating commitment to organizational goals and then empowering followers to achieve the organization's goals, and at least theoretically, the result of this leadership model is to increase the performance of followers. Transformational leadership is basically different from operative leadership and this difference is more focused on progress and development. Transformational leadership improves the effects of pragmatic leadership on the followers. strengthens confidence and trust in followers [6]. Among the characteristics of transformational leaders are self-confidence, positive thinking, firm belief, having high expectations and creating confidence in subordinates in their ability to achieve goals. which helps them in achieving the mission of the organization and is a stimulus to raise the awareness of the followers towards the issues and solve them again. The distinctive characteristic of transformational leadership is the communicative and charismatic characteristics of leaders. In such a way that people's minds and feelings are integrated together. Transformational leadership needs four components or factors, which are also known as its constituent elements, to be implemented [24]:

Ideal influence: The transformational leader creates a sense of respect, admiration and loyalty among his followers and emphasizes the importance of having a strong commitment to achieving the mission of the organization. The main indicators of ideal influence are: description of high moral standards, emphasis on trust, presentation of authentic moral values, attention to the moral consequences of role modelling decisions, creation and description of values, sense of purpose, trust and confidence in followers, self-esteem, emotional sensitivity and self-organization [21, 31].

Inspirational motivation: In inspirational motivation, the leader uses symbols and presents ideas to influence and move the minds of his followers. In short, the important indicators of inspirational motivation are organizational insight, challenging employees, creating motivation to increase the energy and power of followers, encouraging followers, working with employees and independence of action [30].

Enlightenment: Transformational leadership encourages followers to think about their own circumstances and evaluate their own values and beliefs. They become aware of their problems and get involved in solving them, encouraging them to reformulate problems and mental curiosity [23].

Individual considerations (developmental supports): Attention to others is one of the important aspects of transformational leadership. In this dimension, the leader treats each of his followers as a special person. In short, the main indicators of individual consideration include encouragement, development and growth and flourishing of followers, caring for employees and guiding them [13]. The following table shows the characteristics of transformational leadership.

Table 1: characteristics of transformational leadership

Adjectives that come together	Basic qualities
insight	Ideal influence
Trusted	
respected	
Business partner	
complete and perfect (without defects)	
pattern	
Committed to goals	Motivate and inspire
Informing and informing	
enthusiasm	
reasonableness	Intellectual motivation
Problem solver	
Individual attention	Individual consideration
coach	
listener	
enabler	

According to the above table, it can be stated that the behavioral style of non-intervention in pragmatic leadership has the least effectiveness, or in other words lacks the necessary effectiveness, and at the same time with the use of other styles by the leadership, such as management by exception (passive) and active) and finally, conditional reward behavior adds a little to the effectiveness of the organization's leadership. However, the behavioral styles of transformational leadership are generally very effective and this importance reaches its peak in ideal influence or

ideal influence. With this description, as seen in the form of the leadership center model, all behavioral styles of transformational leadership are included in the category of effective leadership.

Of course, it should be noted that these two theories can be considered complementary, but not in the sense that they have the same importance [35]. In other words, transformational leadership is based on pragmatic leadership and causes the performance of followers and employees to be much higher than when only pragmatic leadership is used. But the opposite of this case is not true [30]. This means that a good pragmatic leader, without transformational leadership skills, cannot have the appropriate and required effectiveness for the organization.

3 Organization strategy and human resources

Human resource management pays attention to human beings as a vital and privileged factor for organizational survival, growth and superiority, human resource issues can be analyzed at two levels strategic human resource management and operational human resource management. The reason for the change in political, economic, social, and cultural trends, the intensification of competition at the national and global level, the increase in the heterogeneous workforce and the dramatic changes like the workforce are facing new challenges. The strategic management of human resources has received more attention in such circumstances, and a new role is expected from it every day [10]. The success and efficiency of organizations involve equipping their employees with the latest concepts related to professional knowledge and skills and modern technology, in this regard, one of the key and important tasks of senior managers of organizations is to provide learning and development opportunities for their workforce. In order to achieve the highest and most desirable level of performance [29]. Every organization compiles a set of long-term goals to realize its mission and ultimate goal [32]. Strategies are tools by which the company can achieve its long-term goals. According to Kovin's definition, strategy is a pattern or a plan that combines the goals, policies and operational chains of an organization in the form of a connected whole. Strategy is determining the basic and long-term goals of an organization choosing actions and allocating the necessary resources to achieve these goals [19]. In today's world, which is changing at a dizzying speed, one-time decisions based on intuitive and experimental judgments can no longer be used. Today, organizations that can use science and strategic management will be successful [1]. Many scientists have studied the importance of strategic planning from different aspects and they all agree on the correlation of strategic planning with the optimal performance of the organization [36]. Strategic decisions include a wide range of production or supply of a new product or service, new advertising strategy, strategic alliance, leaving a market, merging with another company, changing key suppliers, strategic partnership, and changing the structure of the organization [25]. In strategic planning, by knowing the strengths and weaknesses, opportunities and threats, the best way to achieve the goals is determined [34].

Human resource planning is the process of systematically reviewing the organization's human resource requirements to ensure that the required number of employees with specific skills are available at a given time [22]. Strategic human resource management in today's competitive and complex world has value and It is a special place. As organizations seek to gain a competitive advantage in the field of human resources [17].

Human resources are one of the most valuable assets of any organization; Because other factors such as technology, capital, etc. depend on human power [16]. Despite new technical and technical advances, no factor has been able to replace manpower and man is considered as a key factor in the organization. Considering this point, the management of the organization should try to recognize this capital correctly cultivate its hidden abilities and talents and effectively mobilize it in advancing the goals of the organization [8]. The need of developing countries for human power and qualified managers at a high level is as urgent and tangible as their need for capital. In other words, these countries will not be able to use the capital optimally before training such forces [37]. Therefore, to provide higher productivity provide services and execute missions effectively and efficiently, it is necessary to plan human resources in organizations. Do your best A missing link that neglecting it will reduce the preservation, development and sustainability of human resources [18].

Human resources should be integrated with the strategic planning and operational framework of the organization, so it is necessary for human resources to actively participate not only in the strategic direction of the organization but also in its operational planning [26].

4 Research method

This study is based on how information is collected and is one of the descriptive-analytical research from the case study and is usually the most appropriate method in descriptive research. The statistical population in this study is all

managers and staff in the Veterinary Office of Semnan Province. In this study, the number of statistical populations is 127, and according to the Cochran formula, the sample size is 100. These people were selected based on a simple random sampling method.

The field method used in this study is to collect information from the questionnaire. Three questionnaires were used to investigate the relationship between variables and test hypotheses in this study. The first is the Aryan Bus and Avilio Transformation Leadership Questionnaire using 2 items, derived from the Multi-Factor Questionnaire (MLQ). This questionnaire has four dimensions of individual consideration, mental encouragement, inspirational motivation and ideal influence and is based on a five-choice Likert scale.

The second is the Schneider, Barso Strategy Strategy Questionnaire, which uses 7 items to measure organizational strategy, and the third is a researcher-made questionnaire made by strategic human resources management that measured both internal and environmental dimensions with 43 items to measure The dimensions of strategic human resource management deals.

The narration of the questionnaires used in this study was approved by experts and experts and Cronbach's alpha coefficient was used to confirm the reliability of the questionnaires. Also, structural equations and SPSS and Lisrel software were used to analyze information.

5 Nonlinear Structural Equation Model

The traditional linear structural equation model is typically made up of two parts: the measurement model describing the relationships between the observed and latent variables and the structural model describing the relationships between the latent variables. Given a vector of p observed variables Z_i for the ith individual in a sample of size n and a vector of q latent variables f_i, the linear structural equation model system can be written:

$$Z_i = \mu + \Lambda f - i + \epsilon_i, \tag{5.1}$$

$$b_o + B_o f_i = \delta_{oi} \tag{5.2}$$

where in the measurement model, the matrices $\mu(p \times 1)$ and $\Lambda(p \times q)$ contain fixed or unknown scalars describing the linear relation between the observations Z_i and the common latent factors f_i, and represents the $(p \times 1)$ vector of random measurement error independent of f_i such that $E(\varepsilon_i) = 0$ and $Var(\varepsilon_i) = \Psi$ with fixed and unknown scalars in; and in the structural model, the matrices $b_o(d \times 1)$ and $B_o(d \times q)$ contain fixed or unknown scalars defining d different additive linear simultaneous structural equations relating the factors to one another plus the $(d \times 1)$ vector of random equation error δ_{oi}, where $E(\delta_{oi}) = 0$ and $Var(\delta_{oi}) = \Delta_o$ with fixed and unknown scalars in Δ_o.

The simultaneous linear structural model as written in (5.2) is very general. For many practical research questions which can be addressed by simultaneous structural models, it is useful to model specific variables in terms of the rest of the variables, i.e., it is useful to consider some of the latent variables as endogenous and others as exogenous, where endogenous variables are those that are functions of other endogenous and exogenous variables. Let $f_i = (\eta_i', \xi_i')'$ where η_i are the d endogenous latent variables and ξ_i are the $q - d$ exogenous latent variables. Then a commonly used form for the structural model (5.2) becomes:

$$\eta_i = b + B\eta_i + \Gamma\xi_i + \delta_i, \tag{5.3}$$

where it is assumed the equation errors δ_i have $E(\delta_i) = 0$, $Var(\delta_i) = \Delta$ and are independent of the ξ_i as well as independent of ϵ_i in (5.1), and the matrices $b(d \times 1)$, $B(d \times d)$, $y(d \times (q - d))$, and $\Delta(d \times d)$ are fixed or unknown scalars. The structural model (5.3) is said to be in implicit form, implicit because it has endogenous variables on both sides of the equations, i.e., it is not "solved" for the endogenous variables. It is assumed that the diagonal of B is zero so that no element of η_i is a function of itself. A sufficient condition for solving (5.3) is that $(I - B)$ is invertible, then (5.3) can be solved for the endogenous variables and written as

$$\eta_i = b^\star + \Gamma^\star \xi_i + \delta_i^\star \tag{5.4}$$

where $b^\star = (I - B)^{-1}b$, $Y^\star(I - B)^{-1}y$, and $Var(\delta_i^\star) = (I - B)^{-1}\delta(IB)^{-1}$.

The structural model (5.4) is said to be in reduced form as the η_i now appears only on the left-hand side of the equation. It is important to note the assumption that the equation errors δ_i were additive and independent of the ξ_i in the implicit form (5.3) results in the equation errors $\delta_i^\star$ in the reduced form (5.4) also being additive and independent of the η_i.

Given p, q and d, additional restrictions must be placed on μ, A, Y, b_o, B_o, and Δ_0, in (5.1)-(5.2) in order to make all the unknown parameters identifiable. The assumption that (5.2) can be written in reduced form (5.4) is the typical restriction placed on the structural model. Additionally, a common restriction placed on the measurement model (5.1) is the errors-in-variables parameterization where q of the observed variables are each fixed to be equal to one of the q different latent variables plus measurement error. For a thorough discussion of identifiability in linear structural equation models see, e.g., Bollen [4]. Finally, it should be noted that there is no inherent distributional assumptions needed for ϵ_j, δ_{oi}, nor f_l at this point of model specification although distributional assumptions may be added eventually to perform estimation.

A mixture SEMs for a $p \times 1$ random vectory y_i is defined as follows:

$$f(y_i) = \sum_{k=1}^{K} \pi_k f_k(y_i | \mu_k, \Sigma_k), \qquad i = 1, \cdots, n, \tag{5.5}$$

where K is the number of components which can be unknown, π_k's are component probabilities which are nonnegative and sum to 1.0, $f(y|\mu_k, \Sigma_k)$ is a multivariate normal density function with an unknown mean vector μ and a covariance matrix Σ_k. Conditional on the kth component, suppose that y satisfies the following measurement model:

$$y = \mu_k + \Lambda_k \omega_k + \epsilon_k \tag{5.6}$$

where μ_k is an $p \times 1$ Intercept vector, Y_k is a $p \times q$ factor loading matrix, ω_k is a $q \times 1$ random vector of latent variables, is a $p \times 1$ random vector of error measurements with distribution $N(0, \Psi_k)$ which is independent of ω_k, and Ψ_k is a diagonal matrix. Let ω_k be partitioned into $(\eta_n^T, \xi_k^T)^T$ where η_k is a $q1 \times 1$ vector, ξ_k is a $q2 \times 1$ vector, and $q1 + q2 = q$. The structural equation is defined as

$$\eta_k = B_k \eta_k + \Gamma_k \xi_k + \delta_k \tag{5.7}$$

where B_k and Y_k are $q1 \times q1$ and $q1 \times q2$ matrices of unknown parameters; and random vectors $\xi_k \lambda_k$ are independently distributed as $N(0, \phi_k)$ and $N(0, \phi_{\lambda k})$ respectively; and ϕ_k is a diagonal matrix.

We assume that $B_{ok}(q1 - B)$ is nonsingular and (l_{q^l} is Independent of any elements in $B_{k\star}$). One specific form of B_k that satisfles this assumption is the lower or upper triangular matrix.

As the mixture model defined in (5.5) is invariant with respect to permutation of labels $k = 1, \cdots, K$, adoption of an unique labeling for identifiability is important. Roeder and Wasserman [31], and Zhu and Lee [24] proposed to impose the ordering $\mu_{1,1} < \cdots < \mu_{K,1}$ for eliminating the label switching (jumping between the various labeling subspace), where $\mu_{K,1}$ is the first element of the mean vector μ_k. This method works fine if $\mu_{1,1}, \cdots, \mu_{K,1}$ are well separated. However, if $\mu_{1,1}, \mu_{K,1}$ are close to each other, it may not be able to eliminate the label switching, and may Introduce incorrect results. Hence, it is necessary to find a sensible identifiability constraint. In this chapter, the random permutation sampler developed by Frühwirth-Schnatter [12] will be applied for finding the suitable Identifiability constraints. See the following sections for more details.

Moreover, for each $k = 1, \cdots, K$, structural parameters in the covariance matrix Σ_k corresponding to the model defined by (5.6) and (5.7) are not identified. A common method in structural equation modeling for identifying the model Is to fix appropriate elements in A_k, B_k, and/or Y_k at preassigned values. The positions of the preassigned values of the fixed elements in these matrices of regression coefficients can be chosen on a problem-by-problem basts, as long as each σ_k is identified. In practice, most manifest variables are usually clear indicators of their corresponding latent variables. This give rather clear prior information to specify the zero values to appropriate elements in these parameter matrices. See the illustrative example in Section 5 for a more concrete example. For clear discussion of the proposed method, we let $\prod = (\prod_1, \cdots, \prod_K)$, and O be the vector which contains all unknown parameters in the covariance matrices that defines an identified model.

6 Data analysis and findings

In this study, the dimensions of different characteristics of transformational leadership style were considered as four independent research variables and their effect on strategic human resource management and through it examined the strategic management of the organization. The model consists of 7 hidden variables that are measured through 1 to 5 rating.

In order to analyze, the research data was first normalized as follows:
Assuming the Y_i variable is related to the question I of the questionnaire, it was converted to a normal variable using
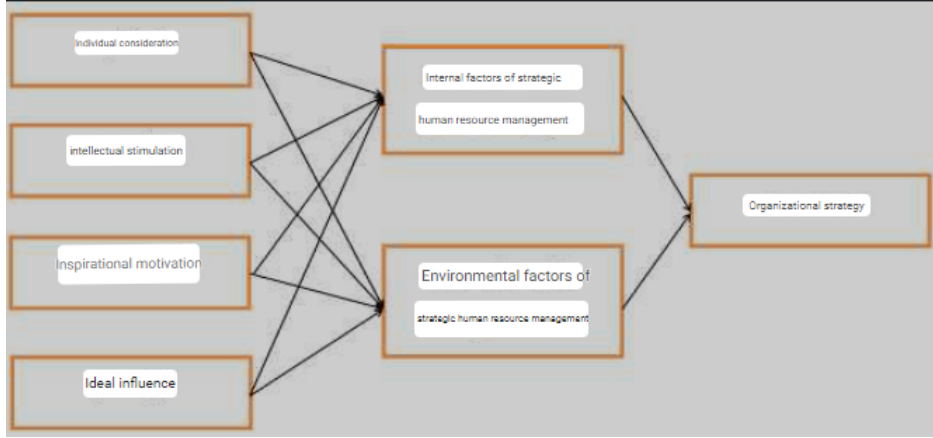
Figure 1: Primary Model of Research Before estimated

the following formula:

$$X_i = \frac{100}{4} \times (Y_i - 1)$$

In this case, the minimum X_I value will be zero and the maximum X_i value will be 100. It is also replaced by the average X_is in the data if the question is not answered.

After the data standardization, the information stored in the Excel file was transferred to SPSS and Lisrel 8.7 software and analyzed the information using these software, which is below the information analysis process.

6.1 Investigating the Relationship between Model Hidden variables

The model introduced is a set formed by linear equations between hidden variables, the overall form of these equations as follows:

$$\mu_j = \beta_{j0} + \beta_{ji} \cdot \mu_j + \varepsilon_j$$

According to the above relationship, the following structural equation can be written for the connection between the main variables of the model:

$$IHRSM = \beta_{10} + \beta_{11}.X_1 + \beta_{12}.X_2 + \beta_{13}.X_3 + \beta_{14}.X_4$$

$$EHRSM = \beta_{20} + \beta_{21}.X_1 + \beta_{22}.X_2 + \beta_{23}.X_3 + \beta_{24}.X_4$$

$$OS = \beta_{30} + \beta_{31}.IHRSM + \beta_{32}. EHRSM$$

6.2 Investigating sample adequacy

To confirm whether or not the research data is suitable for factor analysis, sampling sufficiency must be tested. To do this, used the Kaiser-Meyer-Angin (KMO) index or the Bartlett test. To confirm the sampling adequacy, the KMO index should be over 0.6 or the Bartlett test is significant. The results of the KMO-Bartlett test are shown in Table 2. The KMO index value confirms the adequacy of sampling and the level of zero reliability for the Bartlett test also indicates the appropriateness of the factor model cited.

Table 2: KMO-BARTLTT test results

KMO	0.804
Bartlett's test	
Chi-square statistic	4287.34
Degrees of freedom	99
significance level	0.000

6.3 Final research model (after estimation)

Before estimating the final model, it must be confirmed that the model is well estimated for this purpose Laserl provides indicators called good fit indicators that are examined in this section.

- Investigating the Model of Benevolent Indicators: Model:

In the model of structural equations on the one hand, the extent of compliance with research data and the conceptual model of the research will be examined whether it is of good fit and on the other hand the meaning of relationships in this fit model is tested. Proper model indicators include χ^2, GFI (goodness index) and AGFI (good -natured indices). That is, the model is of good fit that χ^2/df is smaller than 3, and the GFI and AGFI, the closer to one, the better the data model. The table below shows the scope range of the index and good fit.

Table 3: Index domain range and good fit

Fit index	good fit	Acceptable fit
P-value	$P < 0.05$	$0.05 \leq P \leq 0.1$
χ^2/df	$0 \leq \chi^2/df \leq 2$	$2 \leq \chi^2/df \leq 3$
RMSEA	$0 \leq RMSEA \leq 0.05$	$0.05 \leq RMSEA \leq 0.08$
GFI	$0.95 \leq GFI \leq 1$	$0.9 \leq GFI \leq 0.95$
AGFI	$0.9 \leq AGFI \leq 1$	$0.85 \leq AGFI \leq 0.9$

Based on the output of the RMSEA, the RMSEA index is 0.076, which can be said to have an acceptable fit. Other good suits are shown in Table 4. By comparing the results obtained with Table 3, the amount of indices in the present study is acceptable. Given that the model's fitting indicators indicate the appropriate fit of the model, it can be concluded that the model is an appropriate model. Therefore, the coefficients of variables can be investigated.

Table 4: Values of Model Falling Indicators

Indicators	Indicator symbol	value
Comparative fitness index	CFI	0.88
Increasing fitness index	IFI	0.94
Good fit index	GFI	0.90
Adjusted goodness of fit index	AGFI	0.89
Bentler-Bonnet index or smoothed goodness of fit	NFI	0.95

Following the final identification of the indicators of each invoice, the relationship between the research variables using Laser Software is estimated:
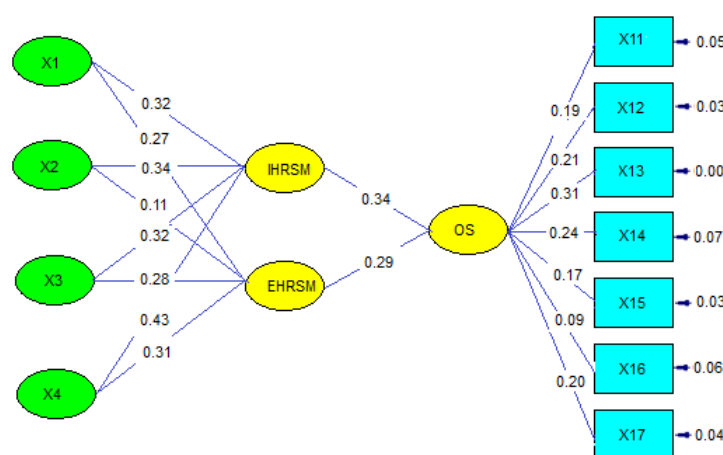
Chi-Square=1701.99 , df=99 , P-Value=0.0000 , RMSEA=0.085

Figure 2: the relationship between variables in the final model of research

6.4 Model estimation results

- Strategy of organizations with a coefficient (0.34) affected by the internal dimension of human resource management strategy and coefficient (0.29) is affected by the environmental human resource management strategy.

- The internal dimension of the Human Resource Management Strategy, respectively, accepts the greatest impact of the ideal influence variables (0.43) and individual consideration (0.34), respectively.

- The environmental dimension of the HR management strategy also accepts the most impact on ideal influence variables (0.13) and inspirational motivation (0.28), respectively.

The interpretation of the relationship between the variables of the research above depends on the significant variables and the research model. The meaning of the model was approved by the good indicators of the good fit. This section also examines the significant relationship between variables. For this purpose, the T test is performed to investigate the relationship between variables in the model:
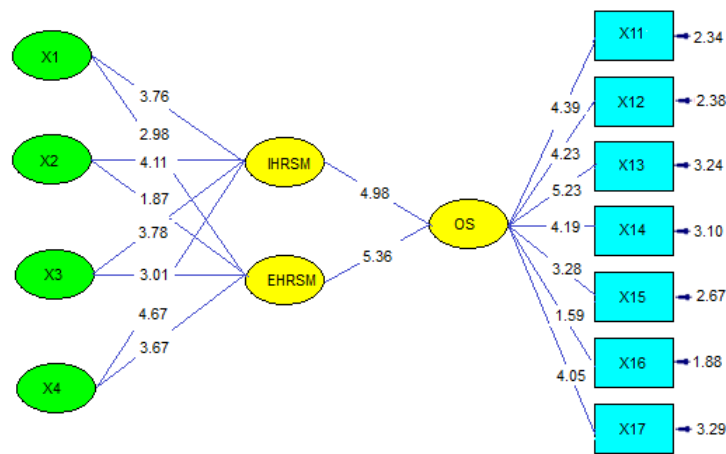

Figure 3: T -statistics in the final research model

Based on the results of the above figure, the relationship between all variables is confirmed at 95 % reliability, except for the relationship between rational stimulation ($X2$) and environmental factors of strategic human resource management that rejects this level.

7 Summary

Since transformational leadership is the ability to gain people to need change, improvement and guidance, and includes assessing partners' motivations, estimating their needs and giving them value, a transformative leader is valuable to their company colleagues. Make more successful. Given the features such as ideal influence, inspirational motivation, stimulation of speciality and development-oriented support, it can be used to share knowledge and satisfy the needs of knowledge staff that need self-improvement, the need of career self-esteem, and job success. It is fair and justice to take the basic steps, and this is a factor in nurturing knowledge staff in the organization. Because the prevalence of knowledge-sharing culture is the expansion of knowledge in the organization and a factor in enhancing the ability of knowledge staff. This type of leadership style will be able to radically change the attitudes and perceptions of employees and a factor in sharing knowledge in the organization and ultimately to nurture the right and competent manpower in the organization.

Based on the results of the study of the existence of a positive and significant relationship between the transformational leadership style with environmental factors and internal factors of human resource strategy and the organization's strategy:

- Using transformational leadership features, providing employees with new ideas and solutions to the new product, entering a new market, increasing sales and more. Encouraging the ideas of creative people to encourage other members of the organization to be creative.

- Employee participation in the view of the landscape. Managers participate in creating employees in creating the prospect of the organization, in addition to creating a shared commitment, leading to their activities to achieve the goals of the organization.

- Managers by educating employees, change their view of the organization and induce them to consider the organization as a general system with interconnected components, and understanding the relationships of the organization's internal and external phenomena, the impact of activity and decisions. Consider themselves over other parts of the organization.

- Meetings related to the organization's strategic subjects) new product production, entry into the new market, and so on (with the participation of managers and employees of different levels of the organization and welcome and use their comments and suggestions. This will cause organization managers to Be aware of different ideas and perspectives and benefit from them in final decision.

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