

Relationship between transformational leadership styles with psychological empowerment

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Abstract: The goal of this research is to analyze the relationship between transformational leadership and psychology empowerment of employees in the Islamic Azad Universities, Mazandaran province. The research is a descriptive correlation study. The statistical community is all employees in Islamic Azad universities in five cities of Mazandaran include tonekabon, chalos, sari, neka, behshahr. The cluster random sampling based on geographical area. Method of this research is based on Morgan's table and the number of 256 people was determined. For collecting data and needed information, the library and field methods were used. Data collection tools and information in this study is two questionnaires: Spritzer's Psychological empowerment questionnaire (1995) and Bass and Avolio's transformational leadership questionnaire (2000). Data were analyzed by Pearson correlation coefficient and multiple regression analysis. Results showed that there is the positive relationship between psychological empowerment and transformational leadership style ($p < 0/01$). In addition, regression analysis showed that the predictor variables, intellectual stimulation, individual consideration and motivation are the most important role in predicting psychological empowerment ($p < 0/01$).

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Introduction

Rapid environmental changes threaten the survival of many organizations. The global economic is driven forward the regional pressures. New media and information technology, consumer global cultures, the emergence of global standards and the possibility of sharing the costs are environmental impact changes that there are in today's organizations (cartwright & roger, 2000). Fulmar and gibnez point out that globalization, deregulation, E-commerce and rapid changes in technological, have forced companies to reassess their approach to work. Variability and complexity may be lowered environmental predictability and influence the type of leadership in organization. in an unstable environment, it is important, a new style of leadership that enables the development of intangible assets and dynamic capabilities can work without organizations focusing on transformational leadership cannot create such as strategic re alliance (Motallebi Asl, 1385:138). Transformational leadership includes creating commitment towards the organization's objectives and empowering followers to accomplish these goals (yokel, 1382:121). Bass and Avolio, transformational leadership definition of leadership that occurs when the leader is sparking interest among his followers to look at their work from a new perspective. Transformational leadership creates awareness from mission and vision of the organizational develops followers to higher levels of

ability and potential. In addition, transformational leadership will stimulate followers that the benefit to the group. These leaders to establish a relationship with people until motivating them, to take stronger and more active, encourage participation in important decision; have free exchange of ideas, to strengthen the collaboration and teamwork (yokel, 2002:126).

According to saros and sontora (2001), leaders who use this style, to show consideration for the needs of employees, are ready with the development of behavior, mentoring to appropriate work place, transfer with distinct ways their ideas and insight to the employees, encourage employees to expand beyond the standards and encourage to creativity. At a glance, transformational leadership are characterized as being a role model, personal and special note to staff, inspiration motivation and intellectual stimulation. These leaders transfer admiration, respect and loyalty to employees through their organizational interactions and reinforce a sense of purpose. Also, this type of leaders though establishing a relationship with your staff, try to understand and respect the needs, skills and different aspiration. These leaders are trying to draw incentives perspective for employees toward future working group and based on the patterns and with their behavior show how can achieve to goals. More importantly, they carry a sense of competence with timely feedback. Finally these leaders try to stimulate employees with the development of their interests

through intellectual stimulation (Bass, 1985, 1990, Bass & Avolio, 1995, Gumusloghlo & Ilsev, 2009). When employees can afford of duties that they have the skills, knowledge and abilities. Tool that can assist to managers is empowerment process in empowered organization; employees are walking out the best innovation and ideas with excitement, ownership and pride (Blanchard, 2000:101).

In the management, use of the term empowerment is on industrial democracy and employee participation in organizational decision under various titles team building, partnering and total quality management. Tomas and velthous (1990) in his article entitled empowerment psychological element, considered a new dimension of power and empowerment. they have defined empowerment as a process of increasing the intrinsic motivation to work. According to spritzer (1995), psychological empowerment is a motivational structure the reveals itself through four cognitive dimension: 1) meaning 2) competence 3) self-determination 4) effect. meaning is the concept of individual work objectives and link these goals to standards or personal ideals in a more extended conceptual it can be said that the meaning is balance between the requirements of working role with the beliefs, values and behaviors of the individual. Competency which is also called the efficacy, include a belief in their ability to do the job with skill. In contrast self-determination is the feel about having a choice on how to get started and set to work in jobs. And finally effect refers to the impact that in individual can have on the strategic, administrative and operational work consequences (spritzer, 1995, 1996, spritzer and queen, 2001, Dimetriades and kuffido, 2002). Transformational leaders are able to feel a strong psychological impact on yours staff in different ways. Conger (1999) showed that transformational leadership provides the confidence and willingness to self-promotion through personal and dedicated attention to employees. According to Avolio, Zhou, kobatia (2004), transformational leadership provide a platform for their employees mental capacity through to provide meaningful and challenging work it out. Jung and susik (2002) and Jung, Chu (2003) studies have supported Avolio and et al views (2004) on the role of transformational leadership on employee s' psychological empowerment. Dewier, Eden, Avolio and Shamir (2002) on a longitudinal study, have reported a significant positive impact of transformational leadership on psychological empowerment. Gumusloghlo and Ilsev (2009) also have reported 27% positive correlation between these two phenomena. In summary, background research to suggest that there is a significant positive relationship

between transformational leadership style and psychological empowerment. Research Bergson and Avolio (2004) suggest that transformational leaders are capable of giving meaning to the environment and shape the strategic objectives that will attract the attention and interests of employees. The followers of these leaders have a greater commitment to the mission; have a greater sense of cohesion and corporate identity. mining and kortis (2005) believe that transformational leadership apply, optimism, charisma, intelligence and other personal ability to promote the ideals of others and to move individuals of organizations towards higher performance. Tomas and Velthous (1990) research findings showed that significantly higher levels of job and a sense of competence will enhance job satisfaction by creating interest toward their duties. Mohammad Mohammadi (1380) research under way to evaluate the employee empowerment showed that job enrichment, delegating, performance –based reward, cooperative management, leadership style and proposals system are the employee empowerment ways. Farhadnezhad (1382) found that managers with delegated authority and responsibility cause to work with all the energy and enthusiasm and with all the power of thought and creativity. According to Duckt and MacFarlane (2003), transformational leadership established the reciprocal relationship that convert followers into leaders and leaders are looking to satisfy the needs of workers. According to the definition of psychological empowerment from Tomas, velthous and spritzer background research the question arises that is there a relationship between transformational leadership style and psychological empowerment? The aim of this study is the relationship between transformational leadership style and psychological empowerment in Islamic Azad University, Mazandaran province. Based on the goal, the following research hypothesis for this study is proposed. There is significant and positive relationship between the components of transformational leadership (idealized influence, inspiration motivation, intellectual stimulation and individual consideration) with employees' psychological empowerment (meaning, competence, self-determination and effect), and finally a question arises that which components of transformational leadership style is stronger role in the forecasting of employees psychological empowerment?

Research Methodology

The current research is descriptive – correlation and the statistical community of research include all the employees in Islamic Azad universities in five cities of Mazandaran province include tonekabon, chalos, sari, neka, behshahr who are 829 people. 265 people were selected based on

Morgan's table and based on cluster random sampling of geographic area.

Research tools

The tools used in this study include two scales:

1) transformational leadership questionnaire: this scale is designed by Bass and Avolio (2000) that includes 17-question test of likert spectrum which have four subsidiary as idealized influence (five questions), intellectual stimulation (four questions), inspiration motivation (four questions) and individual consideration (four question). The questionnaire reliability is obtained through cronbach's alpha which is achieved 0/95. the questionnaire justifiability

is obtained contently and after the required editions through the professors.

2) psychological empowerment questionnaire: to assess the psychological empowerment is used 12-item questionnaire which is designed by spritzer (1995) of likert spectrum. this questionnaire have four subsidiary as meaning (three questions), competence (three questions), self-determination (three question) and effect (three questions). The questionnaire reliability is obtained through cronbach's alpha which is achieved 0/83. the questionnaire justifiability is obtained contently and after the required editions through the professors.

Findings

Descriptive findings are presented in table 1.

Table 1- Descriptive indicators (means and standard deviation) of research variable

variables	Idealized influence	motivation	Individual consideration	Intellectual stimulation	Self-determination	effect	competence	meaning
Idealized influence	-							
Motivation	0.602**	-						
Individual consideration	0.536**	0.596**	-					
Intellectual stimulation	0.671**	0.686**	0.636**	-				
Self-determination	0.381**	0.436**	0.587**	0.460**	-			
Effect	0.430**	0.444**	0.441**	0.476**	0.507**	-		
Competence	0.252**	0.231**	0.107*	0.202**	0.144**	0.418**	-	
Meaning	0.457**	0.332**	0.313**	0.385**	0.312**	0.515**	0.527**	-
Psychological empowerment	0.488**	0.484**	0.489**	0.502**	-	-	-	-

Table 2- Mutual correlation of psychological empowerment criterion variable and predictor variables

Variables statistical	Idealized influence	motivation	Individual consideration	Intellectual stimulation	Self-determination	effect	competence	meaning
Mean	17.40	13.24	12.37	12.95	8.54	9.26	10.64	10.22
SD	3.92	3.63	3.22	3.55	2.39	2.56	2.11	2.36

p<0.01** p<0.05*

As table 1 show, the highest mean and standard deviation is related to idealized influence and the lowest mean and standard deviation is respectively related to self-determination and competence. The results achieved from studying the special research hypothesis are presented in table 2. The data in table 2 show that (special research hypothesis) 1) there is a direct and significant relationship between psychological empowerment and idealized influence (p=0.01, r=0.488), intellectual stimulation (p=0.01, r=0.502), inspiration motivation (p=0.01, r=0.484) and individual consideration (p=0.01, r=0.489). 2) there is a direct and significant relationship between self-determination and idealized influence (p=0.01, r=0.381), intellectual stimulation (p=0.01, r=0.46), inspiration motivation (p=0.01, r=0.436) and individual consideration (p=0.01, r=0.587). 3) there is a direct and significant relationship between effect and idealized influence (p=0.01, r=0.43), intellectual stimulation (p=0.01, r=0.476), inspiration motivation (p=0.01, r=0.444) and individual consideration (p=0.01, r=0.441). 4) there is a direct and significant relationship between competence and idealized influence (p=0.01, r=0.252), intellectual stimulation (p=0.01, r=0.202), inspiration motivation (p=0.01, r=0.221) and individual consideration (p=0.01, r=0.054). 5) there is a direct and significant relationship between meaning and idealized influence (p=0.01, r=0.457), intellectual stimulation (p=0.01, r=0.385), inspiration motivation (p=0.01, r=0.332) and individual consideration (p=0.01, r=0.313).

There is relationship between transformational leadership style and psychological empowerment in the employees of Islamic Azad universities, Mazandaran province.

For considering the fact that whether the above multiple regression hypotheses is valid, the stepwise method is used. the stepwise regression model is used to determine the best indicator of psychological empowerment model among the predictor variables. it is worth noting the intellectual stimulation, individual consideration and idealized influence are involved in the equation. The results obtained are presented in table 3.

Table 3-the summary of stepwise regression Analysis of the psychological empowerment, individual consideration, intellectual stimulation and idealized influence variables

Predictor variables	R	R ²	AR ²	Std. Error
1-Intellectual stimulation	0.502	0.252	0.249	6.06
2-intellectual stimulation, Individual consideration	0.549	0.301	0.295	5.87
3-intellectual stimulation, Individual consideration, idealized influence	0.573	0.329	0.319	5.77

Table 3 indicates that correlation square of intellectual stimulation variable is ($R^2=0.252$), that is, intellectual stimulation is able to explain 25% variance psychological empowerment. having added the individual consideration to intellectual stimulation in the second model, the psychological empowerment variance is increased 49% ($R^2=0.301$), and it was able to explain 30% variance of psychological empowerment, and having added the idealized influence to intellectual stimulation and individual consideration in third model, the psychological empowerment variance is increased 28% ($R^2=0.329$) and it was able to 32% of psychological empowerment variance. the study of variance analysis test to show whether the step wise regression model is significant or not is reported in table 4.

Table 4-variance analysis test to consider regression significant

model		SS	Df	MS	F	Sig
1	Regression	2770	1	2770	75.2	0.00
	Residual	8204	223	36		
	Total	10974	224			
2	Regression	3302	2	1651	47.7	0.00
	Residual	7671	222	34		
	Total	10974	224			
3	Regression	3605	3	1201	36.0	0.00
	Residual	7368	221	33.3		
	Total	10974	224			

1. Predictors:(constant). Intellectual stimulation
2. Predictors:(constant). Intellectual stimulation, individual consideration
3. Predictors:(constant). Intellectual stimulation, individual consideration, idealized influence

Table 4 indicates that the obtained F of intellectual stimulation, individual consideration and idealized influence are significant in the 0.01 level, it can be said with 99% confidence that there is a relationship between intellectual stimulation, individual consideration and idealized influence and psychological empowerment, and also intellectual stimulation, individual consideration and idealized influence have the ability to predict the psychological empowerment variable

Table 5- regression analysis (the variables which are involved in stepwise model of regression equation)

Model		Un standard coefficient		Standard coefficient(B)	t	sig	
		B	Std. Error				
1	constant	26	1.5	0.502	17	0.00	
	Intellectual stimulation	0.98	0.11		8.6	0.00	
2	Constant	23	1.6	0.322	13.7	0.00	
	Intellectual stimulation,	0.63	0.14		4.43	0.00	
	Individual consideration	0.62	0.15		3.9	0.00	
3	Constant	20	1.8	0.195	10.7	0.00	
	Intellectual stimulation	0.38	0.16		2.36	0.01	
	Individual consideration	0.53	0.15		0.244	3.35	0.001
	Idealized influence	0.4	0.13		0.228	3.01	0.003

According to the obtained results, table (5) shows that because the calculated t is significant to consider the regression slop line significant (b) for intellectual stimulation, individual consideration and idealized influence in the

0.01level, therefore, the capacity of intellectual stimulation, individual consideration and idealized influence are statistically significant for psychological empowerment. The results and studies of data achieved from the above table approve the research main hypothesis, that is, there is relationship between transformational leadership and psychological empowerment.

There is relationship between transformational leadership style and self-determination in the employees of Islamic Azad universities, Mazandaran province.

For considering the fact that whether the above multiple regression hypotheses are valid, the stepwise method is used. the stepwise regression model is used to determine the best indicator of self-determination model among the predictor variables. It is worth noting the individual consideration and intellectual stimulation are involved in the equation. The results obtained are presented in table 6.

Table 6-the summary of stepwise regression Analysis of the self-determination, individual consideration and intellectual stimulation variables

Predictor variables	R	R ²	AR ²	Std .Error
1- individual consideration	0.587	0.344	0.341	1.946
2- Individual consideration,intellectual stimulation	0.597	0.357	0.351	1.932

Table 6 indicates that correlation square of individual consideration variable is ($R^2=0.344$), that is, individual consideration is able to explain 34% variance self-determination. having added the intellectual stimulation to individual consideration in the second model, the self-determination variance is increased 13% ($R^2=0.357$), and it was able to explain 36% variance of self-determination variance.

The study of variance analysis test to show whether the step wise regression model is significant or not is reported in table 7. Table 7 indicates that the obtained F of intellectual stimulation and individual consideration are significant in the 0.01 level, it can be said with 99% confidence that there is a relationship between intellectual stimulation and individual consideration and self-determination, and also intellectual stimulation and individual consideration have the ability to predict the self-determination variable.

Table 7-variance analysis test to consider regression significant

model		SS	Df	MS	F	Sig
1	Regression	445.365	1	445.365	117	0.00
	Residual	848.692	224	3.789		
	Total	1294.058	225			
2	Regression	461.907	2	230.953	61	0.00
	Residual	832.151	223	3.732		
	Total	1294.058	225			

1. Predictors:(constant). Individual consideration

2. Predictors:(constant). Individual consideration, Intellectual stimulation

Table 8- regression analysis (the variables which are involved in stepwise model of regression equation)

Model		Un standard coefficient		Standard coefficient(B)	t	sig
		B	Std. Error			
1	constant	3.1	0.515	0.587	6.09	0.00
	individual consideration	0.43	0.040		10.8	0.00
2	Constant	2.71	0.549	0.494	4.95	0.00
	Individual consideration Intellectual stimulation	0.36	0.052		7.09	0.00
			0.09		0.047	2.10

According to the obtained results, table (8) shows that because the calculated T is significant to consider the regression slop line significant (b) for intellectual stimulation and individual consideration in the 0.01level, therefore, the capacity of intellectual stimulation and individual consideration are statistically significant for determination. The results and studies of data achieved from the above table approve the research main hypothesis, that is, there is relationship between transformational leadership style and self-determination.

There is relationship between transformational leadership style and effect in the employees of Islamic Azad universities, Mazandaran province.

For considering the fact that whether the above multiple regression hypotheses are valid, the stepwise method is used. The stepwise regression model is used to determine the best indicator of effect model among the predictor variables. It is worth noting the intellectual stimulation, individual consideration and idealized influence are involved in the equation. The results obtained are presented in table 9.

Table 9-the summary of stepwise regression Analysis of the effect, individual consideration, intellectual stimulation and idealized influence variables

Predictor variables	R	R ²	AR ²	Std. Error
1-Intellectual stimulation	0.476	0.227	0.223	2.260
2-intellectual stimulation, Individual consideration	0.509	0.259	0.253	2.217
3-intellectual stimulation, Individual consideration, idealized influence	0.522	0.273	0.263	2.201

Table 9 indicates that correlation square of intellectual stimulation variable is ($R^2=0.227$), that is, intellectual stimulation is able to explain 23% variance effect. Having added the individual consideration to intellectual stimulation in the second model, the effect variance is increased 32% ($R^2=0.259$), and it was able to explain 26% variance of effect, and having added the idealized influence to intellectual stimulation and individual consideration in third model, the effect variance is increased 14% ($R^2=0.273$) and it was able to 27% of psychological empowerment variance. The study of variance analysis test to show whether the step wise regression model is significant or not is reported in table 10.

Table 10-variance analysis test to consider regression significant

model		SS	Df	MS	F	Sig
1	Regression	335.775	1	335.775	65.7	0.00
	Residual	1143.823	224	5.106		
	Total	1479.597	225			
2	Regression	383.499	2	191.750	39.	0.00
	Residual	1096.098	223	4.915		
	Total	1479.597	225			
3	Regression	403.836	3	134.612	27.7	0.00
	Residual	1075.762	222	4.846		
	Total	1479.597	225			

1. Predictors:(constant). Intellectual stimulation
2. Predictors:(constant). Intellectual stimulation, individual consideration
3. Predictors:(constant). Intellectual stimulation, individual consideration, idealized influence

Table 10 indicates that the obtained F of intellectual stimulation, individual consideration and idealized influence are significant in the 0.01 level, it can be said with 99% confidence that there is a relationship between intellectual stimulation, individual consideration and idealized influence and effect, and also intellectual stimulation, individual consideration and idealized influence have the ability to predict the effect variable.

Table 11- regression analysis (the variables which are involved in stepwise model of regression equation)

Model		Un standard coefficient		Standard coefficient(B)	t	sig	
		B	Std. Error				
1	constant	4.817	0.568	0.476	8.475	0.00	
	Intellectual stimulation	0.343	0.042		8.109	0.00	
2	Constant	3.904	0.630	0.329	6.198	0.00	
	Intellectual stimulation,	0.237	0.054		4.401	0.00	
	Individual consideration	0.185	0.059		3.116	0.002	
3	Constant	3.196	0.714	0.239	4.474	0.000	
	Intellectual stimulation	0.173	0.062		2.785	0.006	
	Individual consideration	0.162	0.060		0.203	2.688	0.008
	Idealized influence	0.105	0.051		0.161	2.049	0.042

According to the obtained results, table (11) shows that because the calculated T is significant to consider the regression slop line significant (b) for intellectual stimulation, individual consideration and idealized influence in the 0.01level, therefore, the capacity of intellectual stimulation, individual consideration and idealized influence are

statistically significant for effect. The results and studies of data achieved from the above table approve the research hypothesis, that is, there is relationship between transformational leadership style and effect.

There is relationship between transformational leadership style and competence in the employees of Islamic Azad universities, Mazandaran province.

For considering the fact that whether the above multiple regression hypotheses are valid, the stepwise method is used. the stepwise regression model is used to determine the best indicator of competence model among the predictor variables. It is worth noting the idealized influence is involved in the equation. The results obtained are presented in table 12.

Table 12-the summary of stepwise regression Analysis of the competence and idealized influence variables

Predictor variables	R	R ²	AR ²	Std.Error
1-idealized influence	0.252	0.064	0.059	2.053

Table 12 indicates that correlation square of idealized influence variable is ($R^2=0.064$), that is, idealized influence is able to explain 6% variance competence. The study of variance analysis test to show whether the step wise regression model is significant or not is reported in table 13.

Table 13-variance analysis test to consider regression significant

model	SS	Df	MS	F	Sig
1					
Regression	64.04	1	64.040	15.193	0.00
Residual	944.2	224	4.215		
Total	1008.2	225			

Predictors:(constant). Idealized influence

Table 13 indicates that the obtained F of idealized influence are significant in the 0.01 level, it can be said with 99% confidence that there is a relationship between idealized influence and competence, and also idealized influence have the ability to predict the competence variable.

Table 14- regression analysis (the variables which are involved in stepwise model of regression equation)

Model		Un standard coefficient		Standard coefficient (B)	t	sig
		B	Std.Error			
1	constant	8.271	0.622	0.252	13.2	0.00
	idealized influence	0.136	0.035		3.8	0.00

According to the obtained results, table (14) shows that because the calculated T is significant to consider the regression slop line significant (b) for idealized influence in the 0.01level,therefore, the capacity of idealized influence are statistically significant for competence. The results and studies of data achieved from the above table approve the research main hypothesis, that is, there is relationship between transformational leadership and competence.

There is relationship between transformational leadership style and meaning in the employees of Islamic Azad universities, Mazandaran province.

For considering the fact that whether the above multiple regression hypotheses are valid, the stepwise method is used. the stepwise regression model is used to determine the best indicator of meaning model among the predictor variables. It is worth noting the idealized influences are involved in the equation. The results obtained are presented in table 15.

Table15-the summary of stepwise regression Analysis of the meaning and idealized influence variables

Predictor variables	R	R ²	AR ²	Std.Error
1-idealized influence	0.457	0.208	0.205	2.109

Table 15 indicates that correlation square of idealized influence variable is ($R^2=0.208$), that is, idealized influence is able to explain 20% variance meaning. The study of variance analysis test to show whether the step wise regression model is significant or not is reported in table 16.

Table 16-variance analysis test to consider regression significant

model		SS	Df	MS	F	Sig
1	Regression	262.306	1	262.306	58.9	0.00
	Residual	996.0070	224	4.447		
	Total	1258.376	225			

Predictors:(constant): idealized influence

Table 16 indicates that the obtained F of idealized influence are significant in the 0.01 level, it can be said with 99% confidence that there is a relationship between idealized influence and meaning, and also idealized influence have the ability to predict the meaning variable.

Table 17- regression analysis (the variables which are involved in stepwise model of regression equation)

Model		Un standard coefficient		Standard coefficient(B)	t	sig
		B	Std. Error			
1	constant	5.428	0.639	0.457	8.49	0.00
	idealized influence	0.275	0.036		7.6	0.00

According to the obtained results, table (17) shows that because the calculated T is significant to consider the regression slop line significant (b) for idealized influence in the 0.01level,therefore, the capacity of idealized influence are statistically significant for meaning. the results and studies of data achieved from the above table approve the research hypothesis, that is, there is relationship between transformational leadership and meaning.

Results and discussion

The hypotheses test results show that there is significant and positive relationship between the component of transformational leadership style (idealized influence, intellectual stimulation, inspiration motivation and individual consideration) and the component of psychological empowerment (self-determination, effect,competence and meaning) in the employees of Islamic Azad universities, Mazandaran province. so transformational leadership through a mechanism based on characteristics mentioned affect the mental abilities of their employees. they tend to provide confidence and promotions of personal growth through individual attention and exclusive of the employees, as the experimental findings, it was predicted (for example Bass, 1985, 1990,Bass and Avolio, 1995, conger, 1994, gumushloghlo and Ilsev,2009,jung and susik, 2006, jung chaw,2003,divier,eden,avolio and Shamir, 2002). Other researchers have also found similar results regarding the positive relationship between the component of transformational leadership style

and the component of psychological empowerment. Bass (1985), farhadnezhad(2003), saros and santora (2001), north and hawos (2001),Benson and Avolio (2004), show that transformational leadership in give meaning to the environment and forming strategic goals that will attract the attention and interest of followers. the followers of these leaders have a greater commitment to the mission, willingness to undertake the difficult and challenging tasks and they have more solidarity and corporate identity. Also transformational leadership creates a better condition for understanding of strategic perspectives, mission, goals and acceptance of goals. They encourage people to follow the vision of the organization. Also they provide appropriate strategies to achieve the organization 's mission and goals by changing their followers through communication, patterning role and encouragement. According to, it is suggested that the managers of organizations with full commitment and support enjoy of creative activities, to express opinions create an opened organizational environment, freedom to employees to do task and increased the confidence of the employees through participatory decision-making and application information, and staff skills in performing the tasks. And reinforce meaningful, competence, self-determination and effect by implementation of training in the field transformative.

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