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**STUDY THE RELATION BETWEEN TRANSFORMATIONAL AND  
TRANSACTIONAL LEADERSHIP STYLES WITH STAFF EMPOWERMENT**

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**ABSTRACT**

The main aim of this study is to investigate the correlation between the transformational and transactional leadership styles with staff empowerment in Environmental Protection Agency of Tehran. The statistical population of this research consists of all 800 staff in Environmental Protection Agency of Tehran in 2013. 333 subjects are extracted and analyzed as the sample size according to simple cluster sampling and through Kerjcie and Morgan Table (1970). The measurement tool consists of two questionnaires, transformational and transactional leadership styles and empowerment, implemented on staff and managers. The reliability of these questionnaires is measured by Cronbach's alpha coefficient and equal to 0.90 for transformational and transactional leadership styles and 0.82 for empowerment. The data is analyzed at both descriptive and inferential levels and the research findings are as follows: 1- There is a significant correlation between the transformational and transactional leadership styles with staff empowerment in Environmental Protection Agency. 2- There is a significant correlation between the dimensions of transformational leadership style and staff empowerment in Environmental Protection Agency. 3- There is a significant correlation between the dimensions of transactional leadership style and staff empowerment in Environmental Protection Agency.

**Keywords: Transformational and transactional leadership styles, staff empowerment**

**INTRODUCTION**

According to research carried out in recent years in the world and given the importance of the issue of management in organizations, Change management-oriented and pragmatic management style as today's successful organizations have been

less attention and research. In terms of organization, process management as a means to influence, without force to guide and coordinate the activities of members of a group and as an adjective, means a set of properties [7], The leader of a powerful influence is on the behavior of individuals and groups in the organization. The organization of powerful leadership, the success of the champions [2], Discussion leading scientific organizations as well as other issues of Taylor and his efforts began. Human relations movement of the 1920s and early 1930s, Taylor was gradually replaced by the scientific method In addition to the issue of technology to improve efficiency, with special attention to human resources. According to the theory of human relations, leadership task is to fulfill its goals through cooperation and collaboration among their subordinates facilitate And create opportunities for personal development. Movement from the perspective of human relations, human relations is important, but Taylor's scientific management movement, according to the task (work) to be important [2], The point is that leadership and management are not synonymous. Leadership in informal organizations there, but when management is conceivable that the organizational structure is already there, In addition, the official does not ensure that the manager

can also play a leading role. Requires leadership skills by applying them to be human beings with a desire and willingness to achieve certain objectives are encouraged. As mentioned, all the managers and the leader of all leaders, not managers. For the realization of the ideals of excellence and build a progressive and thriving future which is more important and more effective? Do you need more sensible leaders or managers? What differences exist between leadership and management? Joun .b. NAS, predictors of well-known and renowned social trends, articles on important changes and fundamental changes in the work environment are conducive model, has written that the focus of:

- 1- Management leadership.
- 2- Monitoring and control authority.
- 3- Networking hierarchy.
- 4- The results of the strategic approach to the finish line.

Today, managers need multiple challenges such as essential to transformational leadership, human resources management, quality management, sustainable development and sustained competitive advantage, organizational change, shaping, improve the core values of the organization, philosophy or mission faced. These challenges increasingly require managers make their organizations for change in general, played the leading role. Tomorrow successful managers of these challenges are

elusive and should be ready to meet future challenges. But the psychological empowerment of employees as a means to release new approach intrinsic motivation and internal forces and also provide beds and to create opportunities for talent development, Abilities and competencies of staff, and in fact includes individual perceptions about their role in job and organization. Psychological empowerment consists of five dimensions: competency, trust, a sense of effectiveness, sense of self and a sense of the significance of the job[1],The researcher hopes to find answers for the questions above and provide strategies for enhancing employee empowerment growth, prosperity and development to provide more government agencies. In other words, this study tries to answer this question that any relationship between transformational leadership style and capabilities of managers and employees in this study there?

## MATERIALS AND METHODS

The statistical population of this research consists of all 800 staff in Environmental

Protection Agency of Tehran in 2013. 333 subjects are extracted and analyzed as the sample size according to simple cluster sampling and through Kerjcie and Morgan Table (1970). The measurement tool consists of two questionnaires, transformational and transactional leadership styles and empowerment, implemented on staff and managers. The reliability of these questionnaires is measured by Cronbach's alpha coefficient and equal to 0.90 for transformational and transactional leadership styles and 0.82 for empowerment.

## RESULTS

Main question:

Is there any relation between transformational and Transactional leadership by enabling significant relationship?

To answer the question of whether the relationship between leadership style (pragmatic and reformist) by empowerment there ?the regression equation regression model used in the table below.

**Table 1: Summary style regression model (pragmatic and reformist) Empowerment**

Multiple correlation coefficient	Square multiple correlation coefficient	Square multiple correlation coefficient adjusted	Standard error estimates
0.384	0.148	0.142	6.053

Table multiple correlation coefficient, or coefficient of determination shows multiple correlation so that multiple correlation

between the above variables 0.38 and low coefficient of determination. They also indicate that 14 percent of variability in

empowering leadership style by independent variables (pragmatic and reformist) will be explained.

**Table 2: Anova Table**

	Total squares	Degree of freedom	Mean square	F	Significant level
Regression	2093.970	2	1046.895	28.573	0.000
Remaining	12091.021	330	36.639		
Sum	14184.811		332		

Significant levels are presented in the table above with respect to the value of f is equal to 5.28, a level significantly lower than 0.01

Which suggests regression model confirmed that the independent variables are able to predict the dependent variable changes.

**Table 3: The coefficients of the independent variables in terms of standard and non-standard values**

Independent variable	Not standardized coefficients		Standardized coefficients	t	Significant level
	B	The standard error	Beta		
Constant	21.880	2.035		10.750	0.000
Transformational leadership	.180	0.034	.302	5.276	0.000
Pragmatic leadership	0.091	0.039	.135	2.360	0.019

Multiple correlation between leadership style (pragmatic and reformist) by empowerment showed that transformational leadership style with the beta 0.30 is positive and significant relationship and pragmatic leadership with the beta 0.13 positive and significant relationship between variables. In other words, increasing empowering style of leadership, empowerment will increase.

First sub-question: Is there any relation between dimensions of transformational leadership style and empowerment?

To answer the question of whether is there any relationship between transformational leadership style and empowerment of there? the regression equation regression model used in the table below.

**Table 4 summarizes the regression model of transformational leadership style and empowerment**

Multiple correlation coefficient	Square multiple correlation coefficient	Square multiple correlation coefficient adjusted	Standard error estimates
0.387	0.150	0.137	6.073

Table multiple correlation coefficient, multiple correlation coefficient or coefficient of determination shows the

square so that the multiple correlation between the above variables 0.38 and low coefficient of determination. They also

indicate that 15 percent of the variability in transformational leadership style will be empowering the independent variables of explained.

Table 5

	Total squares	Degree of freedom	Mean square	F	Significant level
Regression	2124.115	5	424.823	518.11	0.000
Remaining	12060.696	327	36.883		
Sum	14184.811		332		

Significant levels presented in the table is confirmed that the independent variables above with respect to the value of f which are able to predict the dependent variable equals 11.51 and a significance level of less than 0.01, which suggests regression Model changes.

Table 6: the coefficients of the independent variables in terms of standard and non-standard values

Independent variable	Not standardized coefficients		Standardized coefficients	t	Significant level
	B	The standard error	Beta		
Constant	24.408	1.611		15.149	0.000
perfectionist behavior	.510	0.139	.274	3.661	0.000
influence of perfectionism	-0.016	0.168	-0.007	-0.093	0.926
Spirit of motivation	0.035	0.284	0.009	0.122	0.903
Encourage intellectual effort	0.384	0.173	0.146	2.219	0.027
Due to individual differences	0.064	0.126	0.032	0.508	0.612

Multiple correlation between transformational leadership style and empowerment dimensions of perfectionism that varies with the amount of beta0.27 There was a significant positive correlation and variable intellectual persuasion efforts with the beta 0.14 is the predictive power of the variables empowerment. The second sub-question: Is there any relation between Pragmatic style of leadership with empowerment? To answer the question of whether the relationship between the dimensions of pragmatic leadership style is empowerment? The regression equation is regression model used in the table below.

Table 7: Summary model of pragmatic leadership style and empowerment

Multiple correlation coefficient	Square multiple correlation coefficient	Square multiple correlation coefficient adjusted	Standard error estimates
0.317	0.101	0.090	6.236

Table multiple correlation coefficient, square so that the multiple correlation multiple correlation coefficient or between the above variables 0.31 and low coefficient of determination shows the coefficient of determination. They also

indicate that 10 percent of the variability in independent variables of pragmatic empowerment is explained by the leadership style.

Table 8

	Total squares	Degree of freedom	Mean square	F	Significant level
Regression	1428.697	4	357.174	9.184	0.000
Remaining	12756.114	328	38.891		
Sum	14184.811	332			

Significant levels presented in the table above with respect to the value of f equal to 9.1 and significantly lower levels of 0.01, which suggests regression model confirmed that the independent variables are able to predict the dependent variable changes.

Table 9: The coefficients of the independent variables in terms of standard and non-standard values

Independent variable	Not standardized coefficients		Standardized coefficients	t	Significant level
	B	The standard error	Beta		
Constant	25.593	2.005		12.767	0.000
Leadership contingency-based bonuses	.247	0.105	0.148	2.356	0.019
Active leadership based exceptions	.267	.106	.162	2.519	0.012
Passive management based on exceptions	.254	.128	.139	1.987	0.048
Laissez-faire leadership	-0.069	.121	-0.040	-0.571	0.568

Multiple correlation between pragmatic leadership style of leadership with the empowerment that variable remuneration contingency based on the amount of beta 0.14 there was a significant positive correlation. Variable active leadership based on exceptions to the Beta 0.16 is positive and significant relationship between leadership and passive range of exceptions based on the amount of beta 0.13 positive and significant correlation and predictive power of the variables is empowerment.

## CONCLUSION

The present research is the first between transformational leadership empowerment

and Transactional EPA that suggest a significant relationship the independent variable transformational leadership and pragmatic 14% of the variance in the dependent variable explained that the empowerment of people, such as research with these findings by Zartoshtiyani and partners[8], is compatible. Zartoshtiyani and his partners in the research(1998), Gorji[4], Mohamadi[5], it concluded that the transformational leadership style of his teachers with motivation to avoid failure-oriented players there is a significant negative relationship. The characteristics of transformational

leadership in reducing the motivation to avoid failure of the players, coaches oriented higher share of transformational leadership behaviors to themselves. However, it was found that the Transactional leadership style of coaches and players, there is no motivation to avoid failure. Mohamadi[5], claims that The most effective way to gain a competitive advantage in the current situation, given the dramatic changes, more efficient and empowering human resources organizations. In this article we have tried to factors that affect of human resources in organizations such as: mental ability, physical ability, skill, knowledge and motivation to be reviewed. The results show that these five factors are leading to development and empowerment of human resources Basic and important factor in the development and survival of organizations, particularly in competitive markets are.

Gorji(2010) In his research on the relationship between variables in their research that the environmental changes and increasing global competition, the theme of empowerment and the empowerment of how much can be impacted on the performance of employees. The second study found that the dimensions of transformational leadership and staff empowerment Environmental Protection Agency suggest that there was a significant

relationship 15% of the variance of the dependent variable independent variable transformational leadership empowerment with these findings, the research explains that people like Abo david silvang(2009), Pierce and Newton(2008), Gholipoor and his partners(2009) is compatible[8].

Gholipoor and his partners (2009) In their study indicate that the relationship between servant leadership and organizational trust and empowerment through research, analysis examined the correlation ratio The result of a strong relationship between servant leadership, organizational trust and empowerment indicate. The results indicate a significant difference between the perceptions of employees and managers of servant leadership. Abo david silvang(2009) The research also suggests that a combination of features integrated management theory, leadership behavior and possible ways of developing leadership development. Abo david silvang(2009) The research also suggests that a combination of features integrated management theory, leadership behavior and possible ways of developing leadership development. Pierce and Newton (2008) In their research to the point where it: change leaders are engaged in specific behaviors. They are a model of perfection, justice, purity, to set goals, have high expectations, provide support and knowledge, emotions and stimulate them to

consider what their favorite is beyond the loan there. Now it is the third of the size of pragmatic leadership and staff empowerment Environmental Protection Agency, there was a significant relationship which suggest that 10% of the variance of the dependent variable independent variable pragmatic leadership empowerment with these findings, the research explains that people like Poorsoltani Zarandi[6], Thomas and Veltus(1990), Lavt(1996), Kinki and Kertiner(2008)is compatible. Poorsoltani Zarandi[6],Concluded that the difference between Transactional leadership style, transformational and sport committee is in charge of the property. Sports delegations and officials of the transformational leadership style of leadership styles were useless. The results showed that the relationship between transformational leadership style and there is no effect of gender and women are less likely to use the leadership style of property compared with transformational leadership style. The positive correlation between age and the leadership style of the property and a weak negative correlation was observed between age and pragmatic leadership style. The Secretary of the President and Vice-President of the leadership have style of property more often than they use. Thomas and Veltus(1990) According to a study carried out, the empowerment of human

resources, empowerment is a four-dimensional with an emphasis on cognitive factors influencing the selection, qualifications and that is significant. Kinki and Kertiner(2008) Transformational leadership can make significant organizational changes as an agent of change, stimulating motivation and loyalty among people act and a new image of the future among those present.

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