EVALUATION OF THE RELATION BETWEEN TRANSFORMATIONAL AND TRANSACTIONAL LEADERSHIP STYLES WITH STAFF PSYCHOLOGICAL EMPOWERMENT IN THE BANKING INDUSTRY

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Abstract. The population of this research includes the headquarters staff of the Agricultural Bank with bachelor's degree or higher in Tehran which amounted to 420 persons. In order to collect data for this study Spritz Psychological Empowerment Questionnaire (PEQ) has been used and to assess the leadership styles, Multifactor Leadership Questionnaire (MLQ) and also to assess the innovative behavior, counter innovative behavior questionnaire have been used. Based on the results of data analysis of the present study there is a significant relationship between transformational leadership with all aspects of staff psychological empowerment. Also according to the results we can see that there is a significant relationship between transactional leadership styles with aspects of staff psychological empowerment.

Keywords: Transformational leadership, transactional leadership, psychological empowerment

1 Introduction

Quick environmental changes threatening the life of many organizations. The global economy has driven forward by the regional economic pressures, new media and new information technologies, global consumer culture, the emergence of global standards and the possibility of sharing the costs, are effective environmental changes that exist in today's organizations. The survival of many organizations is threatened by compromising with environmental changes. Environmental evolutionary theory is because of that variable and uncertain environments demand different organizations which benefit high flexibility with environmental changes (Cunningham, 2006). Doty (2008) believe that nowadays the main source of competitive advantage does not lie in technology, but rooted in the dedication, quality, commitment and ability of labor force. Of the most important resources of an organization can be traced to the results of mobility and creativity of its employees and empowerment is the new stimulant of this growing work environment. Researches indicate that Organizations achieve benefits such as increasing job satisfaction of members, improve the quality of working life, improving the quality of goods and services, increasing organizational efficiency and competition preparation by doing the empowerment process (Bradley & Kauanui, 2003). On the other hand, effective leadership style is an integral part of creating the environment of nurturing of enabling staff. Unlike the autocratic managers who step in order to further weakening of subordinates, capable managers act as conductor, manager, and facilitator and coach (Fry & Matherly, 2005). In fact, the role of managers and leaders in fundamental changes and developments in the organization is inevitable. Every day new theories of leadership open new horizons in the management of organizations and the way of their movement in the path of growth and development and provide the necessary knowledge to managers and leaders to deal with environmental changes. From new styles of leadership can be noted to the transformational leadership, transactional and non- interferer styles. According to the importance of staff empowerment in organizational development and improvement and the importance that leadership styles have in the attitudes and behavior of employees so that in new management literature, leadership be remembered as the art of the empowerment of others (Momeni, 2004).

So we can have this question in mind that what relationship exists between leadership styles (transformational leadership, transactional and non- interferer and psychological empowerment)? Which leadership style is desirable for staff psychological empowerment? The purpose of this research is determining the effect of each of leadership styles (transformational, transactional and non- interferer) on staff psychological empowerment and its dimensions (Includes: feeling of meaningful on the job, competence feeling on the job, the feeling of having a choice, effectiveness, and the feeling of fellowship with others).

2 Research theoretical model

For the formulation of research hypotheses, each researcher needs conceptual model so that in addition to identify variables of assumptions, explain the relationships between these variables and their conceptual and operational definitions. On this basis, According to leadership attributes (transformational, transactional and non- interferer) Presented by Bass & Avoulio as well as psychological empowerment which is based on scientists pattern such as Batmn and Oregon (1983), Smith, Organ and Nir (1983), Podsakoff, MacKenzie, Moorman (1990), Williams and Anderson (1991), Mvtvvydlv and Van Scooters (1994), Van Dyam Graham and Dyansch (1994), Moorman and Blecki (1995), Van scooters and Moto Vidlo (1996), Farh Earley (1997) and Van Diane and Lypon (1998), Which has been developed according to Iranian culture, we provide the conceptual model and its assumptions.
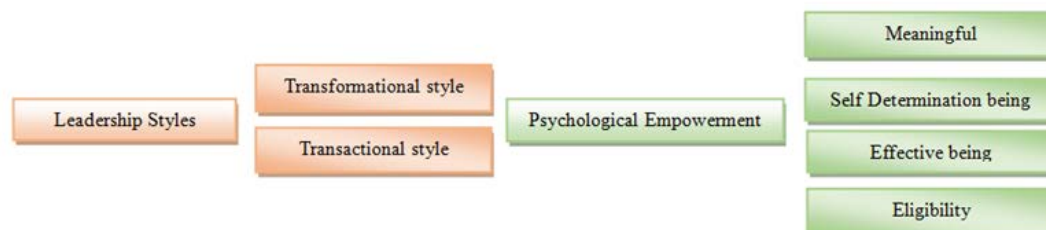

Figure 1: research theoretical model

2.1 Research Hypothesis

1. There is a significant relationship between transformational leadership styles with dimensions of psychological empowerment (Meaningful, Self Determination being, Efficiency, Eligibility).
2. There is a significant relationship between transactional leadership styles with dimensions of psychological empowerment (Meaningful, Self Determination being, Efficiency, Eligibility).

2.2 The theoretical definitions

Transformational leadership style
Transformational leadership is a complex and dynamic process in which leaders influence the values, beliefs and the goals of the followers. Peter Senge knows the transformational leadership as one of the most important elements of creating learning organizations and knows them leaders have the ability of drawing new necessary routes for new organizations. This type of leaders is the source of changes. Transformational leaders influence in attitudes, values, and the goals of followers and known as heroes and have a tremendous effect on their followers. Transformational leaders provide a tremendous incentive through confirming ideas and moral values of employees and inspire them to think about issues using modern methods, (Mirzaee, 2008).

2.3 Transactional leadership style

Transactional Leadership which derived from the theory of leader-member exchange, first has raised by Green Haga in 1975. This theory has put the social relations between leaders and followers the central point in the process of leadership (Hamidi, 2000). According to Bronze (1978) transactional leadership is the leadership based on the exchange between leaders and follower so that the individual wishes of the parties will be provided. In other words, he believes in this view, everything is seen in terms of the benefits which will accrue to individuals and relationship between the leader and followers is speculative and based on the exchange of one thing for another thing (Momeni, 2004).

2.4 Meaningful feeling in job

It is the value of career goals which will be judged in relation to standards or individual ideals. This means that person treats valuable the task he performs, in fact significance includes correspondence between the requirements of the role and work of one hand and the beliefs and values and behaviors from the other hand (Peterson, 2008).

2.5 Sense of competence in the job
Competence and personal efficacy, is the belief of the person to his ability and capacity to do the skill works. Deserve is something like operating beliefs, personal ability or effort-expected performance (Balliett, 2011). Empowerment as a motivational built by increasing self-sufficiency of individuals encourages them that mobilize the motivation, cognitive resources and set of the necessary measures to control in Events in their selves (Cavanagh 1999).

2.6 The feeling of having a choice
Deci & Ryan Found that existence of Self Determination feeling in people will cause flexibility, creativity, initiative, self-control and quick response, on the contrary, its absence will hurt the self-esteem. Self Determination as a motivating factor, as Herzberg predicted will follow increasing in job satisfaction. The choose right also provides the possibility of controlling people over some of the stressors factors and thereby lead to reduce occupational stress (Hartshorne, 2005).

2.7 Efficiency feeling

It is the extent in which person has the ability to influence the strategic, administrative or operational consequences in his work

(Ashmos, 2000). The effect is the opposite of desperation and helplessness. In addition, effect is different from control locus, effect is associated with job content and accepts influence from it. Internal locus of control is a personality trait which is fixed in various modes (McMahon, 2006).

2.8 Partnership with others feeling

This word can manifest itself with being involved in administration which includes attending meetings, sharing their beliefs with others and awareness of current issues. So that everyone in the organization feels that cannot do anything without consulting with colleagues and people who have high power ratings (Ganji, 2010).

3. Research Methodology

This research in terms of methodology used can be considered an applied research in terms of target. Because its purpose is to develop a functional knowledge in the organizations. In this study statistical population included 420 experts of the Agricultural Bank with bachelor's degree or higher in the central branch of Agricultural Bank in Tehran.

In this study, for sampling, simple random sampling method is used. Since in the present study the statistical population is identified and the measure of data are qualitative, Cochran's formula used for determining the sample size. The sample size was calculated 215 persons. Also in the present research questionnaire method was used to collect data. For the present study questionnaires to assess psychological empowerment, Spritzer questionnaire (1995) is used and to examine the leadership styles, Multifactor Leadership Questionnaire (MLQ from 5x) used. This questionnaire by Bass and Avolio has been made and developed. Also in order to innovative behavior counter is used.

4. Research findings

4.1 The first hypothesis testing

There is a significant relationship between transformational leadership styles with dimensions of psychological empowerment (Meaningful, Self Determination being, Efficiency, Eligibility).

By observing the results in Table 1 it is clear that, in this study there is a significant relationship between transformational leadership with all aspects of psychological empowerment of staff. The significant relationship between transformational leadership style and dimensions of psychological empowerment is confirmed. There is a significant relationship between transformational leadership style and meaningful of jobs in the 99% confidence level r2= 0.33 and P<0.01 and between transformational leadership styles with dimensions of psychological empowerment (Meaningful, Self Determination being, Efficiency, Eligibility) a significant relationship in confidence level of 95% was observed P<0.05. Also among psychological empowerment aspects, eligibility r2=0.61 has the most and Self Determination r2=0.28 has the lowest correlation with transformational leadership style.

Table 1: correlation coefficient of leadership styles and psychological empowerment

Transactional leadership		Transformational Leadership		Variables
Significany	correlation coefficient	Significany	correlation coefficient	
000/0	0/56**	0/031	0/45**	Psychological Empowerment
001/0	0/42**	0/002	0/33**	Job meaningfulness
0/003	0/60**	0/022	0/61*	Eligibility
0/001	0/34**	0/015	0/38*	Efficiency
0/004	0/36**	0/031	0/28*	Self Determination

4.2 The second hypothesis test

There is a significant relationship between transactional leadership styles with dimensions of psychological empowerment (Meaningful, Self Determination being, Efficiency, Eligibility).

By observing the results in Table 1 it is clear that, in this study there is a significant relationship between transactional leadership with all aspects of psychological empowerment of staff in the 99% confidence level r2= 0.56 and P<0.01 and the significant relationship between transactional leadership style and dimensions of psychological empowerment is confirmed.

As the table results show the relationship between transactional leadership style and job meaningfulness (r2=0.42, P<=0.01, Eligibility, r2=0.60*) and Efficiency (r2=0.34*, P<=0.01, Self Determination, r2=0.36*) is significant.

5 Conclusion

In assumptions evaluation there is a significant relationship between transformational leadership with all aspects of psychological empowerment of staff and there is a significant relationship between transformational leadership style and significance of job.

A significant relationship between transformational leadership styles with dimensions of psychological empowerment (Meaningful, Self Determination being, Efficiency, Eligibility) was observed. Also among the dimensions of psychological empowerment.

Eligibility has the most and Self-determination has the lowest correlation with transformational leadership style. There is a significant relationship between transactional leadership styles with all aspects of psychological empowerment of staff. The relationship between transactional leadership style and significance, suitability, effectiveness and self-determination is significant. In the first main hypothesis of this study, it was found that there is a significant relationship between transformational leadership with all aspects of psychological empowerment of staff. Therefore, it is suggested to the managers and the leaders of the studied organization to use transformational leadership style in the order to promote empowerment of their employees, especially to improve their job meaningfulness. In the second main hypothesis specified that there is a significant relationship between transactional leadership style with all aspects of psychological empowerment of staff and a significant relationship was obtained between transactional leadership style and job meaningfulness, competency, efficiency and self-determination. In addition, by creating a stronger sense of empowerment, leaders can have a

more positive effect on levels of innovative behavior in the relevant organization; To promote greater sense of empowerment among the staff of the Agricultural Bank, top management of the organization must be clearly express their organization vision so that employees assume more responsibility for their work at all levels of the organization; Transparency and targeting more specified tasks and roles may facilitate the sense of empowerment among employees. Also, understand the needs of employees, creating an atmosphere of support and perform confidence making methods of possibility in the psychological sense of more empowerment, will be involved.

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THE LEGISLATIVE- JUDICIAL APPROACH BASED ON TOLERANCE IN RESPONSE TO JUVENILE CRIMES IN IRANIAN CRIMINAL JUSTICE SYSTEM

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Following to approval of Islamic Punishment Act (2013), attitude of Iranian legislator was oriented toward accepting tolerance for juvenile delinquents and this approach has been accepted and also systematized with respect to different age groups and separation of types of responses in terms of tolerance level from zero to perfect tolerance. Legislator's response will be also different according to type of crime and age of perpetrator. In discretionary crimes, security and probative measures and mitigated punishments are enforced to this class of persons according to age of perpetrator (ages 9-15 and older in the ages 15-18). Regarding crimes deserving to punishment and retaliation, these generally unchangeable punishments such as Islamic punishment and retaliation may be waived under some conditions and judges of courts will issue award based on age of perpetrator in making decisions according to security and probative measures and/ or mitigated punishments based on detention in house of correction and by other alternative punishments such as public services for free and payment of fine in cash. This legal and judicial approach, which can be also interpreted in literature of criminology based on tolerance attitude, has practically caused several challenges particularly in breach of retaliatory punishment. Referring to numerous challenges in this essay, some judicial awards are also analyzed in addition to review and evaluation of legal approach

Keywords: Age of criminal liability, Perfect tolerance, Relative tolerance, Zero tolerance, Legislative- judicial approach, Penal maturity

1 Introduction

In order to fight against ever-growing increase of hostility at 1990s, USA has taken zero tolerance penal policy that derived from well-known theory of Broken Windows. This policy was a response to citizens' concern for security of schools, campaign against carriage of weapon and drugs, and antisocial behaviors. This policy is mainly focused on discovery of all and punishing the crimes with sever punishments. In contrast to approach based on lack of tolerance and/ or zero tolerance[1] in criminal laws sometimes delinquents are sentenced in determination of punishment for some tolerances and/ or indulgences such as cases for juvenile delinquents. Therefore, the basic paradigm of zero tolerance policy is that the crime is not created by disorder but crime is generated due to tolerance and indulgence toward small diversions and social impoliteness. If citizens of a community and their authorities ignore mitigated crimes and small mistakes, this may be led to creation of order in the given region and locality so that if it is supposed that locality or group has no owner in opinion of some scholars in order to give response to diversions and misleading. Along with the given tolerance, this attitude which is mainly taken by police and responsible institutes for fighting against disorder, the other type of tolerance may be assumed within responses given to crimes determined by the courts. This type of tolerance about juvenile delinquencies needs to be analyzed per se so that by anticipation of security and probative measures regarding children and adolescents, to what extent the legislator has taken tolerance and approach and how much such tolerance is consistent with juristic attitude of waiving of punishment from children. Accordingly, it is also tried to present analysis within review of range and level responsiveness for children and adolescences conflicting to law in rate of their tolerance to them and criminal liability are integrated in this analysis. Looking at Articles 88-95 of Islamic

Punishment Act (2013), one can draw triple- range relating to level of tolerance: first, *perfect tolerance* denotes lack of criminal liability, second, *relative tolerance* is classified by age so it can be called as tolerance in criminal response or criminal tolerance with respect to medical aspects. Third mode[2] can be also mentioned within framework of *zero tolerance* and with concept of potential for determination of criminal responses which can deserve to enforcement of Islamic punishment and retaliation in such crimes and this is assumed as a principle if some conditions satisfy these principles may be breached while judge of court shall replace alternative punishment with them, that depend on age of person with more mitigated punishments compared to Islamic punishment(*Had*) and retaliation (*Ghésas*).

2 Zero response and perfect tolerance (100%)

The minimum age of criminal liability is considered as zero in 23 countries of the world. In other words, in some countries no minimum age has been anticipated for criminal liability in these countries and children at any age will be punished in the case of perpetration of crime. In some countries have tried to determine minimum age for criminal liability in their reports proposed to UN Committee of Children's Rights based on some of their domestic laws but this committee has concluded in their accurate investigations that there is also potential for enforcement of punitive reactions to children at ages younger than the given ages in rules of these countries and for this reason that age has not been accepted as the minimum age for criminal liability in those nations. For instance, Bahrain is one of these countries. In their report that had been proposed by Bahrain to Committee of Children's Rights this country declared that by virtue of Article 32 of Punishment Act (1976) of this country, the minimum age was 15 years for criminal liability but the committee concluded in their investigations that the given age of 15years was in fact age of completion of criminal liability and it was the age after which the person possessed full criminal liability. However, there are some cases in laws of this country that has provided potential for enforcement of punitive reactions to children under age of 15 years as well. [3]

In Iranian Criminal Acts according Article 147 of the Islamic Punishment Act (2013), the age of maturity is determined nine and fifteen lunar years respectively for girls and boys.[4] Two different systems have been designated for discretionary punishments (Tăzir) and other punishments and the latter one is that the various reactions have been considered according to type of committed crime and age group of perpetrators in the field of discretionary punishments. Two types of crimes deserving to discretionary punishment and *Islamic Punishment* (*Had*) and *Retaliation* (*Ghésas*) and should be distinguished from each other based on tolerance and they should be dealt with in this regard since there is not noteworthy change in liability caused by perpetration of crimes deserving for *blood money* (Diyéh) by children in Islamic Punishment Act (2013). [5]

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[1] Theory of zero tolerance (which was proposed by Wilson and Kelling) and theory of broken window are complementary to each other.
Zero tolerance
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Wilson, J. and Kelling, G. (1982) 'The police and neighborhood safety: broken windows', Atlantic
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[2] The first step was taken for determination the lowest age of criminal liability in bill for proceeding of juvenile crimes in which gradual system of criminal liability of children was anticipated as follows: a) up to age of 9 exempted from criminal liability; b) ages of 9-12 with probative- corrective responses; c) 12-15years by probative- punitive responses; and d) 15-18years with mitigated punitive responses (Savadkoohifar, 2009: 252).
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[5] It should be noted that by virtue of Clause B of Article 292, like the past time crimes committed by children are assumed as examples of offences of simple faults and the *sponsored relatives* (guardians) should be originally responsible for payment and compensation of blood money to these crimes and also in accordance with articles in fourth chapter of book of *blood monies* (*Diyéh*) in Islamic Punishment Act (Article 462 and so forth).