

The Relationship between Transformational Leadership Style and Employees' Empowerment due to the Mediating Role of Organizational Intelligence and Organizational Learning

(Case Study: the Headquarters of Golestan University of Medical Sciences)

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Abstract: The aim of the research is to study the relationship between transformational leadership style and employees' empowerment due to the mediating role of organizational intelligence and organizational learning. This study was conducted using correlation method. The population of the headquarters employees was Golestan University of Medical Sciences which the number of 550 people using Morgan table, 226 individuals were selected as the sample size and sampling method was simple random. The data were collected by the method of library and field and the instrument has been to use a standard questionnaire of transformational leadership style "Bas and Avliv", psychological empowerment "Spritzer", organizational intelligence "Albrecht" and organizational learning "Nyfeh". The reliability of the questionnaire using Cronbach's alpha was calculated and confirmed. Also, the validity of questionnaires has been approved by content validity the analysis of the data using structural equation modeling was performed with the help of LISREL software which the results indicate a significant positive relationship among the variables and organizational intelligence and organizational learning play the role of mediator in the relationship between transformational leadership style and employees empowerment.

Keywords: Transformational Leadership Style, Psychological Empowerment, Organizational Intelligence and Organizational learning.

Introduction

The current period of human life is associated with amazing and miraculous changes. Organizations as a category of human life and open systems are affected by the changes. They need to prepare for surviving and flourishing in the face of these massive transformations. Otherwise, they are omitted from competitive world. The purpose of this preparation is not preparation technology and equipment, but the employees should be prepared who they are the main asset and valuable organization (Amirkhani, 2008). In fact, today, organizations should be governed in highly competitive environments with amazing developments. In such circumstances, directors, do not have much time to control employees and they should spend most of their time and energy identifying the internal and external environment and entrusted other everyday tasks to employees. When employees can assign tasks which

they have necessary skills, knowledge, ability and motivation and organizational objectives are well known. A tool that can help managers in the field is the process of empowerment (Jazini, 2006). In the present era, empowerment is known as a tool by which managers will be able to manage effectively today's organizations that have features such as the variety of channels, growth of relying on horizontal and network structure, the minimum distance from the managers and organization belonging reduction (Mohammadi, 2002).

On the other hand, since the acquisition of superior knowledge is considered the key to success in organizations in order to achieve competitive advantages and effectiveness of the organization, great efforts were performed in the field of organizational learning and equip practitioners to the highest degree of knowledge required. With the advent of a new generation of knowledge-based brokers, requirements and new space were dominant in the field of organizational activities and organizations could not cope with using intense bureaucratic mechanisms and their traditional authority as well as effective supervision and the resultant knowledge-based employees. Crystallization of such problems and difficulties in the organization's activities led to a new kind of organizational leadership and it has new mechanisms to improve the performance and capabilities of employees of knowledge-based. This new kind of leadership, which was referred to as transformational leadership, it is trying to compensate using the value system, stimulate emotions and strengthen personal and social identities of employees, gaps caused by the shortcomings of bureaucratic mechanisms and traditional authority and today's knowledge-based organizations are reached to the ideal perfectionism (Sanjeqi, 2001).

It can be said that these leaders create high levels of performance in followers and their impact on the performance of followers is frequently proposed in effects on the development and empowerment of the employees which increase the ability and motivation to them. These leaders are trying to create a collective vision to his followers beyond self-interest and act in the interests of a group or organization. Transformational leadership turn his followers to become leaders, they give meaning to their work and cause independence (Hassanpour et al., 2011).

In this regard, studies in the field of transformational leadership show that in organizations that there are transformational leaders in achieving high levels of growth and development are better. That's why, in recent decades, transformational leadership has become an unavoidable necessity, for organizations through transformational leadership can improve and develop their competitive advantage such as employee empowerment (Nistani et al., 2012).

On the other hand, one of the most important attributes which can help leaders and managers in response to changes is organizational intelligence. The organizational intelligence is a subject that tries to explain and interpret the human talents and leadership abilities. Managers who have the organizational intelligence are effective leaders that verify the aims with maximum productivity, employees' satisfaction and commitment by the researcher. Success in the field of organizational intelligence requires good organizational structure and organization, management of human resources, technology, knowledge and organizational learning (Resto, 2010). An important role of the organizational intelligence is a renewal of processes in promoting organizational learning. Organizational intelligence relying on human intelligence is an unlimited source of intellectual capital that if is properly identified and managed, the flexibility of the organization's ability to adapt to local, national and global needs is increased. Also, by providing the appropriate context, the background necessary to create knowledge management and organizational learning are provided and will help to empower employees (Niknami & Zare, 2013).

In general, we can say that the study of the concepts show features and factors affecting employees' empowerment that empowering in organizations is among the issues that is increased through technology development, more complex organizations and organizational competitiveness and the importance of its role among directors, employees, researchers and professionals in various disciplines and what will help to achieve goals among the organizations in today's changing, is to study and identify factors contributing to its creation. In this context, empowering relationship with several variables is tested. Some of these variables include management style, organizational structure, organizational intelligence, organizational learning, teamwork etc. In this context, transformational leadership identified as one of the preconditions and factors affecting employee empowerment, because it could be argued that transformational leadership in organizations could increase the ability of employees. Organizational transformation needs transformational leadership and studies confirm the crucial role of leadership in this situation (Nistani et al., 2012).

Despite increasing attention to empowering employees, there is less understanding of how the process of employees' empowerment occurs; what cognitive and emotional processes form the foundations of empowerment and what organizational variables predict and determine employees' empowerment. Although many intellectuals and writers in the empowerment process has stressed the critical role of leadership but few scientific studies have investigated the effects of leadership behaviors on employees' empowerment. In recent years and in return informed about the ideas and theories of personality and leadership approach in a new form and under the leadership of the documents titles such theories, the theory of charismatic leadership, servant leadership, outstanding leadership,

exchange leadership theory and transformational leadership changes have taken special theorizing. The feature of recent theories is that they are looking for in terms of the factors that internally trigger people to act in an effective manner. One of the leading theories that have been cited in the studies related to employees' empowerment and the theory of transformational leadership enjoys strong basis on the incentive theories. In fact, effective leadership style is an integral part of creating a nurturing environment for empowering employees (Hassanpour et al., 2011).

On the other hand, leaders and managers should be looking for ways to increase creativity and productivity of their employees and make employees feel empowered. It seems that organizational intelligence and organizational learning can be important factors in employees' empowerment, because in any organization, the role of its employees is as one of the most important factors of unforgivable human resources (Asgari et al, 2014).

However, given the importance and necessity of empowerment in Gorgan University of Medical Sciences and also due to the impact of transformational leadership style on employees' empowerment, the aim of the research is to study the relationship between transformational leadership style and employees' empowerment due to the mediating role of organizational intelligence and organizational learning. The conceptual model is presented as follows.

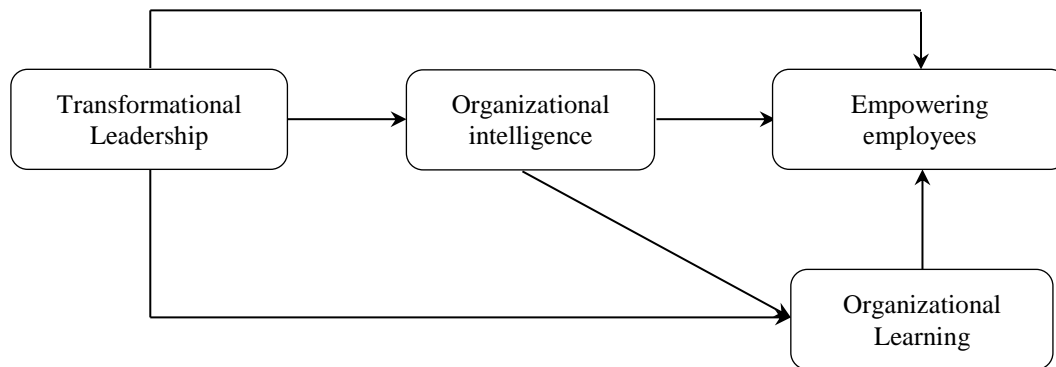


Figure 1. A conceptual model developed.

Materials and Methods

The study was based on descriptive / survey and correlative. The population of the headquarters employees was Golestan University of Medical Sciences which the number of 550 people using Morgan table, 226 individuals were selected as the sample size and sampling method was simple random. In order to analyze the data and hypotheses, descriptive and inferential statistical methods, and structural equation modeling of (SEM) software of Lisrel are used.

Results

In the following table, path and significance coefficients between variables based on the study are mentioned.

Table1. Results of direct relationship and significant coefficients of the model assumptions.

Direction	sign	Path coefficient	Significance	Test result
Transformational Leadership - Organizational intelligence	TLS --- OI	0.64	6.25	Confirmed
Transformational Leadership - Organizational Learning	TLS --- OL	0.65	4.64	Confirmed
Transformational Leadership - Empowering employees	TLS --- PE	0.34	2.61	Confirmed
Organizational intelligence - Organizational Learning	OI --- OL	0.48	5.73	Confirmed
Organizational intelligence - Empowering employees	OI --- PE	0.58	7.28	Confirmed
Organizational Learning - Empowering employees	OL --- PE	0.31	2.61	Confirmed

Also, direct and indirect relationships between variables in the final model research indicating the direct and indirect effects on each other's variables, is presented in table format.

Table 2. The relationship of all variables between in the original model of investigation.

Type of Relationship	Direct relationship	Indirect relationship	The total relationship
OI -TLS	0.64	--	0.64
OL -TLS	0.65	$0.64 * 0.48 = 0.31$	0.96
PE -TLS	0.34	$0.65 * 0.31 = 0.20$	0.71
			0.54
OL -OI	0.48	--	0.48
PE -OI	0.58	$0.48 * 0.31 = 0.15$	0.73
PE -OL	0.31	--	0.31

Conclusion

Given the importance of empowering and that offering efficient workforce is essential and complex, and given the crucial role in the success of organizations of empowering employees and neglecting many managers of the affair, the study and research in this area is vital and in fact, it can be said that improving organizational performance requires empowering programs of employees that its works in all dimensions of empowerment are evident. Therefore, one of the areas that will increase the ability of employees in the organization is the transformational leadership style (Nistani et al., 2012).

The general belief is that leaders have an important role to play in shaping employee's perceptions of their work environment. Many writers like Bennis & Nanus, Block, etc., have raised the importance of leadership and its effects on employees' empowerment. Transformational leadership is leaders who create high levels of performance in their followers. The leaders are trying to create a collective vision beyond self-interest and in the interests of members of their group and organizational practice. In addition, transformational leaders turn his followers to become leaders; they give meaning to their work and cause independence. Bono & Judge (2003) found that the followers of transformational leadership believe that they are more powerful. This time may be because of a sense of independence, ownership and sense of belonging in employees. These authors, as well as Shamir et al propose the idea that transformational leaders motivate their followers by three methods including: with increasing in employees' efficiency, facilitating social identity of employees in groups and organizations, business and institutional correlation values with the values of employees (Bono & Judge). On the other hand, leadership style in organizations play an important role in the creation of organizational intelligence; so it is necessary to continually learn and leaders and their followers in order to achieve better performance information to share with each other. However, the proper learning atmosphere is the more effective and intelligent the context for organizational learning is provided.

Therefore, given the direct relationship between transformational leadership style and organizational intelligence, it is suggested that senior managers exhibit de facto transformational behaviors and are presented as an example and model in this regard to be provided as the grounds for transformative behavior at the lower levels of the organization. In this regard, the directors recommend that:

- They optimistically speak with employees about the future and emphasize the importance of foresight.
- In terms of dealing with the problems, employees are asked and ask they are challenged for solutions. They consider different perspectives and they want to examine problems from different angles and creative ideas they use in practice.
- They spend time to guide and train their employees and besides that they behave as a group member, pay special attention to each of them and help them to develop and expend their skills and abilities.
- Employees are aware of changes in the environment and the spirit in their career development and innovation is encouraged and by reducing bureaucracy in the organization, provide organizational learning.

Conflict of interest

The authors declare no conflict of interest

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