



Review on effect of leadership style of the (authentic and servant) on the employee empowerment of the National Bank of Kerman

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Abstract: This study aimed to review on effect of leadership style of the (authentic and servant) on employee empowerment was performed in 2015 branches of National Bank of Kerman. Research method in terms of purpose is applied and in terms of data collection method is descriptive - survey. The statistical population included 320 personals of all employees of the National Bank of Kerman, of which by using Cochran formula and simple random sampling of 175 persons as sample size was considered. Data collection method based on standard questionnaires of authentic leadership wovlmbao et al. (2008), servant leadership Barboto and Wheeler (2006) and employee empowerment Robbins and others (2002) was performed. After collecting the questionnaires investigating data and testing hypotheses by using method of structural equation modeling with the help of Smart PLS 2 software in two parts of measurement model and the structural part was done. Finally research findings a positive and significant impact of authentic and servant leadership style on employee empowerment in the study population, means National Bank of Kerman was confirmed.

Keywords: leadership style, empowerment, authentic leadership, servant leadership

Introduction

In today's rapid world, organizations are able to survive and continuation of activities and being pioneer in the field of their activities, the transformation in the organization and leadership are welcomed, but certainly acceptance of development need for tools required (No Pasand Asil, Malek Akhlagh and Ashegh Hosseini, 2013). Financial institutions and banks for the realization of their mission and achieve success to attract deposits of people on the one hand, and financing different economic sectors and social and cultural investors, and also contribute to the improvement of society must be able to serve their customers and needs and expectations provide them with the best way, and through the production of superior value for its customers maintain their competitive advantage. Therefore competitive advantage in away appears that organizations are well guidance and leadership (Tabassi and Abu Baiker, 2010) Actually highly competitive nature of the banking industry and also the importance of cooperation and collaboration, learning and customer relationships in this industry need to allocate time and effort more for leadership activities (Khorshid, 2014).

On the other hand what the they need today the organizations and administrative system, managers and employees are able to think, be creative and inventive, responsibility, an ability to manage their affairs and retain their individuality moreover than their teamwork and to be confident in their abilities, in other words, organizations and social phenomena need to empower people. Today it is important to have such a wealth of it that at decade and probably in the next century will not be rooted the main source of competitive advantage in new technology but also function of initiative action, creativity, commitment and empowerment will be (Falahat Kar, 2013).

Nowadays has been proved that employee empowerment is an essential tool of leadership that can be used to guiding human resources in order to increasing productivity and efficiency to be used And the main axis of the development of future organizations is benefiting the enable human resources. Due to

increasing importance of human resource empowerment, enabling reliable strategy formulation for the new organizations seems necessary (Babakhani, 2012).

Also world today is full of complexities that organizations in the field of growth and development is faced with many problems and leaders as planners, organizers of the convoy the humanity with many challenges, has faced (Richardson, Millage and Lane, 2014).

However, today all leaders do not treat the same way. Leadership style is insight and behavior pattern in dealing with subordinates in order to encourage them to follow him. Actually leadership style reflects the worldview, mentality and personality of the leader in dealing with organizational issues through the influencing subordinates (Yousef Nia Aralo, 2014).

Leadership style is a behavioral pattern that shows him during guidance of others. This pattern generally consists of task-oriented behavior or relationship-oriented behavior, or a combination of these two (Rezai, 2013)

By changing and developments that have occurred in the environment of organizations, Traditional models of leadership do not meet the needs and requirements of the era and period and the need for new models of leadership over there every time and age. Since different models and theories of leadership has been provided in the meantime authentic and servant leadership theory that such theories are considered that have much fit with the current situation and can be of great help to empowerment of employees and suitable solutions to problems that employees are facing to offer and to achieve organization goals faster and better.

Given the growing importance of authentic and servant leadership and employee empowerment and improvement of the key factors in the banks, in this study the relationship between authentic and servant leadership by employee empowerment to be exploring. However, in the branches of the National Bank of Kerman, the simplest resource for change, are human resources. The lack of participation of employees of headquarters in the decision-making process, existence of exchange oriented leadership style has been caused people in this organization have not had the high job satisfaction. Not given discretionary powers to employees, holding the sessions only with presence of the managers and supervisors, escrow lower activities of educational level, skills and expertise employees, due to lack of employees empowerment has been caused reducing efficiency and effectiveness of the employees of the branches of the National Bank of Kerman. Therefore, this question always in mind of leaders and decision-makers and senior managers of this bank is raised how we can increase the effectiveness of employees and human resources. However, National Bank of Kerman as well as other organizations active in the country in the field of employees reduced the effectiveness of the challenges that may arise for various reasons is not excluded. Especially with the development of quantitative and qualitative acceleration that has occurred in recent years in the area of needs of employees and then a variety of factors affecting on employee empowerment has been created. For this reason, review on effect of leadership style of the (authentic and servant) on employee empowerment is a major concern, in the present research Therefore researcher has dealt with this problem as a challenge and has been decided to conduct a scientific study to assess the impact of leadership style of the (authentic and servant) employee empowerment of the branches of National Bank of Kerman. Ultimately main question of this research are:

Is the leadership style of the (authentic and servant) has impact on the employee empowerment of the National Bank of Kerman?

Related literature

Empowering employees

History of the first definition of the term empowerment goes back to 1788 where empowerment as delegation on the role of his organizational knew that this authority should be awarded to the person or in the role of his organization to be seen. This means for empowering individual to take responsibility enthusiasm was the first official word was interpreted to meaning accountability. Empowerment literature has seen many changes to finally Lee (2001), empowerment the grounds for increase dialogue, critical thinking, work in small groups know and points out that allowing such activities to move beyond the sharing, distribution and refining the experiences, thinking, seeing and conversations are the main components of empowerment. Using the concepts of employee empowerment, in order to take advantage and better use of knowledge, ability and skills of human resources is very important. Because in today's competitive environment that is based on, knowledge-based economy, the capabilities and skills of employees is known as a competitive advantage for organizations (De-Castro, Delgado, López and Navas, 2011). Empowerment, in fact, the process is permanent and in the dynamic environment at different levels will be analyzed. Employee empowerment is the set of systems, methods and measures that from the development of capability and suitability of individuals in order to improve and increase the efficiency,

prosperity and growth and development of organization and human resources with respect to the objectives of the organization are employed (Carter, 2001). Empowerment has much general and specific sense, and this variety of definitions from this concept solidarity is faced with the problem, so that the definitions of empowerment factors, Such as: intrinsic motivation, understanding and commitment, job structure, the transfer of power or authority and allocation of resources and information has been used (Robbins et al., 2002).

Theory of servant leadership

Servant leadership represents the ideal influence and motivation in transformational leadership and its objectivity in the social environment. Servant leaders are model specimens for his followers and other people. They enthusiastic and encourage your followers to try for changing current position. Servant leaders have very deep and strong relationships with employees and well assist them to discover their potential talents. These leaders, if problems arise for their employees, sympathetic and a good listener for them and ultimately, they know commit ourselves to the growth of people (Danai and Momeni, 2008). Model of servant leadership states framework that the emotional, relational and moral aspects of leadership to express in the useful way. This model of leader regarding to take distance oneself from the use of power, influence and positions for serve them and harming others. This category of leaders the people take precedence over their own, and define the growth in terms of individual. They are not interested in material possessions, and many people describe and explain them as modest people. So the simplest words of a leader are servant leadership that focuses on service to others (Zacharski, 2008).

Barbuto and Wheeler (2006), a conceptual model based on servant leadership model have presented by explaining the relationship between servant leadership structures has been developed. This pattern from five variables: value orientation dedication and sacrifice, emotional healing, wisdom, persuasive representation, and agency and organizational stewardship have been formed.

Ultimately with regard to the expression of one of the main characteristics of servant leaders empowering followers that has formed the subject of this study. So director of servant does utmost his effort to foster employees' empowerment. He through providing an environment accompanied by the trust, respect, empathy and engagement is trying to empowering the followers (Hajizadeh, 2010).

Authentic leadership theory

Authentic leadership theory for the first time was raised in 2004 by the Gallup Leadership Institute. The main distinction of this theory with other recent theories of leadership is that leadership theory is more general authentic and focuses on a root structure. The purpose of root structure is a basis, which forms the positive leadership.

Authentic leadership theory, self-control (self-regulation) and consciousness leader and the followers, positive psychological capital and focuses organizational positive moderator role. Authentic leadership is not necessarily transformational. For example, is not looking converting of followers to leader. Authentic leadership, in most cases your own purpose with action, not with words and in the form of principles, values and ethics is transferred to others. For example, while charismatic leadership, with eloquence and rhetoric are looking to influence and persuade others. Of course theories of spiritual and servant leadership, as well, though clearly or to point out the role of self-control and self-awareness leadership argues as well as the authentic leadership theory, but have remained at the level of theoretical discussions and not have support of field studies. Also ignores the role of organizational structure (Danai Fard and Momeni, 2008). Walumbwa and colleagues (2008) have defined authentic leadership as a behavioral pattern that both positive capacity of the psychological and moral positive atmosphere have originated and effects on it. Authentic leadership not only has positive capacity of the psychological (self-efficacy, flexibility, optimism) but it can also strengthen the capacity of the positive psychological in employees (Walumbwa et al., 2008).

The authentic leaders, to knowledge their strengths and weaknesses and the context in which they work, have had awareness with confidence, hopeful, optimistic, prospective, flexible, moral and having conscience and provide opportunities for growth of leadership capacities in others. The current definition of the authentic leadership notes that authentic leadership has been high levels of multi-dimensional concept consist of four aspects of self-awareness, balanced processing, transparency of relationship and inner conscience (Mirmohammadi and Rahimiyan, 2014).

Self-awareness

Authentic leaders are aware of their weaknesses and abilities, emotions and thoughts. In this sense of values, personal knowledge than identity, emotions, motivations and goals are key elements of

consciousness. Self-awareness helps to leaders, energy, activities, and resources as purposeful to apply for further development and guidelines offer to effectiveness of more of employees in field of improving, empowering and giving empower to them. This self-awareness of leaders causes that located in the path of personal growth and development, and to welcome feedback from employees in the organization.

Balanced processing

Balanced processing as an analysis of all relevant information before deciding has been defined. Authentic leaders are able to analyse all the information around them. In fact this case to simultaneous processing of positive and negative attitudes and qualities surrounding them judgment refers. This feature of authentic leaders helps to them to avoid ill-considered judgments from prejudice and bias and to apply realistic view of their evaluations. This feature also helps to create justice and confidence in the organization (Mirmohammadi, Rahimiyan, 2014).

Inner conscience

Authentic leaders from an internal reference point for your ethic, a sense of right and wrong, or what some called "ethical index" have to say. Inner conscience is a process that in it authentic leaders coordinate their values with the intention and their actions, so that between the standards and the results a compliance and coordination be established. Authentic leaders always evaluate and compare their behavior with the moral standards be able to maintain the maximum compliance (Ghane Nia, 2015).

Transparency of relationship

These leaders can be established open and transparent dialogue with their followers. Transparency of relationship requires providing a real self through crisp and clear expression of values, emotions, motivations and your goals. Transparent sharing of this information will be strengthening confidence among the followers to leaders. In fact, authentic leaders are not pretend in relation to others and their internal and external is similar. Transparency of authentic leaders relationship causes the leaders to better form can be created social capital in the organization and provide predicting their behavior for followers (Mirmohammadi, Rahimiyan, 2014).

Background of research

The following review of relevant studies and researches from various sources including universities and scientific and research centers, provision of resources, confirms the fact that Iran is very little research conducted on the subject, But we can say that like discussions about examines the impact of leadership styles and authentic and servant of employee empowerment like many of other topics are in the field of humanities and social sciences Therefore, each of them with differences and similarities, studies on the subject have conducted and results related have been used in certain time and place.

Sook EO, Kim and Le (2014), expressed in a study in South Korea empowerment is a mediator between the job characteristics, transformational leadership style, and effectiveness of work. Hill, Sharon, Kang and Gu Seo (2014) in their study believe that the policies and strategies of leadership and management of the organization (leadership styles) empowerment of mental and working in employees is very significant and this case due to the researchers, on research community organizations that are active with e-business is more. Parolini (2005), organizations that create a culture of serving fresh and lively, can to maximize their leadership skills and labor.

Inside the country, Nik Pey (2014) believes that authentic leadership to direct and indirect effects on organizational behaviors, of course indirect impact of authentic leadership on both dimensions of organizational citizenship behavior more than its direct impact on organizational citizenship behavior aspects toward individuals and organizational citizenship behavior focused on organization. The result can be said citizenship behavior resulting directly or indirectly influence of the perception of authentic leadership and its indirect effects through mediator of psychological capital is more important.

Thus can be observed both of them the authentic leadership role in producing psychological capital, and in citizenship behaviors, toward colleagues and organization. According to Nakhaei (2013) authentic leadership on organizational citizenship behavior in organizations is effective. Khalili (2013) introduces authentic leadership as a behavioral pattern for growth and development of creative performance of the organization and creator of positive feeling among employees.

Maddah (2014) has expressed servant leadership, has significant and positive relationship with its employees' psychological empowerment but only 3 dimension of 5 dimensions of psychological empowerment, means trust, freedom of action and effectiveness has a positive and significant relationship with servant leadership. Khorshid (2014) in checking servant leadership model has expressed that in the

wisdom of managers direct way to sacrifice and dedication on value orientation, and representation of persuasion, and also an indirect way on the healing emotional and organizational stewardship and proxy are positive and significant impact. In addition, value of managers tendency to sacrifice and dedication through direct, on emotional healing, and representation of their persuasion, As well as to indirect method on stewardship and organizational agent has a positive and significant impact. In addition, representation of persuasion, and emotional healing of managers on the stewardship and organizational agent has a positive and significant impact. The results of Parvaz (2014) showed that all components of servant leadership, with the exception of empathy and making culture on organizational citizenship behavior have a significant positive impact. Also among the dimensions of servant leadership, philanthropy and vision creating have the greatest impact on organizational citizenship behavior. Kharrazi et al (2013) in his article came to the conclusion that the components of organization servant leadership, leadership component are the strongest predictor of job satisfaction. Research of Hosseini Nodehi (2013) also indicated existence of a positive and significant relationship of servant leadership style and its dimensions with empowerment of employees that among dimensions of servant leadership, love of God was chosen as the most important dimension. Mirzaee (2013) found that there is a meaningful relationship between servant leadership style of managers and staff organizational commitment of the National Bank of Semnan province. Among the servant leadership dimensions of reliability of managers, in addition to the high correlation, has an important role in organizational commitment. Among the dimensions of organizational commitment and affective organizational commitment, has the highest correlation with the servant leadership style. Hajizadeh (2010) have found that there is a significant and high correlation between the servant leadership, and empowerment of teachers. Also there is a strong and meaningful relationship between the components of servant leadership with the Empowerment. It appears in empowering employees, one of the factors that can be effective, is leadership styles. It should also be noted that the lack of proper attention to leadership style and employee empowerment can create additional problems that eventually led to inefficiency and loss of productivity of the organization. On the other hand, the study of research literature indicates that a significant effect of leadership style of managers has in the process of employee empowerment. The importance of leadership in organizations, scholars and researchers led explores the features and characteristics of successful leaders in organizations that are constantly trying to determine the traits of successful leader in the organization. Following these recent efforts in the schools of leadership and many theories have formed about leadership and to scientific community have been introduced. The study of research literature on leadership styles indicate that the personality traits of leaders, as factors affecting leadership style have been considered. After the theories of leader personality characteristics, two styles of leadership, which in recent decades has attracted considerable attention have been authentic and servant leadership styles. In this case, it seems necessary to issue of leadership style of the (authentic and servant) on employee empowerment of branches of National Bank of Kerman were explored and be answered to this question that: How much the authentic and servant leadership style can be had role on enhancing and improving employee empowerment of branches of National Bank of Kerman, in the study population means branches of National Bank of Kerman? In this regard, the following hypotheses are formulated:

Main hypothesis

Leadership style has impact on employee empowerment of branches of National Bank of Kerman.

First subsidiary hypothesis

Authentic leadership style has impact on employee empowerment of branches of National Bank of Kerman.

Second subsidiary hypothesis

Servant leadership style has impact on employee empowerment of branches of National Bank of Kerman.

Research methodology

Since the in this research through data questionnaire related to review on effect of leadership style (authentic and servant) are collected on employee empowerment, present study, is applied research and is the kind of quantitative in terms of the environment, from the type of field, and in terms of definitive in terms of specifying the variables and the relationship between them (the existence of hypothesis) is the kind of definitive. Also considering the issue the nature of this research is descriptive from the survey type and Descriptive and inferential statistics methods have been used in various stages

of research. Statistical population of this research is all employees' branches of National Bank of Kerman. By using Cochran formula 320 people according to statistical population, the sample size of about 175 persons by using method of available sampling was used in the branches of National Bank of Kerman. In this study for data collection, from the three standard questionnaires of authentic leadership wovlmboa et al. (2008), servant leadership Barbuto and Wheeler (2006) and employee empowerment of Robbins and others (2002) was used. In this questionnaires respectively 16, 23 and 20 items with five point Likert scale (1 = very low, 2 = low, 3 = partly, 4 = high and very high = 5) has been adjusted. In order to determine the questionnaire validity with content validity was used that for this purpose, a questionnaire was confirmed by a number of university professors and the necessary amendments were carried. About the structural validity from the partial least square method was used and SmartPLS software. Structural validity into two types of convergent validity and divergent validity is divided. Due to the fact that in this study, index of AVE (Average Variance Extracted) for all variables is top of 0.5 so convergent validity of structural model were confirmed. In addition, the findings suggested that confirming the divergence validity of measurement tools. Also reliability coefficient (CR) and Cronbach's alpha was obtained to assess the reliability of top of 0.7 that reflects reliability of the measurement tool. The results of the psychometric properties of tools for the research variables have been shown in the following table:

Table1. Results of psychometric properties of tools for the research variables

Dimension	Variable	Resource	Number of items	Alpha	AVE	CR
servant leadership style	Value tendency to sacrifice and veterans	Walumbwa et al. (2008)	16	0/805	0/617	0/790
	Wisdom			0/794	0/683	0/881
	Emotional Healing			0/708	0/663	0/711
	Persuasive representation and agent and stewardship organizational			0/845	0/604	0/741
				0/704	0/655	0/852
authentic leadership style	self-consciousness	Barbuto and Wheeler (2006)	23	0/828	0/652	0/712
	balanced processing			0/815	0/645	0/725
	transparency of relationship			0/751	0/658	0/825
	Inner conscience			0/723	0/625	0/736
Employee empowerment	Intrinsic motivation	Robbins and others (2002)	20	0/801	0/689	0/796
	Understanding and commitment			0/785	0/677	0/811
	Job structure			0/725	0/602	0/785
	Transfer of power or authority			0/869	0/603	0/727
	Sharing resources and information			0/725	0/652	0/809

Finally, should be said that in the process of analysis and interpretation of data, descriptive and inferential statistics including process of analysis of covariance structures (structural equation modeling) were used.

Research findings

In the table below, the sample of demographic in summary has been listed.

In Section of descriptive statistics showed that among all employees of the National Bank of Kerman have been selected as community subjects, 19% were female and 81% are men, Also the breakdown of respondents by their age shows that the highest percentage of the study population in the age range of 35 to 40 years and the lowest percentage related to people under 30 years. Then most of the sample group of the study subjects constitute respondents with bachelor education and the most work experience related to group with more than 15 years. Then cause and effect relationship between servant and authentic leadership style with Employee empowerment of the National Bank of Kerman in the structural model has been measured. As shown in the following figure, authentic and servant leadership

styles has positive and significant impact on Employee empowerment of branches of National Bank of Kerman.

Table2. Specimens demographic information

Demographic characteristics	Category	Frequency	Percentage
Gender	Male	82	81
	Female	19	19
Education	Associate	15	15
	BS	75	74
	Master's degree or higher	11	11
Age	Under 30 years	12	12
	30 to 35 years	19	19
	35 to 40	29	28
	40 to 50	20	20
	50 years and older	21	21
Work Experience	1-5 years	11	11
	5-10 years	25	25
	10- 15 years	28	28
	over 15	36	35

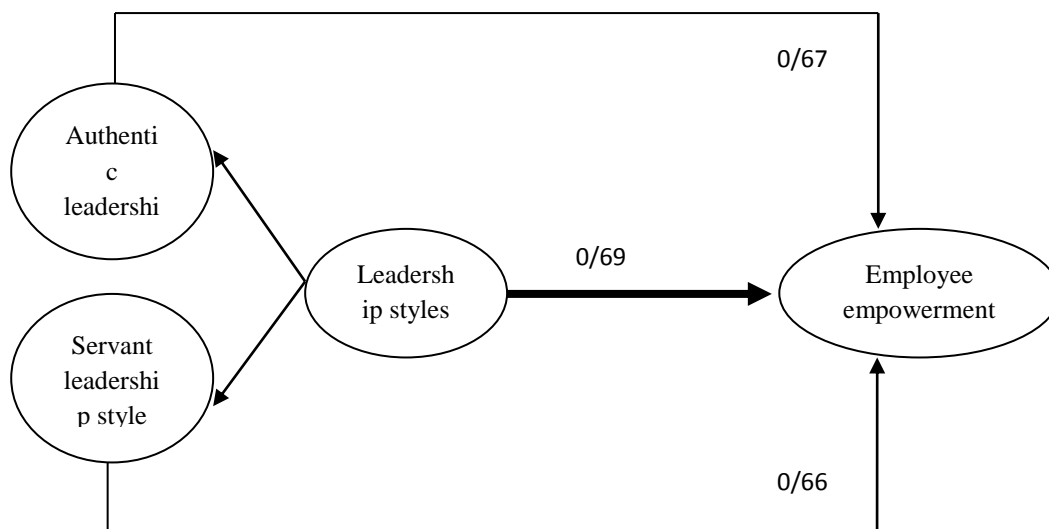


Figure 1. The impact factor of causal research model

In figure above causal impact factor of research model and relationship of the main variable (authentic and servant leadership styles) shows on the employee empowerment of the National Bank of Kerman. PLS output confirms the hypotheses of the research are reflected in the table below. Since the all of t values are over of 1.96, all the hypotheses are confirmed.

Table3. Evaluation of the research hypotheses

Hypotheses	Standardized coefficients	Statistic t-value	Results
leadership styleemployee empowerment of National Bank branches of Kerman	0,69	17,27	Accepted
authentic leadership employee empowerment of National Bank branches of Kerman	0,67	17,05	Accepted
Servant Leadership employee empowerment of National Bank branches of Kerman	0,66	16,95	Accepted

Conclusion and Suggestions

In general, today's world is full of complexities that organizations in the field of growth and development is faced with many problems and managers at all levels as planners, organizers and leaders work areas, with many challenges has faced. In this case, the use of appropriate leadership style to improve employee empowerment can be helpful, In this regard, present study also sought to review on effect of leadership style (authentic and servant) on employee empowerment of National Bank branches of Kerman to meet future needs of banking system. Then according to the results of the study to explain and interpret of research hypotheses is discussed. The results of this analysis showed that leadership styles have a significant impact on the employee empowerment of the National Bank branches of Kerman. This means that by using ideal and proper leadership style in Kerman branches of National Bank the bank's employees will see an increase in employee empowerment. it is obvious since the styles of leadership in any organization creates strong motivation and morale among employees and increase the their satisfaction of the their job can be create improvement and promotion of context necessary to enabling in employees, because innovation in the organization perpetuates the appropriate leadership style to prevent stagnation and destruction, Leaders with thinking styles, and good leadership can to help by the necessary tools to build the capacity in employees. In this regard, the belief of Moshbeki and Colleagues (2011) is based on that today perfect behavioral pattern of leadership in any organization creates strong morale and motivation in employees and increase their satisfaction of the their job, which leads to empowerment of employees in carry out activities assigned, this finding is confirmed. Ultimately the finding of the total the two subsidiary hypotheses can be deduced that continue to explain and interpret each we deal:

Data analysis showed authentic leadership style has positive and significant impact on employee empowerment of National Bank branches of Kerman. Since the authentic leaders by helping employees to find meaning in working, increase optimism and creating a transparent relationship that leads to confidence and promote positive ethical climate are Therefore can be empower employees. Butler (2010) in a study on the impact of positivism leadership showed that of positivism leadership impact can have short and long-term effects. Short-term effects include increasing self-esteem, morale, reducing absenteeism, increasing performance, achieving the objectives, environmentally, increasing trust between leaders and followers and fostering a sense of empowerment and its long-term effect, including modeling the followers, of positivism leaders and is attempt to imitate the leaders of positivism, So based on the concept of empowerment is one of the authentic leaders outputs. Other studies also show that leaders who have from the positive features and modes, objectives, values and powerful personality capabilities have a positive impact on their performance, behavior and emotions of followers and empowerment. Also, a positive relationship between authentic leadership, psychological capital and creativity, leadership effectiveness and positive psychological capabilities, organization performance, commitment, satisfaction, behavior of citizenship and satisfaction of managers has obtained. Honesty, trust and transparency of authentic leaders can be incentive two-way employees and organizational culture so that disclosure, sharing and continuous development of psychological capital to become a norm in the organization. Thus, authentic leadership can be individual and organizational capabilities to grow and develop and help to creating a positive working environment and inspiration with empowerment workers. Also data analysis showed servant leadership style of the National Bank Kerman has significant and positive effect on employee empowerment. This means that in case of using servant leadership style in the National Bank of Kerman we will witness to enhance and improve employee empowerment. Since the according to Hajizadeh (2010) servant manager utmost his effort to foster employee's empowerment. He through providing an environment accompanied by the trust, respect, empathy and participation of is trying to empowering followers. The creation of trust in the organization makes employees to welcome from the promotion and development programs in order to empower. Also causes respect, their employees considers with a value in the organization and for success of the organization their gaps and needs with the empowering self in carrying out activities assigned. Empathy and participation also leads to creating organizational commitment in the employees and a sense of belonging and ownership in them is created and will try with the participation and empathy in the organization on the individual and organizational capabilities be added. As the researchers have demonstrated servant leadership can be a source of important implications, such as employee empowerment for each organization. Finally, with regard to verification of leadership style (authentic and servant) on the employee empowerment of the National Bank branches of Kerman are recommended:

Leaders of bank to behave as a coach and trainer with followers and their subsidiary, to develop them, and entrusting to them in terms of their competence to deal with them the necessary motivation to empower in every employees be established.

Leader in subset to create hope, future outlook to introduce method and achievable and encourages employees that to raise their expectations by empowering.

Groundwork for learning managers and employees will be provided in the form of work teams, because one of the proven results of teamwork, increase the ability and learning employees that can be affect in improve the success and performance of banks.

Due to confirmation of relationship between leadership style with employee empowerment can be used learning as facilitator to promote creativity and innovation among employees.

Since the leadership style is as a means that foster of creative employees, innovative, thoughtful, learners and risk-taking template for the development and empowerment of the employees, Its importance for leaders be explained as well and their proposed solutions for make a difference in leadership styles to be used.

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