THE EFFECT OF LEADERSHIP STYLES ON EMPLOYEES' PSYCHOLOGICAL EMPOWERMENT AND THE GENDER ROLE IN THIS RELATION

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ABSTRACT

Purpose -   The purpose of the study is to identify the impact of three leadership style (paternalistic, transformational and transactional) on psychological empowerment and the moderating effect of gender.
Methodology -   The Survey method was used to gather data from 97 people working in middle and lower levels in various organizations and the analysis was conducted with SPSS 19. Four validated survey instruments were used to obtain the data: (1) The Multifactor Leadership Questionnaire (MLQ), formulated by Bass and Avolio (1995), (2) The Paternalistic Leadership Scale developed by Voich (1995), (3) The Global Transformational Leadership Scale (GTL) developed by Carless, Wearing and Mann(2000) and (4) The Psychological Empowerment Scale developed by Spreitzer (1995).
Findings- The study shows that there is a positive but partial relationship between the Transformational Leadership style and Psychological Empowerment, but there is no relationship between Paternalistic Leadership, Transactional Leadership as predicted.
Conclusion- Transformational leadership style has been identified as one of the most important ways to empower employees in organizations in the light of findings.

Keywords: Paternalistic leadership, transformational leadership, transactional leadership, psychological empowerment, gender differences
JEL Codes: M14, J71, J54

1. INTRODUCTION

Organizations need self-confident employees, especially during times of increased competition. Empowering is an appliance that can help achieve this need. We have been talking about the leader in a way that he/she has decided to share his/her existing power with his/her subordinates (Conger and Kanungo, 1988, pp. 471-482, Wilkinson, 1998, pp. 40-56, Siegall and Gardner, 2000, pp. 703-722). Empowering is defined as a process in which the leader shares his/her own power and responsibility with his/her subordinates (Conger and Kanungo, 1988, pp.472).

It is seen that the efforts and the initiative of the manager play an important role in the studies about empowering. Leadership styles and behaviors of managers make a difference in the success of the organization. Leadership is the art of influencing subordinates (Yukl, 1994) and empowering employees (Conger, 1999). It is an important issue that the leadership styles will contribute to the employee's feeling of being strong and whether they will affect the perceptions of empowerment or affect the employee's positive emotions.

Studies that look at empowerment in terms of psychological empowerment focus on the perception of empowerment of subordinates (Thomas and Velthouse, 1990, pp. 666-681, Spreitzer, 1995, pp.1442-1465). Psychological empowerment is the perception of how strong the employee feels (Thomas and Velthouse 1990, pp.672) Perceptions and beliefs related to the meaning of work, the impact, competence, and self-determination created are concepts that are emphasized as sub-dimensions of psychological empowering (Greasley et al., 2005, pp. 356-357).

It is important to know what beliefs employees have on their strengths and what variables affect their perceptions. In the relevant study, the influence of leadership styles on psychological empowerment will be investigated and the effects on psychological empowering and dimensions of leadership styles will be examined.

In order to be able to empower, managers need to give authority and responsibility to their employees and it is thought that the idea that the employee is strengthened in the work done may vary according to the gender. Despite extensive research on leadership, leadership styles and psychological empowerment, it was aimed to contribute to the literacy work of the study because these studies did not have much research on the differences of the employees according to gender factors. The purpose of this study is to find out from this point of view, "How is the relationship between leadership styles and employee perceptions of psychological empowerment, and how does the concept of gender contribute to these concepts? The study is organized as follows. In the first stage, the effects of leadership styles lead to the perception of psychological empowerment are discussed. In the second stage, the moderating effect of gender differences in the relationship between leadership styles and employees' psychological empowerment is also investigated. Next, the research design used to test all these hypotheses and the results are discussed.

2. LITERATURE REVIEW

2.1. Psychological Empowerment

The study of Kanter in 1979 is one of the earliest works on empowering within the organization (Kanter, 1979). The concept of empowerment is examined in two main categories: structural and psychological. The first stage of empowerment is structural empowerment. Structural empowerment is the sharing of power and competence with not only the senior position but also the lower echelon with some changes to the system. It is argued that the structural empowering provided psychological empowerment in the studies carried out (Ertenü, 2008).

Empowerment is one of the most important organizational developments in preventing physical and mental health problems of the employee and increasing the efficiency of the institution. (Yoon, 2001). Empowerment has begun to be expressed in recent work with variables such as innovation, innovative business behavior, risk taking behavior, and commitment to work.

Empowerment means that employees are empowered and shared as Burke points out; raising employee responsibilities and working more efficiently (Burke, 1986). Argyris, however, criticized the issue of delegation and stated that, under normal circumstances, managers would appear to share only that they would not volunteer to share their power with their subordinates (Argyris, 1988).

The concept of empowerment also includes meanings such as entrepreneurship (Tannenbaum, 1968), autonomy (Kanter, 1979), internal motivation (Deci, 1980), competence (White, 1959), power needs and self-sufficiency (Bandura, 1977) .

Empowerment is the process of increasing the self-sufficiency of employees by providing information and innovation by eliminating the situations and issues that make employees feel weak within the organization (Conger and Kanungo, 1988). According to Conger and Kanungo, people are inherently strong beings, but living uncertainties and negative events lead people to feel powerless (Conger and Kanungo, 1988). In order for the individual to feel strong in the organization, the conditions that cause him to feel bad and weak must be removed.

At the beginning of the nineteenth century, the concept of empowerment was considered more complex than it seemed, and the concept of psychological empowerment began to be studied (Quinn and Spreitzer, 1997). In the first studies, this concept was tried to be explained by the concept of self-sufficiency suggested by Bandura (Bandura, 1986). However, as Thomas and Velthouse point out, self-sufficiency does not explain psychological emancipation alone (Thomas and Velthouse, 1990). In this sense, 4 sub-dimensions of psychological empowerment should be emphasized.

Meaning: It means what the employee loads into the assigned tasks. While positive results such as dedication and loyalty develop in people who make sense to their work, employees who do not find work meaningful are disconnected and uninterested (May, 1969). Diversification in jobs and duties will prevent the monotony in the workplace, making the employee feel more peaceful, making the job more meaningful and making the employee feel stronger (Hackman and Oldham, 1976).

Impact: Organizational staff act strategically and administratively to their firms, but at the same time employees also contribute to their company (Ashforth, 1989). Employees feel stronger as they play a role in the completion of the work and feel that they make a difference (Abramson et al., 1978).

Self-determination: It is the belief that the quiche is going to get out of the business to do and to do the job right. It means the qualification revealed by Bandura (Bandura, 1977). Workers with fewer beliefs will be fears and empowerment (Ertenü, 2008).

Competence: It is the belief in the autonomy provided to him by his/her work (Deci and Ryan, 1985). The fact that the employee is responsible for the job will cause him to be more enthusiastic about the job and increase his/her self-confidence (Deci and Ryan, 1985). Self-confidence begins to feel stronger as the working employee increases.

Both support and freedom are needed to empower employees (Kanter, 1979). Since the issues of giving support and giving freedom are closely related to the manager, referring to the possibility of strengthening, the importance of the manager arises.

2.2. Leadership Styles

Leadership is mentioned as "imagining a group of people around in the direction of certain goals and moving them to achieve those goals" (Bass, Steidlmeier, 1999). Leadership is the process of mutual interaction between leaders and followers based on shared and mutual goals (Rost, 1991: 102). In the past years it has seen that leaders are classified as "democratic", "autocratic" and "laisser-faire". These leadership styles, expressing different styles of leadership, show the power of the leaders and their followers on decisions. Since the late 1980s, different leadership concepts have been developed. At the beginning of the nineties, the theories of Transformational Leadership and Charismatic Leadership began to be mentioned. In the following, three leadership styles, which will be examined in relation to empowerment and which have been frequently studied in recent years, are discussed. These are paternalistic leadership, transformational and transactional.

Transformational Leadership: This concept of attention was first drawn by Burns in 1978, and then by Bass in 1985 (Yukl, 1994, Hinkin and Tracey, 1999). Transformational leaders have a broad vision of what might be future, rather than the past of the organization (Chew, Spangler and Zhu, 2005, pp.42). Transformational leaders empower viewers to enable viewers to voluntarily work on the tasks they receive. It shares both responsibility and decision-making with its employees, thus allowing employees to become more empowered (Leithwood, Jantzi, Steinbach, 2000), and increasing the motivation they need to improve themselves. Transformational Leadership has four dimensions: **Idealized influence, Inspirational Motivation**, **Intellectual Stimulation, Individualized Consideration.**

Transactional leadership: Burns sees the Transactional leadership style of leadership as a trade between leader and employee; therefore, employees know that when they do what they want, they will reach the results and rewards of a certain value (Nur 1998, pp.19-26). These kinds of leaders are task-oriented and open their expectations to their employees (Hartog, Hoogh and Koopman, 2005). They manage their employees in accordance with pre-established rules and they also expect employees to perform their duties within the framework of these rules (Hartog, Hoogh and Koopman, 2005). In case of failure, the reward system is applied and in case of failure, the penalty system is applied and a strict obedience from the employee is expected (Bartram, Casimir, Waldman and Yang, 2006, p.71). Transactional leaders depend on the current system, so the institution strengthens the existing system without changing the culture (Dilek, 2005, p.20). Transactional leadership has one dimension: Contingent Reward

Paternalistic Leadership: In the paternalistic leadership approach, the relationship between the leader and the employee is more like a parent-child relationship (Aycan and Pasa, 2003). This related leader protects, directs, guides and guides the employee and takes decisions instead of his / her goodwill (Aycan, 2005). This relationship is not only for professional life, but also for private life. The leader is not only concerned with his/her work life but also with his private life and leads his/her employees. The employee trusts the leader and volunteers his/her direction. (Aycan, 2005).Paternalistic leadership has five dimensions: family atmosphere at work, individualized relationships, involvement in employees' non-work lives, loyalty expectations, and status hierarchy and authority.

2.3. Relationship between Leadership Styles and Psychological Empowerment

On the basis of empowerment, the leader has the power to share with his/her subordinates (Likert, 1961, 1967). However, there is no such thing as the empowerment, sharing of power and responsibility that will always enable the employee to be strengthened psychologically (Ertenü, 2008). Both support and freedom are needed to empower employees (Kanter, 1979). Since the issues of giving support and giving freedom are closely related to the manager, referring to the possibility of strengthening, the importance of the manager arises.

According to the expectation theory (Vroom, Yetton, 1988), two types of motivation of the individual are anticipated; It is anticipation that the worker's effort can turn into performance, and he/she expects to receive an award at the end of his/her performance. The expectation that the worker's effort can turn into performance is called self-sufficiency (Bandura, 1977).

Also self-efficacy emotions may increase when employees are empowered; but the expectation of a prize for performance as a result is dependent on the ability of the manager to give feedback to the sense of self-efficacy, whether it is successful or not (Conger and Kanungo, 1988). In the studies conducted by Parker and Price, there was a positive relationship between employees 'perceptions of psychological empowerment and managers' empowerment and managerial support (Parker and Price, 1994). Employees feel more empowered when they think their leaders support them (Parker and Price, 1994).

Examples of empowering support behaviors include emotional support for employees, participation in decision making, assertive but achievable goals, approaches that will not feel distracted, supportive and instructive feedback, and support for employees' learning processes.

The leader's confidence and hope, sincerity and carelessness of the employees lead them to value work and feel stronger (Avolio et al., 2004). From this point of view, it is revealed that transformational leaders who are pro-change, that is, more innovative, strengthen their subordinates more than do transactional leaders who are conservative and traditional leaders (Spreitzer, DeJanasz and Quinn, 1999). Transformational leaders allow employees to share responsibility, make decisions, and thus provide the empowerment they need to improve their work (Leithwood, 1992). It may be possible to talk about the empowerment of employees if the manager is making an effort to strengthen her staff (Thomas and Velthouse, 1990, p.667).

By sharing information with employees, giving more responsibility, and communicating upwards, employees can express their opinions and opinions more easily (Wilkinson, 1998, p.47). Self-efficacy perceptions of employees need to be provided in order to provide psychological strength. Therefore, leaders should encourage their subordinates to be self-determined and accountable. It is important in terms of psychological empowerment that the employees themselves decide their work and that they can find solutions to the problems that may arise.

2.4. Gender Role as a Moderator

The difference between male and female, based on gender differences, has an extended background, and under assorted forms, is discusses in all fields. In our society there are different roles that are loaded on genders. The roles attributed to women and the roles attributed to man may vary between cultures and between societies. The role attributed to women; compassionate, gentle, loyal, loving to children, and being sensitive to others. The role attributed to the men is; a passion for ascension, being a competitor, dominant and oppressive attitude, being self-confident, independent and attitude-like, assertive, paying attention to money and dominating materialist tendencies (Bakan et al., 2004: 88-89) . In Turkish culture, feminine values such as compassion, sensitivity towards others, understanding and warmth come to the forefront (Çağlar, 2001: 141).

However, gender relations involve an unequal power relationship where men are more dominant than women in many areas of work and social life, and women are often pushed into the second plan in business. The values assigned to the tasks attributed to men are greater than those assigned to the tasks attributed to women.

Many writers and researchers have stated that the term of empowerment comes from the ear as a more masculine word (Alimo-Metcalfe, 1995). What women and men understand in terms of "power" is different from each other. In particular, it has been shown that the influence and self-efficacy dimensions of psychological empowerment are more endorsed by men (Spreitzer, 1995). The results of the meta-analysis are related to the characteristics of men and women; (Burton, 1993) show that men have more power than women (Burton, 1993), while women show different experiences (Bem S, 1974) and diversity (Budak, 1998). In Coakley's work, he argued that men perceive themselves more physically than women and give more rewards to personal success (Coakley, 2007). In the study conducted by Çekmecelioğlu and Keleş in 2008, it was determined that there is a significant but negative relationship between the meaning and competence dimension of psychological empowerment and gender (Çekmecelioğlu and Keles, 2008). The study shows that women workers find their jobs more meaningful, believe they are competent in their work, and that they believe in their own ability to do things successfully. However, in order for generalizations to be made, the relationship between gender and psychological strengthening needs to be investigated more thoroughly. Gender based issues are seen to influence male and female employees' conditions in the organizational environment (Acker, 2005).

In general, male employees are more audacious, risk taking and success oriented than female employees (Schein, 1973; Diekman and Eagly, 2000). There are studies supporting this view like De Vaus and McAllister (1991) mentioned that male employees usually take pleasure in more independence and power over their work. Furthermore, the same study shows that male employees set more importance than female employees on fundamental job related issues such as having liability, chance to use venture and responsibility, and achievements. It may be understood that male employees are extra approachable to the challenging and motivating behaviors of transformational leaders. Male employees might extra vigorously internalize the idea or purpose expressed by transformational leaders and knowledge improved motivation to business, on the other hand, female employees have fewer power and independence over their jobs and therefore may diminish such work related issues in judgment to their male colleagues (Kalleberg and Griffin, 1978). Therefore, female employees could be less predisposed by transformational leadership than male employees.

3. DATA AND METHODOLOGY

3.1. Aim of the Study

In this section, the conceptual model underlying the study, the literature supporting the predictions of the variables according to this model, and the hypotheses put forward as a result of them are expressed. In the analysis of the data, SPSS 19 was used. The analysis consisted of frequency analyzes of the demographics of the respondents, factor analysis, reliability analysis, correlation analysis and regression analysis to test the research hypotheses.

3.2. Sample and Data Collection

The sample of the research consists of a total of 97 people working in middle and lower levels in various organizations.30 participants were male (30, 9%) and 67 were female (69, 1%) and their ages varied between 23 and 60 (Mean: 32, 33). When the education level of the sample population is examined, it is seen that 49 (50.5%) are undergraduates and 48 (49.5%) are graduate and PhD students. Fifty-seven participants (58.8%) stated their position as intermediate, while 40 participants (41.2%) stated that they were low-level employees. 45 of the employees are married, 52 are the single.

The average time spent by participants in business life is approximately 9.5 years (mean: 9.39), ranging from 1 to 37 years. Demographic data are summarized in Table 1.

3.3. Measures of the Study Variables

6 Likert Scale was used in answering the questionnaires applied in this research. The assessment options are as follows:

1) Strongly Disagree, 2) Disagree,3) Slightly Disagree, 4) Slightly Agree, 5) Agree, 6) Strongly Agree

Survey forms used in the research were determined according to the variables considered to be measured. In this regard, it has been decided to use the questionnaire examples developed by researchers that have been validated and tested for reliability. The scales used in the questionnaire are:

Transactional Leadership: Transactional leadership style is measured by Bass and Avolio (1995) and four proposals that measure contingent rewards in a survey of eight propositions in total. The reliability of the survey is 0.7952.

Paternalistic Leadership: Paternalistic Leadership has been used in the survey of 5 questions about leadership. It is a one dimensional paternalist leadership scale (Voich, 1995). The reliability of the survey is 0.8814.

Transformer Leadership: 7 questions about transformational leadership have been used in the survey. Carless, Wearing and Mann (2000) Global Transformational Leadership Scale (GTL) scale is used. The reliability of the questionnaire is 0.9156.

Psychological Empowerment: Spreitzer's (1995) 12-item measure was applied as 4 items. The questions are the same except for minor differences with the empowerment questions asked in the qualitative research on a daily basis over the internet. Each item measures 4 main dimensions of meaning, impact, self determination, competence. The responses were rated on a scale of 1-6. The reliability of the questionnaire is 0.7270.

Demographic Questions: Questions were asked regarding the title, age, education status, and duration of the participants (seniority).

Table1:Demographic Data

|	
Age	
M	32,33
SD	7,38
Minimum	23
Maximum	60
Gender (%)	
Male	30,9
Female	69,1
Education Level (%)	
Undergraduate	50,5
Graduate/PhD Level	49,5
Working Position (%)	
Senior Level	58,8
Lower Level	41,2
Tenure(yr)	
M	9,39
SD	7,23
Minimum	1
Maximum	37
Time in current position (yr)	
M	4,32
SD	3,25
Minimum	1
Maximum	17
Working time with current manager (yr)	
M	3,35
SD	2,73
Minimum	1
Maximum	17
Manager's Gender (%)	
Male	51,5
Female	48,5
Marital status (%)	
Married	46,4
Single	

4. RESEARCH MODEL AND HYPOTHESES

A number of scientific studies have been conducted on the relationship between the variables involved in this study. For this reason, the variables studied and the relationships between them were determined by literature review. The model in this study is as follows.

Dependent Variable: Psychological Empowerment Perception

Independent Variable: Leadership Styles

Moderating Variable: Employee Gender

Figure 1: Research Model
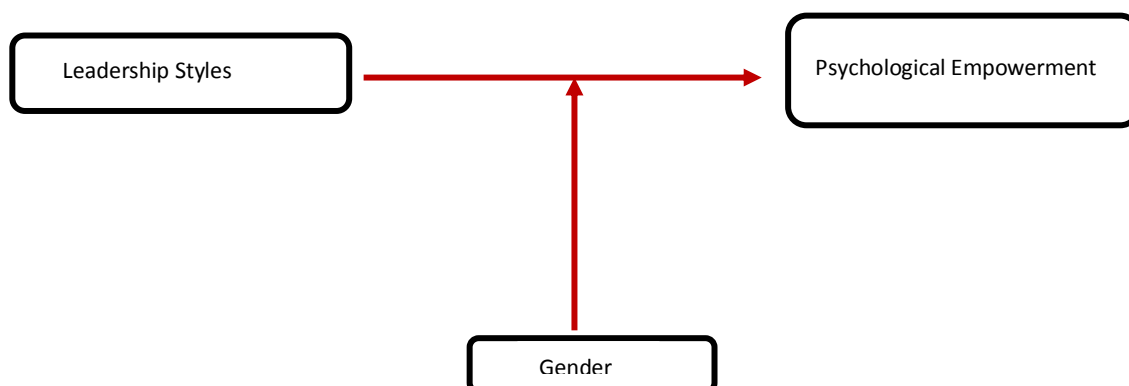
In accordance with the model, the following research hypotheses were illustrated;

Hypothesis 1a There is a positive relationship between Transformational Leadership style and Psychological Empowerment.

Hypothesis 1b: There is a negative relationship between Paternalistic Leadership style and Psychological Empowerment.

Hypothesis 1c: There is a negative relationship between Transactional Leadership style and Psychological Empowerment.

Hypothesis 2: The impact of the Transformational Leadership on Psychological Empowerment will be higher in men than in women.

5. FINDINGS AND DISCUSSIONS

5.1. Analytic Procedure (Statistical Analysis)

Factor analysis; Principal component analysis and varimax rotation method were used to determine the sub-dimensions of the leadership styles measured in the scope of the study and the subscales of the psychological empowerment perception variables of the employees and to compare with the sub-dimensions mentioned in the literature. In this sense, the degree of internal consistency of the substances included in the tests to be used for the measurement included in the reliability analysis is also measured. Statistical analysis was used as a method of regression analysis to determine how the psychological empowerment perception is explained by the leadership styles. In order to understand the effect of employee's gender on psychological empowerment of the Transformational Leadership, the gender variable was transformed into a dummy variable and introduced into multiple linear regressions. In order to test the gender difference of the psychological empowerment perception, t test was applied for independent groups from parametric tests.

5.2. Correlations Results

In order to test the validity of the hypotheses, it has first been decided to conduct a correlation analysis and evaluate its results. When performing correlation analysis, each sub-dimension of Psychological Empowerment was inserted into Pearson Correlation Analysis with independent variables. Table 2 - Pearson Correlation Analysis Summary Table is shown below.

Table2: Results of Correlation

	Patern. Leader	Transfor. Leader	Transact. Leaders	Compet.	Meaning	Self Deter.	Impact
Patern.	**1**						
Transfor.	**,763(**)**	**1**					
Transact.	**,532(**)**	**,502(**)**	**1**				
Compet.	**,108**	**,350(**)**	**,132**	**1**			
Meaning	**,287(**)**	**,231(*)**	**,162**	**,244(*)**	**1**		
Self Deter.	**,171**	**-,027**	**-,040**	**,195**	**,398(**)**	**1**	
Impact	**,244(*)**	**,242(*)**	**,196**	**,630(**)**	**,340(**)**	**,235(*)**	**1**

*p<.05, two-tailed ** p<.01, two-tailed

The sub-dimension of psychological empowerment, the sense of competence, is only related to transformational leadership. The sense of impact and the sense of meaning created are not only related to transactional leadership. Self-Determination perception was not related to any type of leadership. In this case, as a result of the Pearson Correlation Analysis, H1a from the above hypotheses is partially confirmed but H1b and H1c are rejected. A simple linear regression analysis was conducted to see the contribution of the Transformational and Paternalistic Leadership types to the subscales of psychological empowerment. The coefficient of correlation between parental leadership and transformative leadership has been introduced separately into the regression analysis so that it does not lead to multiple correlations beyond .70.

5.3. Regression Results of the Study

In this section, the rate of explaining the dimensions of the psychological empowerment of leadership styles has been examined. In this review, there are only findings related to transformational and paternalistic leadership, since transactional leadership does not relate to any sub-dimension of psychological empowerment. Findings related to the impact of the transformational leadership on the subscales of psychological empowerment are given in Tables 3, 4and 5.

Table 3: The Effect of Transformational Leadership on Competence

Ind. Variable	R^2	Adjusted R^2	F	Pf	β	t	P
Transform. Leadership	,122	,113	13,257	,000	,350	3,641	,000

Dependent Variable: Competence

Since the p-value (sig.) Is 0,000 for the result of the analysis, it is statistically possible to estimate the competence perception by the transformational leadership variable. 12.2% of the variance perceptions of competence can be explained by the transformational leadership variable. The ratio of the transformational leadership variable to the competence perception is 35%.

Table 4: The Effect of Transformational Leadership on Meaning Dimensions

Ind. Variable	R^2	Adjusted R^2	F	Pf	β	t	P
Transform. Leadership	,054	,044	5.378	,000	,231	2,319	,023

Dependent Variable: Meaning Perception

According to the result of the analysis, it is statistically possible to estimate the sense of meaning by the transformational leadership variable since the p value (sig.) is 0,000.5.4% of the variation in perception of Job Meaning can be explained by the transformational leadership variable. The conversion rate of the transformational leadership variable was 23.1%.

Table 5: The Effect of Transformational Leadership on Impact

Ind. Variable	R^2	Adjusted R^2	F	Pf	β	t	P
Transform. Leadership	,059	,049	5.909	,000	,242	2,431	,017

Dependent Variable: Impact Perception

According to the result of the analysis, it is statistically possible to estimate the impact perception created by the p-value (sig.) 0,000 with the transformational leadership variable.5.9% of the variation in perceived Impact Perception can be explained by the Transformational Leadership variable. The predictive value of the transformational leadership variable is 24.2%.As in the correlation analysis, there is no relationship between the transformational leadership and self-determination in the regression results. Because the results of the analysis made with competence and self-determination sub-dimensions did not yield the results with the results of the psychological empowerment subscales of Paternalistic Leadership, Tables 6 and 7 give only the results related to sense of meaning and impact.

Table 6: The Effect of Paternalistic Leadership on Meaning

Ind. Variable	R^2	Adjusted R^2	F	Pf	β	t	P
Patern. Leadership	,082	,073	8.504	,000	,287	2,916	,004

Dependent Variable: Meaning Perception

According to the result of the analysis, it is statistically possible to estimate the sense of work meaning with the paternalistic leadership variable since the p value (sig.) Is 0,000.8,2% of the perception of job meaning can be explained by the paternalistic leadership variable. The predicted rate of the paternalistic leadership variable, job meaning perception was 28.7%.

Table 7: The Effect of Paternalistic Leadership on Impact

Ind. Variable	R^2	Adjusted R^2	F	Pf	β	t	P
Patern. Leadership	,059	,050	6.004	,000	,244	2,450	,016

Dependent Variable: Impact Perception

According to the analysis result, it is statistically possible to estimate the perception of the impact created from the p value (sig.) 0,000 with the paternalistic leadership variable.5.9% of the variation in perceived impact can be explained by the paternalistic leadership variable. The predictive value of the perceived impact of the variable of leadership is 24.4%.

The Impact of Gender on "The Relationship between Transformational Leadership and Psychological Empowerment"

Since it is the leader type of Transformational Leader that gives the most authority and responsibility to the employees in the workplace, it is thought that the gender variable will be the most influential transformational leader and psychological empowerment relation. Gender was taken as a dummy variable for the regression analysis and multiplied by independent variable scores and modeled. In the charts below, the psychological empowerment was found to be related to the sense of competence, meaning of work, and impact of creation. As you can see, the gender and transformational leadership interaction have never been effective. The statistics for the model are given in Tables 8, 9 and 10.

Table 8: Hierarchical Regression Analysis of Transformational Leader and Competence Perception Effect on Gender As Moderating Variable

	Ind. Variable	R^2	Adjusted R^2	F	Pf	Beta	p
Model 1	Transform. Leader	,122	,113	13,257	,000	,350	,000
Model 2	Transform. Leader X Dummy Gender	, 124	,105	6,633	,002	,355 -,035	,000 ,718

Dependent Variable: Competence

Table 9: Hierarchical Regression Analysis of Transformational Leader and Meaning Perception Effect on Gender As Moderating Variable

	Ind. Variable	R^2	Adjusted R^2	F	Pf	Beta	p
Model 1	Transform. Leader	,054	,044	5.378	,023	,231	,023
Model 2	Transform. Leader X Dummy Gender	, 054	,034	2,686	,073	,235 -,022	,023 ,828

Dependent Variable: Meaning

Table 10: Hierarchical Regression Analysis of Transformational Leader and Impact Perception Effect on Gender As Moderating Variable

	Ind. Variable	R^2	Adjusted R^2	F	Pf	Beta	p
Model 1	Transform. Leader	,059	,049	5.909	,017	,242	,017
Model 2	Transform. Leader X Dummy Gender	, 062	,042	3,086	,050	,250 -,056	,015 ,581

Dependent Variable: Impact

5. CONCLUSION

In this study, it was aimed to explain the effect of leadership styles on the perceptions of employees' psychological empowerment and the role of this related gender. The results obtained from the Pearson Correlation Analysis and Simple Linear Regression Analysis to understand the relationship and clarity between the Transformational Leadership style and the Psychological Empowerment are in parallel with the findings of the literature. It is possible to say that Transformational Leadership is not important for self-determination, which is one of the strengthening subcategories. It has been suggested that self-determination as one of the reasons for not being important for self-determination is more related to personal traits and related to self-confidence (Thomas and Velthouse, 1990). Self-determination may be important for psychological empowerment, but according to the findings we have, it is not possible to say that it develops due to the behavior of the leader.

In the Paternalistic leadership approach, the relationship between the manager and the employee is like a parent-child relationship (Aycan and Pasa, 2003). This related leader protects, directs, guides and guides the employee and takes decisions instead of his / her goodwill (Aycan, 2005). Employees rely on their manager (Aycan, 2005). Some studies have shown that it is easier to strengthen in managerial employee relations based on mutual harmony and trust. (Keller & Dansereau, 1995,; Gomez & Rosen, 2001). Because, in an environment of mutual harmony and trust, naturally controlling behaviors decrease; the sense of impact and sense of work created in the workplace are rising. (Liden et al., 2000).

The transactional leader uses the transfer of competence, in part, in his work to fulfill his/her duties. However, he/she does not fully implement the authority transfer principles when he/she does so. Since it has a lot of tasks to develop the aimed staff, it is not able to carry out literally proper authority transfer (Gavuz, 2008).When we look at the relationship between gender and psychological empowerment, it is seen that there is no consistent data. In a similar study conducted in Korea, men were found to have a lower self-determination perception (Yoon, 2001). In Özarallı's work (2003), the determinants of

gender have not been proven (Özarallı, 2003). There was no significant relationship between gender and psychological empowerment in the study performed by Çavuş in 2008 (Çavuş, 2008).

In the global world where competition is intense, companies need to provide better quality and faster service to their customers in order to gain superiority over their competitors. Firms need to be able to successfully implement new management techniques in order to survive and achieve success in this fast changing process. It is possible to say that empowerment is a state of perception because it is a perception, that is, it changes according to the environmental conditions that occur. Therefore, it would be more accurate to talk about the fact that people feel more or less strengthened by circumstances and the conditions they are in (Spreitzer, 1995). It is therefore important that not only the style of the manager and who he/she is, how he/she behaves towards everyone, but how he interprets the behavior of his subordinates.

Parker and Price (1994, pp. 911-928) found a positive relationship between the feelings of empowerment of employees in the work they conducted and their perceptions of managers empowering, controlling, and supporting them. If employees perceive managers as empowering and supportive, they feel more empowered. Transformational leaders continue to work in organizations when they want to make changes. In contrast to the Transformational leadership, which tends to strengthen its subordinates by overthrowing its powers, the transactional leaders do not stand for the transfer of power. Transformational leadership style has been identified as one of the most important ways of empowerment of personnel in organizations (Bolat, 2008: 199). Paternalistic leadership perceptions differ among societies. In societies where Paternalistic leadership is prevalent, managers can make decisions on their behalf, claiming they know what is good for employees, if necessary. Employees voluntarily accept this. In the individualistic and egalitarian Western societies, it is difficult to understand this for two reasons. First of all it cannot be accepted that decisions can be taken on behalf of a person and it is not clear how this person is willing. In directing with a fatherly sense, the "manager" claims to know what is good for the employee and tries to apply them without getting the employee's ideas. For this reason, paternal leadership by some Western researchers is seen as a practice restricting autonomy and freedom of choice (Aycan, 2001). Although Paternalistic concept of leadership in Western literature is negative and psychologically reinforcing, this study shows that Paternalistic leadership has a positive effect on the perception of psychological empowerment.

As a result, the study can be limited from the point of view of the sample size in order to provide more significant and healthy results. Also this survey does not contain a sectorial question. A second limitation was the frequent source measurement; that is, the data were composed only from employees' view.

For other researches related to the similar concepts can replicate the methodology adopted in the present study to other sectors. Leadership styles is one of the factors that influences Psychological Empowerment, the other influencing factors can be explored. The present study does not investigate the antecedents of Leadership Styles.

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