

The effect of transformational leadership style and organizational culture on the formation of organizational cynicism in the Agricultural Bank of Tehran

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ABSTRACT

The purpose of this study was to evaluate the effect of transformational leadership style and organizational culture on the formation of organizational cynicism in the Agricultural Bank in city of Tehran. The population of this study consisted of 1022 employees of the Agricultural Bank of Tehran. A total of 304 questionnaires were distributed, of which 264 valid questionnaires were collected. These questionnaires were distributed randomly among the male and female employees in Tehran branches of Agricultural Bank. Standard questionnaire of transformational leadership model, standard questionnaire of organizational culture model and organizational cynicism were applied in this study. In this study SPSS19 and Smart PLS software were used to analyze the collected data. Hypothesis testing showed that at first, Transformational leadership style had no significant effect on the formation of organizational cynicism in the Agricultural Bank in Tehran, and organizational culture had a significant negative impact on the formation of organizational cynicism in the Agricultural Bank in the second hypothesis.

1. Introduction

Transformational leadership is originated to seminal works of Weber et al. (1947) who presents on charm. He mentioned that the authority of a leader could be specified through the followers' perspective (Beck-Tauber, 2012). All the theory on effective leadership behavior, transformational leadership is more specifically relevant to organizational change. Bass and Avolio (1994) offered one of the most effective interpretations of transformational leadership, which consists of four components of transformational leader behavior: "Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration". A transformational leader specifies idealized effect in such a way that s/he acts as a role model for followers. Inspirational motivation presents behavior through which a transformational leader motivates others by bringing meaning to and challenge to what

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