ABSTRACT

The aim of this study was to investigate the relationship between transformational leadership style and creativity of employees. For this purpose an original theory, five sub-hypotheses were formulated. The aim of the present study and applied as descriptive – correlation. The population consisted of 97 Engineering and Construction employees of the jonoob melli naft khiz Manategh company. Due to the limitation of the total population, population takes as the sample. For data collection two Questionnaires used both transformational leadership (MLQ) Cease and creativity Bas & Avolio. These questionnaires are standard and after calculating their reliability using Cronbach alpha coefficient of the sample. The results showed that the transformational leadership style, which consists of five components: the idealized Influence, idealized behavior, inspirational motivation, individualized consideration and intellectual persuasion and error as a percentage of employee creativity, there is no significant direct relationship.

Key words: transformational leadership, creativity, leadership, exchange

Introduction

Current environmental of organizations are complex and Problematic and the leader of organizations are faced with unforeseen problems that demands, they have high flexibility in solving problems and facing turbulent environment surrounding the organization. Leadership is one of the five primary task of management is considered as a basic process in any organization. Today's organizations need leaders who can Thanks to their exceptional character and charisma, power, influence and broad vision, commitment and enthusiasm for the subjects to use the talents and efforts to make in order to achieve the enterprise. These leaders were called transformational leadership today. [1,23,18,4,2,22].

Most experts in the field of organizational behavior, transformational leadership can be seen as an indicator light that part of discernment as the distinguishing feature of a valuable and inspiring the right of followers, the transformation of their one-role models worthy of act employees to foster a spirit of cooperation and their staff to focus on common goals, high performance expectations and rational understanding of his followers and encourage subordinates to do the proper personal protection and mental stimulation for them on a corporate other variables influential. [24] Transformational leadership to every organization thereby helping each can become a transformative agent and organizations move to a designed future.

On the other hand, successful organizations are organizations that creativity and innovation will form the spearhead of the movement. In other words, today's organizations, to continue to be a dynamic and their directors and employees must be creative individuals and innovative in order to organizations comply with these changes and be responsive to community needs. In the global system and the increasing competition, innovation is the key to survival and death, so that would not have been the destruction of creativity and innovation. Organizational without innovation cannot survive and will disappear over time. [19].

Management by creating favorable conditions and planning organization can affect the behavior of the employees to be innovative and to improve the behavior of work groups in the organization. Sustainable competitive advantage in the form of ideas, products and new services appear to be originating directly from creative thinking. If fact,
the leadership is one of the major challenges of managing today's, who tries to rise to the different aspects of behavior and maintain a work environment that provides innovative. Therefore, considering the growing importance of leadership in today's organizations and the transformative role as a leader in employee can be creative. This study examined the relationship between transformational leadership style and creativity of employees, followed by the question whether the relationship between the style of transformational leadership and employee creativity there?

Theoretical principle and research background:

Leadership style:

The word "style" is the way that the leaders can influence their followers. [3] Somehow the leaders use influence for business purposes, called style leadership. [25] Leadership style is the continuous behavioral patterns of people working with others or by others, it will be understood by others.[14]

One of the factors contributing to the increase of efficiency of work and satisfaction in the end is the leadership style of managers. Leadership style of the principal uses of the work expressed as one of the most important elements of leadership or management position. [8]

Leadership style is a set of attitudes, traits, and skills management system that based on four factors values trust in employees, leadership and a sense of security interests in ambiguous situations formed. Leadership style is a combination of leadership traits, skills and behaviors that leaders can use to keep track of and intervention. [26]

Transformational Leadership:

Traditional leadership will not survive the third millennium and the world needs to be transformational leaders. Transformational leaders those take inspire their followers to give to them their spirit and guided them in a way that can provide benefits the organization. [18] Transformational leadership, the process of informed individuals or groups to a continuous change in the status and functions of the organization as a whole, which through words and actions that can transform the whole organization and have a lot of influence among their followers. This can happen when leaders lead their followers to increase their interests, goals and mission to inform and encourage them to think beyond the individual interests. Research literature returns on transformational leadership, Burns. Burns showed that the vision of transformational leadership and challenged others to do the extraordinary efforts they make. "Transformative leaders who are only able to draw the new lines are essential because they are the source changes; the changes are fully aware of the dominant and ride the wave of change." [13] In view of Bass, transformational leadership is defined as a person who can add followers to go beyond their expectations for performance and motivates them rather than pursuing personal interests to motivate the following goals collective. Bass and Avolio in 1995 expanded this model to specify transformative leadership dimensions. [9] Bass and Avolio transformational leadership dimensions of the five dimensions are idealized Influence, idealized behaviors, Intellectual Stimulation, Inspirational motivation, inspiration and Individual Consideration.

Idealized influence (ideal behavior, ideal features): The person with leadership qualities; the trust and admiration of subordinates, subordinates recognize him as a role model and try to model - they are like him. Influence includes Idealized behavior and idealizes features.

Inspirational Motivation leader encourages employees to achieve its aims and efforts, they believe. These people are generally optimistic about the future and availability objectives.

Intellectual Stimulation leader raises employees' minds. The leaders encouraged their followers to be creative in solving problems encountered and obvious to question assumptions. They encourage their followers to examine problems from different angles and techniques to provide innovative problem solving.

Individual Consideration leader meets emotional needs of subordinates. These leaders recognize their needs and help them develop skills that they need to develop to achieve a specific objective. The leaders may have spent considerable time to develop, train and educate people. Table 1 shows the dimensions of transformational leadership perspective, in view of Bass & Avolio.

Creativity:

Scientists have defined creativity with numerous and diverse interpretations. Herbert Fox believes that "the creative process is any process that is thought to be a useful and innovative problem solving" believed "The ability to relate and connect the issues, no matter what the domain or context is done, the grounds enjoying the creative mind". Erich Fromm believes that "creativity, ability to see (understand) and answering."

Creativity is the ability to use the mind to create a new thought or concept. Creative expression in every activity is expected to be limited to any particular type of activity is not to create a "new thing" in the creative process is stressed. However, whatever the cause, "thought nothing" new and general creativity is important in the process of "thinking" is. [20]
Individual ability is different creativity. Individuals with high creative abilities tend to be the primary initiator, which are less creative. In addition, the flexible, creative people are more flexible to others. Meanwhile, among those who prefer simplicity to complexity than less creative individuals, they tend to be independent, and when they talk about their faith with others stubbornly to defend their ideas. Creative people are always most loving and obey the instructions that are unreasonable for them. Because of it may be difficult to adjust in most organizations. This group of people with interesting problems motivated by more than financial reward - are, and how long it take them seriously complicated the efforts of the work. [3].

4 - Develop hypotheses and conceptual model:

Transformational leadership and employee creativity:

Transformational leaders who follow the style of the band members in their work as well as helping to improve employee attitudes and contribute to the improvement of innovation and creativity among employees are facing problems. Research on the impact of transformational leadership on creativity and innovation that is demonstrated transformational leadership has a positive effect on subordinate creativity.

Correa et al [5] expressed, through innovative leadership, especially transformational leadership has a positive effect on organizational learning.

They argue that transformational leadership and organizational learning to be creative and make the most of the traditional leadership of transformational leadership on group decisions, group objectives and competencies of the individual asserts. Pandey [16] in their research found that creative, highly organized structure; leadership style and reward system is affected. Decentralized structure, transformational leadership style, members participates in activities, rewarding those who satisfy their internal needs as well explore the factors that affect the creativity of subordinates. Morris [15] the most important reasons for organizational innovation, competition and motivate people.

Transformational leadership and motivate staff to high standards of competition and creativity increase followers are. His research also showed a charismatic leader, trails and open communication and sharing information widely available to employees, including those factors that enhance or facilitate creativity and enterprise.

Kimberly results [12] confirmed on undergraduate students in America that there is a negative and significant relationship between transformational leadership style and group creativity. Jung [11] an experimental study of the effects of transformational leadership and creativity in groups. To this end, participants in both real and nominal group brainstorming task that is carried out to evaluate the performance criteria of fluency and mental flexibility - ability showed that participants in the transformational leadership and nominal group is better than their counterparts its leadership position in terms of the actual group.

Ehsan Far investigated the relationship between transformational leadership style and creativity, and organizational innovation in the private insurance companies in Iran conducted. The results showed that transformative leaders in insurance companies with characteristics such as idealized influence, inspirational motivation, intellectual Stimulation and Individual considerations could provide a good atmosphere for creativity and involved innovation in industrial upgrading.

Tably et al [28] A study of the relationship between transformational leadership style and creativity fine cane workers in city government
agencies, including the ideal of transformational leadership style, idealize behavior motivation of encouraged mentally individual considerations, and a direct relationship with the creative staff. Results of Roshani Asl et al [21] found that transformational leadership has a direct or indirect effect on entrepreneurial creativity.

Galilean et al. in his paper aims to investigate the relationship between transformational leadership and creativity in addition to the direct relationship between transformational leadership style and creativity, the intermediary factors that have contributed to this effect have studied. Challenging work, supported by the Director, and the Director of freedom are the factors that mediate the relationship between transformational leadership and creativity play a role.

Review of existing research suggests a relationship between two variables, transformational leadership style and creativity of employees. In this regard, research hypothesis & sub- hypothesis proposed as follows:

H: Between transformational leadership style and employee, creativity is a meaningful relationship.

Sub- Hypotheses:
S-H 1 There is a significant relationship between the idealized Influence and the creative staff.
S-H 2 There is a significant relationship between the behavior of idealized and creative staff.
S-H 3 There is a significant relationship between employee creativity and Intellectual Stimulation.
S-H 4 There is a significant relationship between Inspirational motivation, inspiration and creativity.
S-H 5 There is a significant relationship between employee creativity and Individual consideration.

In this paper, based on the literature, the transformational leadership style with its five components (idealized influence, idealized behavior, Intellectual Stimulation, inspirational motivation and individual consideration) as the independent variable and the dependent variable was the creative staff.

![Fig. 1: Research conceptual framework](image-url)

4- Methodology:

The goal of this research is descriptive correlation method is being applied. The study population consisted of 97 employees of the Construction & Engineering Management of South National Oil Company is a limited population of the society as a statistical sample considered. Tools of collecting data the research questionnaire interviews were unstructured.

This study conducted in three phases:

1) Find transformational leadership: unstructured interviews transform the management of the projects and the company's employees. At a point the interview was adapted from a transformational leadership questionnaire with 40 participants randomly assigned to four major department (160 people) was the manager. This could have led to more than 30 people interviewed in each community sample have elected Deputy Director-oriented minds to change the plan / Project.

2) Make sure that the transformational leader: the evolution of a questionnaire distributed among the population distribution plan adopted and descriptive statistics to analyze the data obtained and proved a transformational project leader. (Questionnaires distributed among 97 unit employees received 92 completed questionnaires.)

3) Creativity questionnaire distributed among the population.

Due to the nature of the research, the following questionnaires used to collect data from

A) Questionnaire MLQ: 20-item questionnaire MLQ was developed by Bass and Avolio, Likert-type scale questionnaire has five options.

B) Inventory Rendsipp creativity: a questionnaire to measure employee creativity creativity Rendsipp was used. The questionnaire was
developed in 1979 by Rendsipp Journal of employee.

Standardized questionnaire transformational leadership and creativity and has been used in several studies, however, Cronbach Alpha was used to determine the reliability of the method. In this study the reliability MLQ, 909/0, 912 questionnaires creativity / 0 and questions the reliability of both questionnaires in 901/0 respectively.

**Data Analysis:**

Pearson's test used for Azkoon hypothesis. The results of these tests are shown in Table 2.

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<th>Table 2: Results of Pearson's correlation between transformational leadership style and employee creativity</th>
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As can be seen in Table 2 between transformational leadership style and employee creativity coefficient equal to 589/0 at the 1% error level is not acceptable. The correlation coefficients of the components of transformational leadership and employee creativity is recognized that due to the significant level (000/0) of 01/0 is less, the entire research confirms that hypotheses. Accordingly, there is a significant direct relationship between transformational leadership style and creativity of all its components with the staff. The highest correlation (695/0) related to personal considerations variables and the lowest correlation (529/0) related to idealized influence variable.

To determine the contribution of each explanatory dimensions of transformational leadership in the management used creativity, analysis, stepwise multiple regressions. Multiple correlation coefficient (R) in Table 3 shows the relationship between the components of transformational leadership well done as predictive variables with the criterion variable, is employee creativity.

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<th>Table 3: Multiple correlation coefficients and determination coefficient</th>
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The significance level obtained in Table 4 show that at least one of the components of transformational leadership (predictor variable) has a linear relationship with the creative staff (criterion variables).

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<th>Table 4: Variance and regression analysis</th>
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To determine which of these variables explain a greater share of their employees' creative spirit of the standardized regression coefficients and significance level (beta). The results of this comparison indicate that the idealized behavior and inspirational motivation positive predictive power and significantly higher.

According to Table 6 beta coefficient inspirational motivation and idealized behavior are 0.309 and 0.307 respectively and the components can implies that a change in one standard deviation inspirational motivation led to 9.30% change per SD employee creativity and cause a change in behavior results in an SD 7.30% occurs change in the standard deviation of employee creativity. According
to the values in column B of Table 6, it can say that the idealized behavior and inspirational motivation variables had the greatest effect on the creativity of their employees. Significance level of five variables is less than 05/0, so it can say that all five variables, transformational leadership have a significant effect on employee creativity.

Table 5: Regression testing based on variables

| Sig.   | t     | Standardized Coefficients | Unstandardized Coefficients |
|--------|-------|---------------------------|-----------------------------
|        |       | Beta                      | Std. Error                  | B       |
| .000   | 7.928 | .166                      | 1.318                       |
| .029   | .849  | .058                      | .049                        |
| .000   | 4.378 | .307                      | .278                        |
| .006   | 1.389 | .309                      | .095                        |
| .034   | 2.628 | .206                      | .170                        |
| .027   | 1.529 | .133                      | .099                        |

Conclusion:

The results associated with the original hypothesis, the style of transformational leadership and employee creativity is a meaningful relationship. In other words, there is a direct relationship between revealed that most of the managers apply transformational leadership style, the staff of the show, this creative consequently, with perceptive research findings, Pandey [16], Jung [11], Correa et al [5], Kimberly [12], Morris [15], Ghafouri et al, Galilean and et al are consistent. Roshani Asl et al [21] found that transformational leadership style directly and indirectly affect entrepreneurial creativity.

The findings showed that all dimensions of transformational leadership have a significant relationship with employee creativity. Therefore, the research confirmed sub-hypotheses. The research Tably, et al [28] and Ehsan far is consistent. The results of present study test the hypothesis that all the hypotheses, correlation coefficient, and significance level of 01/0 than in the relationship between cases is straightforward.

Results of stepwise regression showed the creativity of employees than any other component of transformational leadership, inspirational motivation, behavior and idealized influence and inspirational motivation and behavior of the leaders of the ideal characteristics, the creativity of employees will more.

According to the findings, the following recommendations offered:
- Instill a sense of honor and pride to the members in relation to others;
- Demonstrate a sense of power and competence in working with others;
- Create and implement ways to stimulate respect for others;
- Explain the concept of sacrifice personal interests for the interests of others;
- Speaking about the most important values and beliefs;
- Stressed the importance of having a strong sense of purpose;
- The benefits of spiritual and moral decisions;
- Accurate survey the importance of a sense of cooperation on the mission of the company;
- To ensure proper scrutiny of proposals and their implementation;
- Different perspectives when solving problems;
- Examine problems from different angles;
- Offer new ways for how to do;
- Spoke optimistically about the future of the organization and staff;
- Discuss and debate about what should be done;
- Focus on the future and its importance;
- Encourage the members to achieve the goals;
- Spend time mentoring and training for members;
- Taking into account their different needs and abilities and creativity;
- Behave member as an individual, not as a staff member;
- Helping others to develop and expand their capabilities.

1. References


7. Ehsanfar, G., 2011. Relationship between transformational leadership and organizational innovation in the private insurance companies. Department of Management and Accounting, Allameh Tabatabai University.


