The Study of the Relationship between Transformative Leadership and Individual Creativity of Staff in Organizations

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Abstract

This research aims to investigate the relationship between transformative leadership and individual creativity of staff in governmental organizations of Kerman city. This research is descriptive and correlational. To collect data, two questionnaires including Albrecht organizational intelligence questionnaire with 49 questions and Randsepp creativity questionnaire with 50 questions. The collected data was analyzed using spss software in two parts of descriptive statistics including central indicators and inferential dispersion and statistics in the form of Kendall and Spearman correlation coefficient on a population including 2286 people and a sample with 330 people. The results of the research show that there is a direct and significant relationship between transformative leadership and its components for individual creativity. According to the results it can be deduced that the transformational leaders encourage the staff to behave beyond their task (individual creativity). The greater the desire for change of managers, the higher their individual creativity and the higher the spirit of managers their individual creativity will be increased.

Keyword: Transformative leadership, organization and management, individual creativity

1. Introduction

This era is called intense and accelerated change and development. Various organizations have also been changed. These organizations are compelled to coordinate with these rapid changes and development to be subsisted and survived and along with changes in hardware, update their manpower and also software. In this way, changes in management practices and leadership is inevitable because traditional methods of management and leadership in such a changing and dynamic conditions is lacking the necessary effectiveness (Javdani, 144: 2011).

In today's competitive business environment, the major concern of organizations is to try to survive, develop and advance inclusively. In order to achieve this critical objective, managers seeks to identify and utilize optimally the resources and capitals that their acquisition requires the costs and efforts. So the managers are successfully who apply mentioned capital in the most effective and efficient possible ways. The major sources of every organization are human, financial and technical resources, and arguably human resources determine the direction of other capitals, because human resources employ other resources with their own abilities and planning. Batman and Organ (1983) for the first time used the term organizational individual creativity and know it as the actions of a part of staff to improve productivity and cohesion in the workplace that is beyond the organizational requirements (Hudson, 2006, 70). Leadership plays a

crucial role in the individual and group effectiveness of an organization. The basic reason for the failure of some organizations in research of organizational change is an effective. Today, any organization to adapt to ongoing changes, organizational survival and growth in turbulent environments, requires certain characteristics that generally managers do not hold them or they are faced with several problems to achieve them. The ability to encourage staff to develop individual creative is one of the most important features of the managers who are moving towards achieving leadership traits. The studies have shown, the managers will be successful in the future who can effectively communicate with their human resources. One of the most important components required to improve the conduct of staff of an organization is that managers try to achieve comprehensive features of organizational leadership that if this category of the features is obtained, they will be better able to provide the conditions to realize the different dimensions of creativity individual. (Sobhaninejad and others, 208: 2010).

2. The Problem Review

Organizational scholars have concluded that only management is not enough to steer the organization, but if behavior is directed properly towards the objectives of the organization, the organization will definitely achieve its goals. Leadership in today's world is of great importance to respond the psychological needs of people in the organization. All managers including the type of organization and different sectors consider leadership and supervision of its staff. In fact, leadership is is a key factor to manage others. Given that organizations today operate in dynamic environments and full of change, continuous organizational development in necessary to survive in such conditions and leadership and management has an essential role in this change and development. Organizational development needs transformational leaders and the related studies confirm the crucial role of leader in this situation (Farjami, 2007).

The changing conditions of organizations, increasing competition and the need for effectiveness in such a situation make their need clear to valuable generation of staff. The staff certainly distinguishes effective and non-effective organizations because they know the organization as their own country and work hard for achieving the goals of the organization. Today, a set of voluntary behaviors that are not part of the official duties a person but performed by him/her and improves effectively duties and roles of the organization are referred to as individual creativity (Apple Bum et al., 19: 2004).

Transformative Leaders employ optimism of intelligence attractions and lots of other personal abilities to promote ideas and transfer people and organizations to higher performance (Manning and Kortis, 25: 2003).

Individual creativity is desirable for any organization because it is related to important organizational variables such as job satisfaction, system maintenance and productivity of organizations. The results of studies show that managers can foster individual creativity by creating or improving a positive working environment (Moghimi, 21: 2006).

According to the research conducted and the importance of transformative leadership as a succesdful leadership style in today's organizations as well as investigating individual creativity as one of the effective factors in the world organizations, researchers try to answer to the question whether there is a relationship between transformative leadership and the individual creativity of staff of the studied community?

3. Theoretical Fundamentals and the Research Background

3.1 Transformative Leadership

Transformative leadership is a moral and spiritual conscious process that the builds the same patterns of power relations between leaders and followers to achieve a collective goal or real development. This type of leadership in today's organizations require significant changes in the power relations in organization or other on hierarchy and considering the principle of equality (Magliocca & Christakis, 260: 2001).

Hutter and Bess in 1988 stated that transformative leadership affects followers through a symbolic mentality and focus on efforts, while transactional leadership act in relation to targets through the structure and expectations and inciting followers considerations (Hutter, 697: 1988).

According to Burns, transformative leadership is a process in which leaders and followers seek to promote other's emotional and motivational force up to the higher levels and in the process there is an increasing interaction between leader and followers going on (Krishnan, 2004:59).

According to Shermohorn, the transformative leadership is an inspired leadership that affects the others to achieve a great performance, often in the field of large-scale organizational changes and in a wide range. Transformative leadership helps the followers do things differently and far more than what initially thought. Special features of

transformative leadership according to the perspective of Shermohorn include: 1) determination of the perspective, 2) charisma, 3) the use of symbols, 4) empowerment, 5) mental agitation, 6) adherence to the principles (Irannejad, 250: 2006).

According to Edgar Schein, development and transformation is a change done in the culture of collaboration. In analyzing responses obtained by interviewing 60 administrative empoloyees in three levels, he identified and observed transformative leadership traits that this trait is common at all three levels and compatible with the findings of the research. These features include: 1) focus, 2) trgeted activities, 3) modeling positive behaviors, 4) emphasis on human resources (Bhuj, 2000).

Transformative leadership need four components or factors to implement that is known as the constituent elements of the theory. These factors include:

1. Idealized influence (idealized characteristics - idealized behavior): In this case, the person has charismatic leadership qualities, is trusted and admired by subordinates, subordinates know him as a model and try to be like him. The idealized influence includes the ideal characteristics and behaviors.
2. Inspirational motivation persuades staff leader to achieve its objective. These people usually are optimistic about the future and availability of goals.
3. Intellectual stimulation: The leader provokes staff mentally. These leaders encourage followers to solve problems creatively and question the obvious assumptions. They encourage followers to examine the problem from different viewpoints and find innovative problem-solving techniques.
4. Individual considerations: The leaders meet the emotional needs of their subordinates. These leaders recognize needs or the people and help them to develop the skills that are necessary to reach the identified goal. These leaders may spend considerable time for education, training and teaching (Spector et al., 19: 2004-18).

Creativity is among the issues that there is no agreement between researchers and psychoplogists about its nature and definition, but common aspects of the definition can be found in recency, valuability and proportion (Tabarsa et al., 2010). In general definitions of creativity are so divided: some definitions focus on the personaility characteristics of people. Guilford (1950) believes that creativity is a set of capabilities and features that make the creative thinking (Hosseini, 2008). And others are based on the creative process, including the definition provided by Mednik (1962) according to which creativity is to shape the litigant elements as new compounds; the more dissimilar the elements of the new composition, the process will be more creative (Hosseini, 2008). Bazermn (1986) knows the creativity as a cognitive process of the creation of an idea, concept, goods, or a new discovery (Aghayi Fishani, 1998). And other defnitions and natures have consireded creativity in terms of creative product. Bentley (according to Dehghan, Ghafouri and Ashraf Ganjavi, 2010) stated that "creativity is the application of knowledge and skills in new ways to achieve valuable results". Vernon believes that creativity is a personal ability to create ideas, theories, insights, new objects and reconstruction in science and other fields (Sam Khanian, 2002).

Many definitions on creativity include originality (recently) and valuable elements that should be a fresh and functional to consider an innovative idea or product (Dollinger, 2007). Understanding the factors affecting the creativity and innovation of people in organizations can help to strengthen them and provide an appropriate context for feostering and promotion (Hosseini and honest, 2010; quoted from Kotler, 1991; and Storey, 2002). Many organizations are looking for support for their durability and resources through collaboration with other organizations and a few of the organizations identify the resources within the organization that are untapped resource of the staff. Creative is a special piece of innovation that can provide a competitive advantage in planning, fundraising, marketing, budgeting and many other areas (Jaskyt and Kisilyn, 2006).

Getzels and Jackson (1962), quoting from Ranco reported that creativity is not clearly distinct from intelligence. This conclusion is based on empirical research on significant groups of students (Ranco, 2007). Azma et al (2012) in a research titled "the use of information technology and its relationship with organizational intelligence found that there is a significant correlation with trends in the use of information technologies to make changes, using the knowledge and shared vision. Albrecht (2003) conducted a research titled "the assessment of organizational intelligence between Australian managers" in which the IQ score was lower than the average, while most managers thought the IQ score of their organization will be above the average. Ada (2008) indicated that the training during the service had a significant effect on organizational intelligence. Jamalzadeh Gholami Vasif (2009) showed that transformative leadership has a positive and significant relationship with organizational intelligence.

3.2 Tansformative Leadership and Organizational Individual Creativity

Meta-analytical studies on the relationship between individual and organizational creativity and factors affecting it expresses the fact that four of these factors are emphasized on the research such as the personal characteristics of staff (staff satisfaction, organizational commitment, the perception of justice and perceptions of leadership protectionism), job characteristics (such as job feedback, repetition of jobs and job internal satisfaction), organizational characteristics (such as organizational recognition and reward system and perception of organizational support), leadership behaviors (such as transformative leadership style) (Nilsson et al., 2009: 556). Fay Chen (2006) in a research titled "the relationship between transformative leadership and organizational commitment and organizational individual creativity" concluded that transformative leadership style causes organizational commitment and organizational individual creativity of the members of the organization. Podsakoff (2000) in a research titled "to investigate the relationship between leadership styles and organizational individual creativity" found that transformative leadership behaviors has a significant and positive relationship with with all five components of organizational citizenship behaviors of the organ model. Among transactional leadership behaviors, both types of behaviors has a significant relationship with five elements of organizational individual behaviors such as contingent reward behavior that is positively correlated, non-contingent punitive behavior that is negatively correlated. Vanksyan and Vayvyv (2006) conducted a research titled "the study of the relationship between demographic characteristics and considering the organizational citizenship behaviors as role behaviors. A survey of Chinese companies employees showed that older employees and women consider much more likely citizenship or job behaviors. Madhu and Krishnan (2005) in an experimental research titled "The impact of transformative leadership on organizational individual creativity of employees" tested some production factory in India. They found that transformative leadership behaviors increase altruism and conscientiousness behaviors of employee and decreases civic virtue behavior. This type of leadership reduces significantly fair behavior. Transformative leadership does not affect behavior, courtesy and kindness. Angony et al (2006) in a research titled "The impact of transactional and transformative leadership on job satisfaction, organizational commitment and organizational citizenship behaviors of elementary school teachers in Tanzania" and concluded that the dimensions of transformative leadership has strong impact on job satisfaction, organizational commitment and organizational citizenship behaviors of teachers. It was also shown that the transactional leadership is related to the said variables, but it is a poorer predictor for these variables compared to the transformative leadership. Purvanu et al (2006) in a research titled "transformative leadership, job characteristics and organizational individual creativity" confirmed the relationship between transformative leadership and organizational individual creativity and concluded that employees' perception of their job adjusts the relationship. They showed that transformative leadership is a variable from which it can be predicted staff perceptions of their jobs. Modasir and Singeh (2008) in a research titled emotional intelligence and transformative leadership and individual creativity concluded that that emotional intelligence has a relationship with the dimensions of citizenship behavior. Also the findings of the research showed that transformative leadership has been linked with individual creativity. The results of the research done ny Jia et al (2010) showed that there is a relationship between transformative leadership and conditional reward with individual creativity. Gah (2008) in a study titled "The impact of transformative leadership on individual creativity through the role of an organizational mediator" came to the conclusion that transformative leadership affect directly and positively the emotional and normative commitment and the negative and direct impact on continuous commitment.

4. Research Methodology

The purpose of the research is applied and the method is descriptive and of correlational. To collect data, the descriptive and inferential methods were used.

4.1 The Statistical population of the sample and sampling method

The statistical population of the research was the staff in governmental organizations of Kerman city including 7 organizations and 2286 people based on the data of the sector of human resources and administrative development in 2014. To determine the sample size including 329 people, Cochran's formula was used and they were selected by random cluster method.

4.2 Data Collection

This research was done by two questionnaires: the researcher-made questionnaire related to transformative leadership

consisting of 20 questions that measures the transformative leadership style based on the components of idealized influence, inspirational motivation, intellectual stimulation and personal considerations and the validity of transformative leadership is set 0.93 that is at the highest level. The second questionnaire to measure individual creativity is used that is based on two researcher-made questionnaires related to transformative leadership and consists of 20 questions, the Randsepp creativity questionnaire with 50 questions and the validity of the questionnaire is reported by Mortazavi (2009), 0.92 and reliability is reported to 0.835.

4.3 The Analysis Method of Data

To describe the collected data all kinds of statistical indicators including frequency, frequency percentage, descriptive statistics, types of tables and dragrams were used. To determine the correlation, the Pearson and Spearman correlation tests were used. All statistical analyzes were performed using SPSS software.

4.4 The Research Hypotheses:

There is a relationship between transformative leadership and individual creativity in the governmental organizations of Kerman city.

5. Findings

Table 1: The central index distribution and the variable of transformative leadership and its components

Standard deviation	Mode	Mean	Average	Central indicators and dipersion
0.92	4	4	3.69	Transformative leadership
0.85	4	4	3.83	Idealized influence
0.98	4	4	3.78	Inspirational motivation
0.97	4	4	3.61	Intellectual stimulation
1.09	4	3.5	3.45	Individual considerations

According to the analysis of data, the mean of transformative leadership and idealized influence, motivation and intellectual stimulation equal to 4 (fitted) is obtained and the components of individual considerations with the lowest mean is 3.5. Distribution of idealized influence, motivation and intellectual stimulation are the same and also transformative leadership and individual considerations also have the same distribution.

Table 2: The Individual creativity of managers

Standard deviation	Maximum	minimum	mean	Average	Variable
0.35	3.56	3.10	3.77	3.79	**Creativity**

According to table 2, the average of individual creativity of managers is 3.79 and mean 3.77. By comparing the mean and average of the analysis, we see that the level of individual creativity of managers is average, but with a standard deviation of 0.35 percent, distribution among managers creativity is less than its focus (average).

Table 3: One-sample Kolmogorov-Smirnov test for the research variables

Total	Significance	Test statistics	Standard deviation	average	Variable
330	0.010<	0.198	0.92	3.69	Transformative leadership
330	0.010<	0.254	0.69	3.89	Individual creativity

According to the one-sample Kolmogorov-Smirnov test, the assumption of normality for these two variables is rejected.

Because the assumption of normality of the variables was rejected, the Kendall and Spearman nonparametric tests were used.

The First Question: Is there a relationship between transformative leadership and individual creativity of staff?

Table 4: The study of the relationship between transformative leadership and individual creativity

Transformative leadership Individual creativity				
Type of relationship	relationship	p-value	Correlation coefficient value	Correlation statistics
Direct	Yes	0.001<	0.380	Kendall
Direct	Yes	0.001<	0.437	Spearman

Since the obtained p-value in both tests (0.00) is less than the significance level 0.05, so the null hypothesis is rejected and it could be argued that there is an additional relationship between the two variables of transformative leadership and individual creativity of employees of government organizations of Kerman city, which positive coefficients of the Kendall and Spearman tests is the reason of the increase. So when transformative leadership increases the individual creativity of staff in the governmental organizationsl of Kerman city also increases.

6. Discussion and Conclusion

In connection with the hypothesis of the research which states that the transformative leadership style has a significant relationship with organizational citizenship behavior. The results indicate a positive relationship between the two variables. In other words, if the leadership style of supervisors on charismatic leadership (which knows leader as ultra-orthodox creative and followers as affiliated to the leaer) is led to the charismatic theories and transformative leadership that is according to the development and empowerment of followers for independent performance, the organizational citizenship behavior in staff is possible. In addition, there is a positive and significant relationship between the dimensions of transformative leadership (idealized influence, inspirational motivation, intellectual stimulation and individualized considerations) and organizational citizenship behavior in the governmental organizations of Kerman city. It should be noted that the results of the research in relation with the hypothesis are in line with the results of the research done by Mohammad Yaghoubi et al (2010), between transformative leadership and organizational citizenship behavior (Organization of Management and Planning and Department of Tax Affairs of Qom Province) in the University of Zabol and Mirali Seyednaghavi et al (2008) in Allameh Tabatabei University of Tehran and Shamsolsadat Zahedi and Mehdi Kheirandish (2009) between transformative leadership and organizational citizenship behavior (case study: National Iranian Oil Distribution Company) in Allameh Tabatabei University of Tehran and also with the results of the reseach done by other scientists such as (Organ, 1998, Podsakoff and Mackenzie 1999, Podsakoff 2000, Connel 2005).

Given that there is a significant relationship between transformative leadership and creativity of managers, we expect the higher the managers tend to change, their individual creativity will be increased. There is a relationship between mood and creativity of managers and the higher the mood of managers, their individual creativity will be increased. There is a relationship between the union and agreement and creativity of managers. Given the positive correlation coefficient, the relationship is an additive one. In other words, we expect the higher the alliance and agreement of managers, their individual creativity will be increased. There is a relationship between the application of knowledge and creativity of managers. Given the positive correlation coefficient, the relationship is an additive one. In other words, we expect the higher the application of managers knowledge, their individual creativity will be increased. Creativity is one of human characteristics that needs to be nurtured and guided, and this requires the use of specialized knowledge and be updated; Jose (2008) knows "administration of organizations in a diverse knowledge" as one of the principles affecting creativity; these results are in line with the research done by Nesbi (2008), Beikzadeh, Alaei and Eskandari (2010), Jamalzadeh, Gholami and Seif (2009), Zahraei and Rajaeipour (2011) and Kashef, Seyedameri and Khodadadi (2009).

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