“Studying the relationship between managers' transformational leadership style and job creativity and burnout in Research Institute of Petroleum Industry”

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ABSTRACT
This study examines the relationship between managers' transformational leadership style with job creativity and burnout in Research Institute of Petroleum Industry. The research method is Descriptive and tool for data collection is questionnaire, to measure job burnout variable, a questionnaire consisting of 15 questions was used for transformational leadership MLQ questionnaire was provided by Bass and Avle (1997) including 36 multifactor questions of leadership by combining the questions related to transformational leadership, transactional leadership and laissez-faire leadership and to measure the creativity variable a questionnaire consisting of 50 multiple-choice questions was used that was drafted by Randsip. The validity of questionnaire was confirmed by Professors and experts and its reliability was measured by Cronbach's alpha. The population consisted of 1,357 operational employees of Research Institute of Petroleum Industry and questionnaires distributed randomly among 248 patients. For inferential data analysis the correlation test of Kendall and Mann Whitney test was used it was calculated using SPSS software. The results indicate that there is a significant relationship between transformational leadership style of managers with job creativity and burnout in Research Institute of Petroleum Industry employees.

INTRODUCTION

Developments are fundamental and organizations can adapt to these conditions and remain competitive in this field that have efficient management and leadership or to be tended to change their orientation or have a long-term vision. Transformational leadership is a foundation for long-term organizational changes that provides access to higher goals for the organizational system. Transformational leaders, prefer effectiveness to efficiency, and try to enjoy the organization's human resources according to their and employees' mood. In today's context that organizations are facing with global competitive environments, the need to radically change and creative work is always felt. Global competition force makes organizations to replace new methods after ten years of continuing methods and procedures, in such a way those organizations without work stability have to take a form of relative stability. Most of these organizations use change management skills, and with the particular courage they try to make transformational changes within the organization. In such a situation the role of transformational leadership will be highlighted.

One of the most important effects of workplace stress is job burnout, which can affect general health. Job burnout and general health are two important issues that not only affect individual performance but also affect organizational performance, [12]. Job burnout is among occupational hazards, which in recent years has been considered and is used to describe the human responses to experienced stress. In this study, we attempt to study the relationship between this leadership with job creativity and job burnout by studying transformational leadership style in Research Institute of Petroleum Industry.

Statement of Problem:
Creativity and generating new thoughts and ideas by organizational managers and employees is of particular importance and this important issue has special position in the organization. Today, organizations are successful and can survive in this competitive world that they constantly apply new thoughts in the organization and this is possible by creative managers and employees. So creativity is essential for the survival of every
organization and every community and the organization should develop a habit of thinking among managers and employees because creativity occurs by thinking. When thinking becomes accustomed to organizational people, after that creativity and generating new thoughts and ideas will become institutionalized as a routine and consistent issue for individual employees and organization will be a creative organization to create a synergy in creativity [29]. Therefore, if the creativity and innovation is considered completely in thought and action it can grow talents of individuals, individual occupational and social achievement, increasing the quantity and quality of products and services, reducing costs and waste, and waste of human and material resources, enhancing employees’ motivation, improving mental health and job satisfaction, improving and development of various organizations, stimulating and encouraging healthy competition in the production, distribution and services, reducing administrative bureaucracy and reducing red tape and increasing activism more other benefits. There are three principles for creativity and innovation in organizations including creative manager, creative organization and creative employees that the role of creative manager can be at the top of the triangle [2].

Today people are faced with continuous increasing job responsibilities at work. So they spend more time on work and this causes excessive pressure on them. Today the expectations of employees are high and they are constantly under working pressure. These pressures are likely to affect them more than ever, endanger their personal health and comfort, and create stress for them and because of the stresses, after while the power and energy of this important force is reduced and therefore it may reduce their efficiency and effectiveness. If the stress continues, causes exhaustion and burnout for them [30].

Job burnout is a mental and physical exhaustion caused by excessive and prolonged psychological distress. This happens when a person feels impatient and is not able to meet his/her fixed needs. When the stress is repeated, in the first stage he begins to lose interest and motivation for getting a role, burnout resulted from chores, reduces joy and energy, which eventually may develop a feeling as though there is nothing to lose [1]. The results of some research show that there is a close relationship between stress and job burnout. In fact, job burnout occurs as a result of continuous psychological stress. When there is an imbalance between the demands of the environment and the person ability to meet them, psychological stress occurs. The more environmental demands increase and the person is unable to respond them, stress caused by it raises job burnout in him. Since job burnout reduces the quality of services provided to customers and clients, followed by dissatisfaction with the service, understanding and preventing job burnout in mental health promotion and improving the quality of services provided, will play an important role [4].

In the context of today’s global competitive environment, need to radically change and work creativity is felt. Force of global competition has forced today organizations to take new techniques after years many using proven methods and procedures, so that organizations do not have work stability but they have relative stability and to be active most of these organizations benefit from change management skills and with particular courage and audacity they try to establish certain fundamental changes within the organization [15]. They should be able to react so quickly to environmental threats and using opportunities, in other words, they should have agility formation and this requires rapid and basic changes in organizations. On the other hand, the internal environment of the organization should provide the opportunity for employees to be aware of cause and process of implementing changes to have enough motivation. In such a situation, the role of transformational leadership will be more highlighted [5].

Transformational leadership is part of the new leadership paradigm and indicates a process that will change people and is related to values, moral characters and long-term goals. Transformational leadership inspires a kind of vision to followers to prompt them to find extra or exceed expectations [22]. It is noteworthy that the main characteristics of today’s world is rapid changes and increasing competition, therefore, organizations should strive to develop new products and services more than others and try organizational changes because they can resist against external environment and competitors by changing rapidly. Organization acts as an open social system that interacts constantly with its environment and what is very important in the direction of organizational change and makes it possible to be successful is creative, innovative and entrepreneurial manpower. Today, creative and motivated human resources are considered as valuable factor and endless capital towards the growth and development of organizations and the more our world becomes more complex, the need to nurture the creative minds will be more. For this reason, creativity is one of the most important issues. If creativity is theoretically dependent on leadership, among a variety of leadership styles, transformational leadership is mostly used in times changes are needed. However, job burnout causes negative changes in employees’ attitudes, morale and behavior and gradually decreases their performance and productivity and, ultimately reduces the organization performance. Managers’ leadership style affects creativity, performance and productivity of employees. Creativity and psychological, physical and behavioral effects of job burnout among employees is influenced by leadership style.

Lifar in a study found that there is a significant relationship between leader’s transformational behaviors and organizational citizenship behavior, also Gamus logo and II Seo (2010) showed in a research that transformational leadership affects on innovation, particularly at the organizational level and they found that these two factors have a serious impact on each other. Thus, according to research done in recent years in the
world, and given the importance of transformational management as the successful management style in today organizations and also studying the creativity and job burnout as one of the important determinants of organizational effectiveness, little research has been done in this field in Iran. The aim of this study was to evaluate the uncertainties associated with the direct relationship between transformational leadership and individual creativity and entrepreneurs and also the components of personality that is causing job burnout in South Zagros Oil Company. In other words, this study sought to answer the question of: is there a relationship between managers' transformational leadership style and creativity and burnout in the studied community?

**Research literature:**

**Leadership:**

Leadership is a subject that has long attracted the researchers and the general public. But scientific research on leadership began merely in the twentieth century and the major axis of most investigations has been the determinants of leadership effectiveness [32]. Most scholars have studied issues such as how those leaders are, what they do, how they motivate their followers, how they act in many different styles to suit the occasion happened, and how they change in their organizations. Unfortunately, until recently the effects of leader' emotions on the followers and generally the effects of emotions in the leadership process has been ignored. There is no consensus on the word leadership. Some consider it "skill", some "art" and some "process". Some researchers have emphasized the role of followers in its emergence in defining leadership [3]; while others have considered leadership roles. In the words of Ralph M. Stogdill (1990), there are definitions as many as number of people who seek to define the leadership. It is on this basis to say leadership is just like beauty, it cannot be defined but when you see it, you discover that you have been aware of it and know it [13]. In other words, as soon as someone begins to define leadership, he discovers that there are many definitions for leadership. The slang "leader" is someone who is a little beyond his own time, a person who attracts others by a special power. A person who could attract trust, respect and loyalty of the people and this is the same image of the Emergent leader, a superman "who conquers people admiration toward him" [14].

**Transformational Leadership:**

The history of transformational leadership research refers to Burns (1978). Burns revealed that transformational leaders possess vision and challenge others to do exceptional work [24]. According to Burns, the transformational leadership is against transactional leadership. These leaders focus on bilateral exchange process, addressing the current needs of their followers [18]. Unlike transactional leadership, transformational leaders by delivering vision of the future affect their followers in such a way that they consider the perspective to themselves and they do extraordinary efforts to achieve it, these leaders are able to move the organization toward their targeted perspective by coordinating employees and creating coherence in the overall system [13].

According to Burns research, in 1985. Bass provided a model of leadership that prescribed transactional and transformational leadership to the situation of organizational transformation and stabilization. Bass, B.M and Avolio B.J developed this model in 1996 and identified dimensions of transformational leadership and transactional leadership and even make this model operational in the form of a questionnaire called "Multifactor Leadership Questionnaire (MLQ)". In this model, the dimensions of transformational leadership include: 1) the ideal influence 2) mental encouraging, 3) inspirational motivation, and 4) personal considerations and transactional leadership dimensions are: (1) contingent reward, 2) management by exception 2 [15].

**Job burnout:**

Burnout is defined as the state of physical, emotional and mental exhaustion caused due to the long-term repeatedly stress by intensive and long-term exposure caused by human or physical factors. Signs and symptoms of burnout often occur as helplessness, hopelessness, frustration, and having a negative view of others toward self and others. People may think that they work too much and not able to control it [4]. Job burnout is caused by severe, persistent and uncontrolled stress when the demand of work place exceeds the ability of the individual to adapt to the work environment or success. If there is no effective coping with stress, job burnout occurs. Burnout onset isn't sudden, but it is progressive and its growth is a stage process [26].

**Some characteristics of people who are prone to burnout:**

1- They go to work early
2- They return late from work
3- They eat while working
4- They take work to home;
5- They rarely go on vacation or holiday
6- They have fun due to their work
7- They don't have the ability to say no to work [25]
Effective factors in Job Burnout:
1- the hard work
2- much frustration and stress
3- Continuous pressure for more efforts
4- Spending much and non-palpable and futile time and energy
5- Ongoing conflict between activities that demand time and effort
6- Lack of positive and rewarding feedback
7- Ignorance and lack of clear job expectations;
8- The gloomy work environment (working in graveyard)
9- Poor human relations;
10- Hard work and no fun [30]

Some coping strategies for job burnout:
1- Changing attitudes towards work and life - optimism and using positive self-talk about us and others.
2- Identifying the restriction and avoiding doing things that we do not have mentally and physically ability to do them
3- Having healthy entertainments such as poetry and music, traveling, walking, swimming, hiking, participating in festivals;
4- Attention to the physical and mental well-being, including proper nutrition, exercise and rest;
5- Distribution of work and use others' help
6- Understanding and acceptance of our abilities and disabilities. (Self-acceptance);
7- Acceptance of realities, and abandoning the impossible ideals and aspirations
8- Fostering a sense of humor and laughing [21].

Creativity:
Creativity means to put together the thoughts and ideas that had already been considered irrelevant to each other. This is your ability to combine different ideas and create a new idea that is useful too [27]. Creativity doesn’t mean to invent something completely new; it is the creation of a series of parallel connections. You do not need to be a special person to be creative, everyone can be creative. It does not matter who you are, how you act is important. The only thing you need is to find several solutions to your problems, not to restrict yourself to the first solution that comes to your mind, or the simplest one. Let yourself to be lively, curious and flexible [29].

Research questions:
The main hypothesis:
There is a relationship between managers' transformational leadership style and job creativity and burnout in Research Institute of Petroleum Industry.

Sub hypotheses:
1- There is a relationship between managers' transformational leadership style and job creativity in Research Institute of Petroleum Industry.
2- There is a relationship between managers' transformational leadership style and job burnout in Research Institute of Petroleum Industry.
3- There is a relationship between job creativity and job burnout in Research Institute of Petroleum Industry employees.

Research method:
The present study, according to its topic, purpose, assumptions, and data is a descriptive and correlation research. In terms of the purpose it is in the field of applied research and data collection has been done by field studies methods. The population of this study included all operational employees of Zagros Oil Company who were 1979 people. These employees consists of men and women working in employees training, public relations, IT, administration and travel services, planning, engineering and processing and … who were 248 men and women in operating areas that make up the remaining statistical population and they work in facilities of maintenance, operation, wellhead services, supplies, and support. In this study, a stratified random sampling proportional to the size of the stratified was used. This method of sampling is used when the population is not homogeneous. Each of the operational parts of the company is considered as a defined class and proportional of the population, some have been chosen as sample size, using simple random sampling and the questionnaires were randomly distributed between 248 of them. To collect data, a questionnaire is used, to measure burnout variable, the questionnaire consisted of 15 questions and for Transformational Leadership Questionnaire MLQ questionnaire provided by Bass and Aliev (1997) was used, it included 36 multifactor questions of leadership by
combining the questions related to transformational leadership style, transactional leadership and laissez-faire leadership and to measure the creativity variable a questionnaire including 50 multiple-choice questions was drafted by Ransip is used. For inferential analysis of data the Kendall correlation and Whitney tests were used and it is calculated using SPSS software.

Data analysis:
The main hypothesis:

Is there a relationship between managers' transformational leadership style and job creativity and burnout in Research Institute of Petroleum Industry employees?

Null hypothesis: there is no relationship between managers' transformational leadership style and job creativity and burnout in Research Institute of Petroleum Industry employees. (The regression equation is not significant)

The contrary hypothesis: there is a relationship between managers' transformational leadership style and job creativity and burnout in Research Institute of Petroleum Industry employees. (The regression equation is significant)

Table 1: The coefficients of the model of managers' transformational leadership style and employees' creativity and job burnout.

<table>
<thead>
<tr>
<th>P value</th>
<th>The test statistic</th>
<th>The mean square</th>
<th>Degrees of freedom</th>
<th>The sum of squares</th>
<th>Source of variation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 0.001</td>
<td>8.32</td>
<td>1505.03</td>
<td>2</td>
<td>3010.05</td>
<td>Regression</td>
</tr>
<tr>
<td></td>
<td></td>
<td>180.97</td>
<td>245</td>
<td>44336.56</td>
<td>error</td>
</tr>
<tr>
<td></td>
<td></td>
<td>247</td>
<td>47346.61</td>
<td>total</td>
<td></td>
</tr>
</tbody>
</table>

Table 2: Analysis of variance table for regression model.

<table>
<thead>
<tr>
<th>P value</th>
<th>The test statistic</th>
<th>Tolerance</th>
<th>Standardized coefficients</th>
<th>Standard deviation</th>
<th>coefficient</th>
<th>Model</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.005</td>
<td>5.38</td>
<td>-</td>
<td>-1.17</td>
<td>10.20</td>
<td>54.57</td>
<td>constant</td>
</tr>
<tr>
<td>0.001</td>
<td>-2.76</td>
<td>1</td>
<td>-0.17</td>
<td>14</td>
<td>-0.387</td>
<td>burnout</td>
</tr>
<tr>
<td>0.001</td>
<td>3.03</td>
<td>1</td>
<td>0.19</td>
<td>0.06</td>
<td>0.197</td>
<td>creativity</td>
</tr>
</tbody>
</table>

* Criterion variable: transformational leadership style

The first sub hypothesis:

There is a relationship between managers' transformational leadership style and job creativity in Research Institute of Petroleum Industry employees.

Null hypothesis: there is no relationship between managers' transformational leadership style and job creativity in Research Institute of Petroleum Industry employees. (The correlation coefficient between managers' transformational leadership style and creativity of employees is zero).

The contrary hypothesis: there is a relationship between managers' transformational leadership style and job creativity in Research Institute of Petroleum Industry employees. (The correlation coefficient between managers' transformational leadership style and creativity of employees is zero)

Table 4: The correlation coefficient of managers' transformational leadership style and creativity of employees.

<table>
<thead>
<tr>
<th>Number</th>
<th>P value</th>
<th>Correlation coefficients</th>
<th>Correlation</th>
</tr>
</thead>
<tbody>
<tr>
<td>248</td>
<td>0.003</td>
<td>0.186</td>
<td>Pearson correlation</td>
</tr>
<tr>
<td>248</td>
<td>0.004</td>
<td>0.182</td>
<td>Spearman correlation</td>
</tr>
</tbody>
</table>

According to the results of the 248 employees of the Research Institute of Petroleum Industry, Pearson's correlation coefficient is 0.186 and the significant amount is 0.003 and the Spearman correlation coefficient is 0.182 and significant amount is 0.004 so the null hypothesis in the 0.05 will be rejected. So there is a relationship between managers' transformational leadership style and job creativity in Research Institute of Petroleum Industry employees. (The correlation coefficient between managers' transformational leadership style and creativity of employees is not zero).
The second sub hypothesis:

There is a relationship between managers' transformational leadership style and job burnout in Research Institute of Petroleum Industry employees.

Null hypothesis: there is no relationship between managers' transformational leadership style and job burnout in Research Institute of Petroleum Industry employees. (The correlation coefficient between managers' transformational leadership style and job burnout of employees is zero).

The contrary hypothesis: there is a relationship between managers' transformational leadership style and job burnout in Research Institute of Petroleum Industry employees. (The correlation coefficient between managers' transformational leadership style and job burnout of employees isn't zero)

Table 5: The correlation coefficient of managers' transformational leadership style and job burnout of employees.

<table>
<thead>
<tr>
<th>Number</th>
<th>P value</th>
<th>Correlation coefficients</th>
<th>Correlation</th>
</tr>
</thead>
<tbody>
<tr>
<td>248</td>
<td>0.008</td>
<td>-0.168</td>
<td>Pearson correlation</td>
</tr>
<tr>
<td>248</td>
<td>0.003</td>
<td>-0.191</td>
<td>Spearman correlation</td>
</tr>
</tbody>
</table>

According to the results of the 248 employees of the Research Institute of Petroleum Industry, Pearson's correlation coefficient is -0.168 and the significant amount is 0.008 and the Spearman correlation coefficient is 0.191 and significant amount is 0.003 so the null hypothesis in the 0.05 will be rejected. So there is a relationship between managers' transformational leadership style and job burnout in Research Institute of Petroleum Industry employees. (The correlation coefficient between managers' transformational leadership style and job burnout of employees is not zero).

The third sub hypothesis:

There is a relationship between employees' job creativity and burnout in Research Institute of Petroleum Industry employees.

Null hypothesis: there is no relationship between employees' job creativity and burnout Research Institute of Petroleum Industry employees. (The correlation coefficient between employees' job creativity and burnout is zero).

The contrary hypothesis: there is a relationship between employees' job creativity and burnout in Research Institute of Petroleum Industry. (The correlation coefficient between employees' job creativity and burnout is zero).

Table 6: The correlation coefficient of employees' job creativity and burnout.

<table>
<thead>
<tr>
<th>Number</th>
<th>P value</th>
<th>Correlation coefficients</th>
<th>Correlation</th>
</tr>
</thead>
<tbody>
<tr>
<td>248</td>
<td>0.854</td>
<td>0.012</td>
<td>Pearson correlation</td>
</tr>
<tr>
<td>248</td>
<td>0.78</td>
<td>0.016</td>
<td>Spearman correlation</td>
</tr>
</tbody>
</table>

According to the results of the 248 employees of the Research Institute of Petroleum Industry, Pearson's correlation coefficient is 0.012 and the significance amount is 0.85 and the Spearman correlation coefficient is 0.016 and significance amount is 0.78 so the null hypothesis in the 0.05 will be rejected. So there is no relationship between employees' job creativity and burnout in Research Institute of Petroleum Industry employees. (The correlation coefficient between employees' job creativity and burnout is zero).

Conclusion:

There is a relationship between managers' transformational leadership style and job creativity and burnout in Research Institute of Petroleum Industry employees. Regression test was used to test the hypothesis and according to table 1, there is a significant relationship between managers' transformational leadership style and job creativity and burnout in Research Institute of Petroleum Industry employees and this hypothesis is confirmed. So it can be said that two variables of job creativity and burn out predict transformational leadership that is consistent with tabli et.al (2012) and Ghafoori et.al (2011) research.

The first sub hypothesis: There is a relationship between managers' transformational leadership style and job creativity in Research Institute of Petroleum Industry employees. According to analysis of this hypothesis, and according to (Table 4), we can say that there is a significant relationship between managers' transformational leadership style and job creativity in Research Institute of Petroleum Industry employees. This means that this hypothesis is confirmed. This is consistent with Pooya et al (2010) and Jung (2010) research.

The second sub hypothesis: There is a relationship between managers' transformational leadership style and job burnout in Research Institute of Petroleum Industry employees. Correlation test was used to test the hypothesis and according to (Table 5), results show that there is a significant relationship between managers' transformational leadership style and job burnout in Research Institute of Petroleum Industry employees. This is consistent with Yaghoobi et.al (2011), Ghorbanian et.al (2011) and Mazloomi and Shahtalebi (2000) research.

The third sub hypothesis: There is a relationship between employees' job creativity and burnout in Research Institute of Petroleum Industry. Correlation test was used to test the hypothesis and according to (Table 6),
results show that there is no significant relationship between employees' job creativity and burnout in Research Institute of Petroleum Industry. This isn't consistent with Hajloo (2012) research.

Suggestions:
It is recommended that senior managers show their transformational behaviors practically to be introduced in this area as a model to provide a background for transformational behaviors in lower levels of the organization. The leaders are recommended to use the following mechanisms:
1- Since the ideal influence factor is so important to develop these factors the following issues can be attempted:
   • Facilitate more cooperation of followers to leaders through the creation of a shared vision and emphasizing the importance of having a strong commitment towards the goal.
   • Creating a healthy competitive environment to develop potential capacities of employees by providing financial and spiritual rewards to top group. In this case, each of the winners will be the next transformational leaders and take steps towards achieving greater goals.
   • Strengthening the spirit of collectivism instead of individualism through the creation of work teams and providing rewards based on team collaboration and participation of members, which can increase cohesion among members.
2- It is suggested that in order to further strengthen motivate factor, transformational leaders should act in following ways:
   • Having high expectations of followers and delegate challenging responsibilities to them
   • Engaging followers and providing prospects for further to more cooperate in achieving the goals and having optimistic thinking about the future to increase employee motivation towards work.
3- To further strengthen of individual considerations leaders can act in the following ways:
   • Creating a supportive and friendly environment to increase employees' satisfaction and thereby increasing the effectiveness
   • Considering the individual needs of the followers and creating opportunities for prosperity and promote them to higher levels of personality development
   • Spending time on training and mentoring to help people to grow.

Suggestions to enhance creativity in organizations:
1- Create a situation in the organization in which people accept change. Members must believe that the change will benefit them and the organization. This belief often comes when members cooperate with the manager in decision making and in the implementation of planned change all members' job security will be maintained.
2- Strengthen new comments and ideas. The highest-ranking executives to low level supervisors must demonstrate in words and in action that they are welcome to new ideas. To encourage and strengthen creativity phenomenon, managers should listen to the suggestions of subordinates and use their helpful comments which promises a bright future to implement and transfer the views to higher levels and higher authorities of the organization.
3- Let's members have interactions with each other, an open and creative environment, is reinforced when individuals will be allowed to establish a closer relationship with each other and groups and members of different groups have interpersonal (interaction) with each other. This makes useful interrelationships between the organization members easy and new ideas and new perspectives about organizational issues will be freely given to other members.

Functional suggestions:
1- The emphasis on research in the field of transformational leadership.
2- Developing educational programs in developing transformational leadership skills.
3- If managers exercise transformational leadership styles in organizations that can boost employees' creativity.
4- Transformational leadership can affect employees and develop new business processes, they can use brand new ways to achieve different tasks and it tends to enhance organizational creativity and innovation.
5- The last thing that can be the subject of research at the macro and national level is that according to the need for change in the administrative system of the country; Identifying and training leaders is a transformational step in that direction so administrative system changes require transformational leaders.

REFERENCES
