THE RELATIONSHIP BETWEEN TRANSFORMATIONAL LEADERSHIP WITH THE EMPLOYEES' CREATIVITY
Case Study: Branches of Bank Maskan in yazd

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ABSTRACT
This study examined the relationship between transformational leadership style and creativity of staff, the research methodology is practical and statistical society is 150 employees of the Bank Maskan of Yazd, and sample size based on Morgan Table was randomly selected in 121. In this study, 2 questionnaires of transformational leadership style and creativity of employees are used. Tools include leadership style questionnaire with the reliability of 0.964 and reliability of creativity is 0.881. The results showed the validity of the mentioned questionnaires according to previous research were at an acceptable level. In order to describe and analyze the collected data from descriptive statistics, t-test one sample and Pearson correlation test were used and to determine the relationship between two variables, the coefficient of determination, regression analysis, and statistical analysis by SPSS software were used. The data reflects the fact that there is a relationship between transformational leadership style and creativity in the branches of Bank Maskan in Yazd.

KEYWORDS: transformational leadership style, creativity of employees, Bank Maskan

INTRODUCTION
The creativity in organizations is one of the most challenging management issues. In current condition that the organizations are facing with the global competitive environment, the need for radical changes and creativity in work is felt. Global competitive power force the organizations to replace the new methods, as the organizations that are not stable try to have relative stability in order to be active in global competition. Most of the organizations utilize the skills of development management, and they bravely try to create the fundamental changes in organizations. In this condition, the role of transformational leaders is more important.

Expressing the Issue and Literature
At the beginning of 21 century, new has been created in the life evolution and organizational structure. The major differences in the economic environment that are created by globalization and technology have made necessary the fundamental changes in the organizations in order to be compatible with the new world. The organizations cannot continue with the successful old methods. The only way to be successful is intelligent follow-up of environmental challenges, and movement toward innovation and new technologies by the new methods of management. The organization that is not creative cannot survive, so the organizations are always trying to search ways to strength creativity (Estoner, 2003). Peter senge (2007) believes that by the increase of global communications, the complexity in works would be increased; the work should be alongside the knowledge and learning. This change of process causes that the managers believe that there is no success without the organizational learning; as better process of learning include the source for competitive advantage, creating the learning organization is the first and most important measure for achieving the quality and organizational excellence. The concept of the learning organization and management have been concerned by the researchers and organization during the past two decades. Learning organization has been focused in the past two decades in training and development, but its main application refers to the field of organization and management. Learning organization wants to their senior leaders to teach others. Many leaders in the past that their strategies may be acceptable for the organization, they find that similar strategies are unacceptable in future learning organizations. Traditional management systems that lonely determine the track system make the key decisions they take and put pressure on their employees, they may be malicious in today's organizations, so managers have not found

that the organizations consist of sustained-based control structure that has become an organization that delegates the authority and empower and continually grows (Gholami *et al.,* 2010).

Surveys and studies in the field of management about change management theory show that this style of leadership is based on emotional and personal relationships between managers and subordinates. It focuses on guidance and motivate followers to performance beyond expectations and personal attention to the needs and actions to improve the efficiency of his followers through practical motivation or inspiration. Many researchers believe that this style of learning has several characteristics. The most important feature of transformational leaders is their ability to gain insight and to create a shared vision among staff that the organization thereby arises. Garvin (1993) knows one of the leading learning organization blocks and that leadership in a learning organization, enabling staff understands and encourages practical culture and this shows the strong commitment to the organization. Boss (1999) states on the protection of employees, the individual aspects occurs when the leader considers development trends for the employees. Sosik (2004) also believed that the different characteristics of transformational leadership is relevant to managers in the learning objective. The learning organization is based on the charisma of the leader and the director is not only decide, but the designer and foreman change. Marquart (1994) also knows necessary leadership in new roles such as teachers, supervisors, knowledge managers, peer learning and pattern for learning, Muammar and designer, coordinating and supporting the project's learning, some skills such as creating a shared vision, coordination, task-oriented and multi-functional teams, testing and feedback to mental models, systems thinking and participation in innovation and risk-taking, and the concept and practice of learning and inspiration for Leaders in learning organizations. Responsibility of leadership is making an organization where people continually develop their ability to identify and understand the complexity, the more transparent goals and developing a mental model. This means that leaders are responsible for teaching staff (Taherpour Kalantari, 2010).

Theory of Transformational Leaders
Transformational Leaders: This term is applied by Danton in 1973, however, this term was not used till the classics used it by Borenz. Boss and Olio developed Borenz's concept about leadership and created the transformational leadership concept. Boss and Olio believed that the transformational leadership is formed when the leader develops the employees' interests and create knowledge and acceptance for the group intention and encourage the employees to see beyond their interests. The transformational leaders encourage their followers to neglect their interests because of the organizations, they are able to influence their followers. The transformational leaders pay more attention on the followers' needs for development, they change the followers' awqareness, and they are able to encourage them for trying more to achieve the organization's goals. The transformational leadership consider those who are wise and use the qualitative relationships for promoting interests, wishes, and moving the forces and organizational systems toward the new model. In the viewpoints of some researchers, the transformational leadership have some features like:
1. The favorable influence or charisma: pride, charisma, respect and live up unquestioned followers of a leader who conveys the sense of an ideal. Favorable influence will make the leaders as role models of behavior pattern for their followers. (Ziaeddini, 2013) .
2. Inspirational motivation: Stimulating and enhancing the motivation of followers by appealing to the emotions they are done. Inspirational motivation intrinsic motivation is not emotionally stressed daily Brtbadlat leader followers (Ziaeddini, 2013. .
3. The intellectual stimulation: inciting followers by leader to discover new solutions and think again about solving organizational problems by followers. In fact, the behavior of the leader, that is a challenge for the followers again about what they are doing and trying and trying to think about what could be done again (Ziaeddini, 2013).
4. Personal considerations: Due to individual differences in relation followers Batk Vthryk one of them through their responsibility for learning experience. Individuals are supported by the leaders of leaders are concerned about their own need for attention to emotions (Ziaeddini, 2013). In short, transformational leadership focuses on organizational change and institutional strengthening of followers, and track systems, processes and new value. In fact, those who shake the world are the transformational leaders, this kind of managers are freer in their work. Stimulating and motivating subordinates to achieve their goals inspire and inform them about how it can be achieved that goal stimulated. They maintain relationships with subordinates and freely share the information with them. (Ziaeddini, 2013).
Concept and Nature of Creativity:

Creativity has always been mysterious, vast, and complex concept. Research on Creativity and its constituent elements, social scientists began more than a century ago, but the underlying motivation for further research by Guildford was created in 1950. Guildford knows that creativity is synonym of divergent thinking (to find a new approach to solving problems) in front of convergent thinking (to obtain the correct answer). (Madanipur, 1996). Even Luthans (1992), professor of organizational behavior defined creativity to create a fusion of ideas and approaches to individuals or groups in a new way. Barzmn knows creativity as the cognitive process of the creation of an idea, concept, product or detective novel. (Shahrara and Madanipur, 1996). Creativity can be defined in different ways. But most researchers have studied creativity in terms of process. From this point of view innovation as the creation of the most efficient and new ideas can be defined. The two main characteristics of creative ideas include:

1. The novel ideas.
2. The useful ideas (effective idea).

Being new refers to the pure and noble idea. The idea is efficiency Ideas or other elements associated with it directly in relation to the objectives of the organization and the basis for creating value for the organization (Diot, 2004). Based on the results of research conducted in several government agencies, people who have a high level of creativity in comparison to others who have the ability to take more risks. (Zhuang et al., 1999). Willingness to take risks is defined as willing to take a calculated risk to the scope and effort to produce positive business results. So managers should provide an environment to encourage risk-taking. We should always remember that successful research units are the units that risk-taking is high in these units.

In fact, the risk can be called as the "creative efforts" that leads to "the creative results", and the creative endeavor in which people, goods, processes and new and original ideas and offer efficiency and by others as a creative idea will be accepted.

Two characteristics in the process of creative effort causes that they would be important in creative process.

First, a commitment that creative effort should be associated with the creative results. This means that the creative effort should lead to creative results. It should be noted that creative effort is the result of creative differences. Creative endeavors, including the ideas that have been created, but still have not become operational. Researchers believe that only creative idea is new, original and creative results are effective. The second creative effort is directly related to people willingness to take risks, as mentioned before it was also a time when people are trying to be creative, they have accepted the risk. (Ebrahimzadeh, 2007). It should also be noted that the main component of creativity, including expertise, creative thinking and motivation can be internal or external. Manager role can be very effective in fostering creativity and encourage employees using methods such as entrusting them to find a creative mind, the implementation of initiatives to encourage participatory management system. Totally, creative features can be outlined as follows:

1. Creativity is the mental thought process.
2. The product of creativity can be in the form of a work, ideas, solution, a policy or anything else emerge
3. The product of creativity is a new phenomenon (innovation).
4. The product of creativity is valueable as well.
5. Creativity is a public ability in everyone more or less.
6. Creativity is nurtured and linked with the social environment.

Leadership and Creative Staff

Creativity triangle has three sides that the manager, organization, and the employees are the sides. About two sides of the organization and manager some points are mentioned. The third side of the triangle forming creative staff that seems to be very important, in fact, organization and creative manager as the basis for creativity and innovation that led to the prosperity of employees in the organization. Emplyees' support of the creative policies, the productivity of the human resources are defined by the efficiency op people. Organizational success is the goal which is to support the efforts of staff and policy support creative manager. Manager and leader of an organization in many ways can influence the creative staff, they define and shape the context within which to work, they can define objectives, problems and solutions. By providing a viewpoint that focuses on long-term outcomes rather than short-term outcomes, managers can orient staff to lead efforts towards innovative business processes. The leaders of an organization are the main source of impact on organizational culture. Leaders can boost creativity by creating an organizational climate and culture that feeds the creative efforts and facilitate learning increase. Military leaders can create and maintain an innovative performance through bonuses and other practices related to human resources to encourage. When an organization to

attempt to gain new skills and test innovative approaches, provides intrinsic and extrinsic rewards. The willingness of employees to engage in creative efforts will be strengthened (Wang Word, 2010). Transformational leaders who develop the self followers can positively influence employee creativity. Increased efficacy of employees who are more likely to be motivated to generate ideas and innovative solutions. The emotional relationship that transformational leaders communicate with employees, may be another source for creative staff. In fact, considering the emotional bond with their leader, they are more likely to support their leaders respond by showing more creative tasks. (Politis, 2004).

2-3-3- Techniques of Creativity and Innovation among Employees

Creativity and innovation is something that must constantly be felt in the organization. Therefore, it should be institutionalized and become part of the work and culture of the organization. If managers and policymakers of organization do not believe in creativity and innovation as vital activities, any activities in this area will not last long. Creating core research and innovation can work to facilitate and accelerate innovation. Creating common beleifs for innovation and it is viwed as a common norm in the organization, training is needed. Toffler believes that training is the most important way to deal with cataclysmic activity and future life to accept change. Effective training helps people so they can have enough ability to grow and achieve their career and work more efficiently. Managers need to know that one of the important goals of education in today's turbulent environment variable is learning the methods of creativity and innovation (Zarei, 1994). For this purpose, it is possible that the employees were accustomed to thinking through training, thus, the idea for a corporate culture has penetrated the various layers of the organization and affects the implementation of strategies. In order to foster creativity and innovation in the organization and techniques that must be met. Researchers have noted that different techniques for this purpose continues to be the most important point:

- Brain storming
- Bionics
- Nominal Grouping
- Illusive flow
- Parallel thinking
- Compulsory relationship
- Aggravating factor of creativity

Internal feeling enables thinking of human beings in conditions that are not real in the world. This allows people to create better opportunities for the same opportunities to others. In fact, the more you may have acquired so innate creativity can be enhanced with training on their own ability. The factors that accelerate and encourage the person to innovation are to be interpreted as the aggravating factors which can be divided into two parts, motivations and tools that are explained as follows:

- Motivations

Encouraging motivations to innovation can be related to properties and private lives depend on their family or the community that we are here to examine the causes of each.

-External motivation

This kind of motivation is all of society's motives which are caused by the following:

A - The crisis of society: the source of creativity is required. If you do not see often in life, there will be no obligation to creativity. Human needs usually arise uniform except in exceptional circumstances like natural disasters such as earthquakes, volcanoes and hurricanes crisis and disasters caused by humans is that most of the war.The type and cause of the crisis is not considered here, and what is important to a large influx of needs after a crisis that could lead to a revolution in society, different people are thought to occur in the form of innovation and creativity.

B - Community Expectations:

A society in which the dominant development is increasing every day by each of its members witnessed the creativity and innovation. The innovation community is not limited to the group of thinkers and all the people are included, so that even criminals in this society think about creating a new method in the process of their work.

-Intrinsic Motivation

Motives that originate from within the person's intrinsic motivation are called as follows:

A - A natural talent: This is even without an external stimulus that may be consciously or unconsciously and with average intelligence and learning ways to increase creative thinking, life is quite accessible to all needs.

B - Internal needs: people in power sometimes feel a force inside themselves that force them to help others and improve life in the community, not innovate. They can be the people of each gender, age and job. For example, a woman in the United States who wasn't satisfied with the TV ads, he writes them according to their own taste.

C - Personal crisis: Personal crisis, like the crisis of society can be a powerful driver of innovation in the person.

-Tools

Some crucial factors to achieve creative thinking can be used as tools of innovation. These tools include (determination, confidence, quantity, simulations, help from others, proximity / similarity / contrast, change, ancillary activities, etc.) These strategies present solutions for innovation and creative thinking.

Creativity: Creativity is one of the main aspects of creative thinking. The studies of psychology division convergent and divergent thinking emphasized that creativity is the divergent thinking that obtained through the process of composition and rearrangement of data in long-term memory. (Mohammadi, 2005: 14, 18).

1. Expertise: Having limited knowledge and gaining experience in the field of life requires creativity in everyone, totally on what skills they have (Moein dictionary).

2. Creative thinking: Creative thinking is the process of understanding the problems, issues, lack of information and established factors, guess and make assumptions about these deficiencies, evaluate and test the hypotheses and conjectures, modified and re-evaluate them and finally present the results (Haerizadeh, 2003: 18).

3. Motivation: Motivation is the desire to do the tasks on a person's ability to thereby a need is provided. Motivation can be defined in terms of practical behavior. Those that are stimulated try more than those who do not stimulate (Rabitz, 2009: 72).

Theoretical Framework of the Research

It is believed that from the viewpoint of excellence, leadership is mutual relationships between organizational learning and leadership styles there (Vravkrasvn, 2004). Studies (Correa et al., 2008. Nat et al, 2004. Bass, 1999. Barack, 2005. Lee Westwood, 2010 .rna et al., 2009) confirmed the relationship between transformational leadership and organizational learning .For example, Maorina (2005) explores the importance of transformational leadership on organizational learning and argues that learning needs to change and change requires transformational leadership. He believes that the most important dimension of transformational leadership change and improve the process of change. Zagorsko et al (2009) suggest that transformational leadership, openness, trust and open communication encourage a culture of dialogue and cooperation between team members, thus, it significantly helps to the acquisition, distribution and interpretation of knowledge. The transformational leadership facilitate the behavioral and cognitive changes of members as the result of organizational learning.

Cavita Sing (2008) claims that moving the organization toward the learning organization needs the genral change in system, and this change is impossible without transformal leadership. He believes that the main characteristic of transformational leadership, vision and intellectual stimulation causes the expression of creative thinking and the ideas to turn organizational learning. Trotmen et al (2006) study to assess the learning strategies of management and transformational leadership concluded that effective learning through experience, are favorable to predict the transformational leadership. The data obtained from this study show that frequent application of practical thinking and learning strategies and positive relationships with transformational leadership is satisfactory. The Results obtained Kurland et al (2010) showed that transformational leadership style can be a predictor of organizational learning processes and vision that is formed by transformational leadership and other employees, the most powerful factor in the development of organizational learning. Laith Wood (2005), Sylyns (2002) and Johnson (2002) also believe that transformational leadership role in the development of organizational learning is crucial. Correa et al (2008) also claim that leadership, transformational leadership through innovation particularly affect positive the organizational learning. They believe that transformational leadership and organizational learning and transformational leadership leads to greater creativity of traditional leadership on group decision-making, the goals of the group and competencies are emphasized. The transformational leadership has the potential to help their members to create and apply knowledge and one of the outcomes of the leadership and organizational learning is to promote the uptake of ideas. According to Hovel and Avolio (1993), Transformational leadership encourages innovation and creativity and provides benefits for organizational performance. As a result, leaders must accept this leadership style and the way they take the self-test. Shin et al (2003) found that transformational leadership is positively related to "innovation followers, followers protection and intrinsic motivation" is. Transformational leadership to help intrinsic motivation and intellectual

stimulation to obtain. Encourages followers, the status quo and the old ways of doing things are examined (2008, Modassir and Singh). Followers of intrinsic motivation, mental strength and of support for innovation, the impact protection. At the organizational level, transformational leadership is positively related to organizational innovation. In addition, the level of individual creativity on innovation at the organizational level affects (Gumusluoglu and Ilsev, 2007). Liao et al et al. (2012) studied the relationship between organizational culture, knowledge, organizational learning and organizational innovation in the banking and insurance industry looked Taiwan and they concluded that organizational learning is a mediator variable between organizational culture and organizational creativity. The researchers also concluded that organizational culture through organizational learning and knowledge acquisition can affect creativity. Liao and Wu (2010) studied the relationship between knowledge management, organizational learning and organizational creativity review, and they concluded that organizational learning mediate between knowledge management and organizational creativity. Also, in a systemic view, knowledge management is an input, organizational learning is a key process or a process, and the organizational innovation is a vital outcome.

Conceptual Model of Research
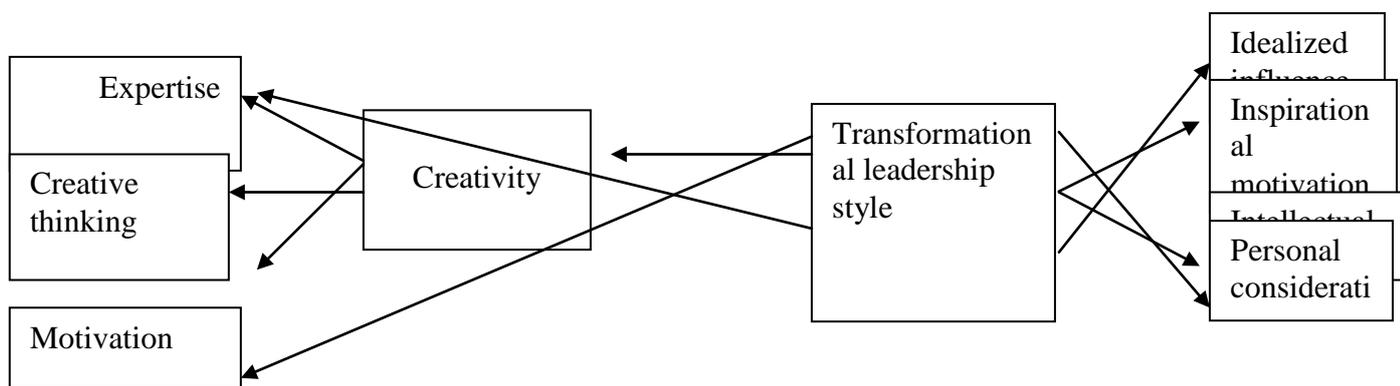
Hypotheses
1. The status of transformational leadership style in branches of Bank Maskan of Yazd is desirable.
3. Status of employees' creativity in branches of Bank Maskan of Yazd is desirable.
4. There is a relationship between the transformationl leadership and the employees' creativity.
4-1- There is a relationship between the transformationl leadership and the employees' expertise.
4-2- There is a relationship between the transformationl leadership and the employees' creative thinking.
4-3- There is a relationship between the transformationl leadership and the employees' motivation.

Research Methodology
According to the topic and objectives, assumptions, and data are set that this research is practical in terms of objective and it is a descriptive research.

The Population:
The target population included all employees of Bank Maskan of Yazd to 150 people. Sampling of this study is random.
 The sample size is 121 people, according to Morgan

Data Collection Tools:
Questionnaire study has been analyzed after studying of previous literature review, several internal and external studies have been developed to assess the dimensions of the research. The questionnaire previously distributed according to some experts and university professors approved and the necessary adjustments were applied.

Methods of Data Analysis
The study collected data from descriptive statistics to describe the one-sample t-test and Pearson's correlation coefficient to determine the relationship between two variables, the coefficient of determination and regression analysis

were used. In the case of normal structures Pearson correlation test and Spearman correlation test was used otherwise.To analyze the data, spss software was used.

RESULTS OF HYPOTHESES:
1. The status of transformational leadership style in Yazd bank branches is desirable. In connection with the transformational leadership style as significant variables calculated variables transformational leadership style and it is smaller than the error 0.011 (sig=0.000<0.05). The null hypothesis is rejected and the alternative hypothesis is accepted. The average variable is not equal to 3, and the studied variables, the average is smaller than value of the test (number 3) the variable status of leadership style is not optimal.

2. Creativity status of employees in bank branches Yazd is desirable. In relation to employee creativity as significant variables calculated variables employee creativity and it is smaller than the error rate of 0.000 (sig=0.000<0.05). The null hypothesis is rejected and the alternative hypothesis is accepted. However, due to the positive top and bottom of the creativity variable, variable average is bigger the assessed value of the test (number 3) and the creativity of staff is desirable.

4. There is a relationship between the transformationl leadership and the employees' creativity.
The correlation coefficient between the leadership style and the employees' creativity is 0.021, and the value of significance (-p) is 0.824 bigger than the level of significance α=0.01. Therefore, the null hypothsis is not rejected, so there is no relationship between the transformational leadership and the employees' creativity.

The results of the present study are consistent with the results achieved by Hismen, Hovel, Avolio, Gardner, and Avolio that the environmental facter is effective in the results of research.

4-1- There is a relationship between the transformationl leadership and the employees' expertise.
The correlation coefficient between the leadership style and the employees' creativity is 0.093, and the value of significance (-p) is 0.314 bigger than the level of significance α=0.01. Therefore, the null hypothsis is not rejected, so there is no relationship between the transformational leadership and the employees' expertise. In the respondents, there is no relationship between the transformational leadership and the employees' expertise.

4-2- There is a relationship between the transformationl leadership and the employees' creative thinking.
The correlation coefficient between the leadership style and the employees' creativity is 0.060, and the value of significance (-p) is 0.552 bigger than the level of significance α=0.01. Therefore, the null hypothsis is not rejected, so there is no relationship between the transformational leadership and the employees' creative thinking. In the respondents, there is no relationship between the transformational leadership and the employees' creative thinking.

4-3- There is a relationship between the transformationl leadership and the employees' motivation.
The correlation coefficient between the leadership style and the employees' creativity is 0.003, and the value of significance (-p) is 0.976 bigger than the level of significance α=0.01. Therefore, the null hypothsis is not rejected, so there is no relationship between the transformational leadership and the employees' motivation. In the respondents, there is no relationship between the transformational leadership and the employees' motivation.

Maorina (2005) explores the importance of transformational leadership on organizational learning and argues that learning needs to change and change requires the transformational leadership. He believes that the transformational leadership is the most important dimension of change and improve the process of change. Zagorsko et al (2009) suggest that transformational leadership, openness, trust and open communication encourage a culture of dialogue and cooperation between team members, thus, it significantly helps to the acquisition, distribution and interpretation of knowledge. The transformational leadership facilitate the behavioral and cognitive changes of members as the result of organizational learning.

Cavita Sing (2008) claims that moving the organization toward the learning organization needs the genral change in system, aqnd this change is impossible without transformal leadership. This study is conceptualized on the understanding of transformational leadership role in creating the learning organization. In this study, clarifying perspective, having appropriate role, accepting the objectives, high functional expectation, creating personal support, stimulating the development of leadership qualities.He believes that the main characteristic of transformational leadership, vision and intellectual stimulation causes the expression of creative thinking and this type of thinking turn organizational learning. The results are not consistent with the results of previous research and environmental factors can affect results.

In addition, since the sense of self-efficacy will lead to more creative performance, transformational leaders that their followers grow their efficiency can positively influence employees' creativity. The employees who are more likely to be motivated to generate ideas and innovative solutions.The emotional relationship that transformational leaders communicate with employees may be another source to increasing employees' creativity. In fact, considering the emotional bond with their leader, the more likely they are to support their leader, by showing more creative tasks.

SUGGESTIONS FOR RESEARCH

The results of Pearson correlation test showed that transformational leadership style and creativity of staff in bank branches Yazd there is no significant relationship. Applying variable component of transformational leadership style learning organization Brmtghyr not influence creativity. So the managers suggested that:
 -This research could also be examined in other departments and government agencies.
 -Creating core research and innovation can work to facilitate and accelerate innovation.
  -Creativity and innovation is something that must constantly be felt in the organization. Therefore, it should be institutionalized and become part of the work and culture of the organization.
- Traditional organizational structures must be changed in accordance with the new organizational structure.

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