



The Relationship between Leadership Style and Employee Creativity with Mediating Role of Organizational Culture in the Social Security Insurance Organization of Tehran

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Abstract

The aim of this study was to investigate the relationship between leadership style and employee creativity with mediating role of organizational culture in the social security insurance organization of Tehran. Research methodology was cross-correlation. The population consisted of all the managers and employees of the social security insurance organization of Tehran. The sample according to "Morgan" table was 341 people. Simple random sampling used to select the sample. Data collection tool was Boss and Oliva's transformational leadership style questionnaire by reliability 0.80, Randsip's creativity questionnaire by reliability 0.87 and Denison and Mishra's organizational culture questionnaire by reliability 0.81 in the form of five-Likert scale. To test the research questions KS, Pearson correlation, regression and chart a course through the SPSS and LISREL software is used. The results showed that there is a significant and direct correlation between the manager's leadership style (encouraging intellectual, ideological influence, inspirational motivation) and employee's creativity in social security insurance organization. There is a significant and direct correlation between manager's leadership style (idealized influence, inspirational motivation) and organizational culture in social security insurance organization. There is a significant and direct correlation between the creativity of staff and organizational culture in social security insurance organization and finally on the path analysis, the model can explain the relationships between variables directly or indirectly.

Keywords: *leadership style, creativity, organizational culture*



Introduction and Statement of Problem

Present is technology, information, communication and knowledge explosion era. During the Empire and information technology, managers play a very important role. It would be an exaggeration to say that they are the beginning of many developments that could create a new world (Darabandi, 2009). Leadership is one of the most important management tasks. Some management experts believed manager's success key is in sources leadership power under control. Human skills and work with people and their leadership in the organization of such skills in all levels of management, including operational, middle and higher special application. In today's competitive era, creativity and generate new thoughts and ideas by managers and staff as the most valuable asset of an organization has a very special significance. In fact, organizations need to survive and continue its positive and constructive role thoughts, ideas and comments are fresh to get new perspectives to ensure their dynamics. Otherwise they will be doomed to decay and destruction, as organizations resistance against environmental changes eliminates them or blurring their roles and even then they will not be able to maintain the status quo (Seyed Naqavi and Abbaspoor, 2010). Today, the innovativeness, creativity, and innovation are as a strategy for implementing organization's adaption with complex conditions of their operating environment. In fact, today the slogan "you are doomed if not creative" organizations are a serious warning (Alvani, 2008).

Creativity is not genetic and is not related to a specific race, but acquired. Even in developed countries if their creative systems failed, lagging behind the competition and will be destroyed, so the only way to save developing countries creativity and not the other way (Asgari, 2011). Studies in creativity, focused on the view that creativity is an important factor in competitiveness and national development (Burgelman, 2006; Kanter, 2000).



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Researchers have stated that increase creativity in organizations can lead to improve the quantity and quality of services, reduce costs, avoid waste, reduce bureaucracy, increase competition, increase efficiency and productivity, motivation and job satisfaction among employees. Contributing factor in the development of creativity in the community, planning and encouraging new culture and new infrastructure that culturally appropriated. Staff's creativity help to conservation organizations employees are able to be creative and useful new ideas about products, performance, service or organization and apply procedures. Thus, production and exploitation of new ideas, enables the organization to adapt to changing market conditions and respond to threats and opportunities of growth and development (Mooghali and Malekitabas, 2009.)

Organizational culture is one of the concepts that the last decade has been extremely influential in managerial thinking. This concept considered as an important factor in the performance of the organization. Culture makes it well spread between management and staff, to strengthen the organizational commitment, promote ethical, efficient performance and leads generally higher productivity (Hampton, 1981.)

Organizational culture is a turning point in which the philosophy of the organization effect on issues (Mirsepassi, 1995). Because culture of beliefs and values to people based on the beliefs and values created and doing their responsibilities. On the other hand, Fallen (1994) states that any changes and developments in the organization requires an understanding of the organization's culture, including organizational culture and organizational values and attitudes and the behavior of individuals, affect groups and organizational processes.

Organizational culture is means that we deal with organizational issues and facilitate interpretation of the events around us. Culture is imbued with the spirit and we thought that the behavior and speech of color, and to accept it (Alvani, 2008.)



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There is no doubt that given the specific circumstances of each organization, and given the impact of organization culture on individual behavior, it may be important factors of success and failure of each organization. Organizational culture through their influence on different variables has a considerable role on the fate of the organization. Therefore, culture refers to those elements of the groups and organizations that are the most stable and the least flexibility and change. Culture is the result of a complex process of learning groups that only partially influenced by the leader's behavior. But if the survival of the group is threatened due to lack of compatibility cultural element, then the task of leadership is to recognize the situation and take appropriate action do means that leadership and culture generally in terms of their sense of internal consistency (Shine, translation Farahi Borzanjani, 2004).

The researcher has conducted research, there is not a study has simultaneously reviewed every three variables of leadership style, creativity and organizational culture, especially in the country's social security insurance organization as the greatest organization provides services to its customers around the country.

However, according to experts calling Hersi & Blunchar as the success of organizations and work places, fully depends on the efficient use of human resources based on behavioral sciences, and this is a challenge that has become increasingly supervisors, managers and executives of enterprises and organizations has occupied. No doubt, the circumstances in which it is trying to do, can affect the efficiency and speed of efforts (Karami Nia, 2010). Accordingly, the present study is to examine the question of whether the manager's leadership style and staff's creativity with the mediating role of organizational culture in the social security insurance organization, there is a connection or not? Through the following questions:



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1. Is there a relationship between the manager's leadership style and creativity of employees in the social security insurance organization?
2. Is there a relationship between the manager's leadership style and organizational culture in the social security insurance organization?
3. Is there a relationship between the creativity of employees and the organizational culture in the social security insurance organization?
4. Can the leadership style predict employee's creativity and organizational in the social security insurance organization?

Theoretical foundation

Given that in this study, three variables together discussed, briefly review each of the concepts discussed from different perspectives:

A: Leadership Style

The leadership is the process of directing and influencing the activities of the group or members of the organization (Stoner & Freeman, 2005). Moorhead & Griffin (2006) considered leadership from the two dimensions, the characteristics and the process. According to those in the process, leadership is voluntary influence and characteristics leadership is a set of individual characteristics that considered for successful influence.

Mirkamali also in leadership and educational management (2007) defines leadership: leadership is influence in their power to attract people, as the people (followers) voluntarily accept the character and individual leadership in a given situation.

According to Stoner (1982) leader in the organization have three characteristics:

- 1) Leadership requires subordinates that led to a willingness to accept personal orders. The effect of this adoption, the leadership is possible.



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2) In the current leadership, leadership and subordinates power is unequal. The leader has to guide the activities of subordinates, but they cannot conduct leader's activities.

3) Organizational leader, in addition being legally subordinate to guide behavior, can also influence and affect their behavior (Allgheband, 2006).

The way, in which the leader uses his influence for business purposes, called leadership style. In fact, it can say the scheme of the leader, so as picked up by the staff, style or leadership style called. Leadership style shows thinking, worldview and personality of leaders. The methods in term of application of motivation, power, relationship-oriented or task-oriented differenced (Sharifi and Islamieh, 2013).

Leadership style, is relative stable behavior pattern describes the director (Dubrin et al., 2004). Greenberg (2002) leadership style is the special treatment of leader to motivate the group to fulfill some of the objectives described. Rezaeian (2009) know style of leadership as the way that leaders use his influence for business purposes. According to Stoner et al (2005), leadership style is from the different patterns of that leader considered in the guidance and influence process of the staff. Considered one of the world's leadership styles, is transformational leadership style that first used in 1978 by Burns and Bass and Oliva developed Burn's concept and idea about leadership and transformational leadership concept created. Bass and Oliva believe that this leadership style is formed when the leader of the interests of its employees, promote and develop awareness and acceptance for the mission and target group to create and motivate staff to see beyond their own interests to the interests of the group (Stone et al. , 2003). In their view, leadership style includes in four ways:

1. The individual considerations: personal considerations associated with transformational leadership behaviors in relation to the treatment of individuals, as important contributors to



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the workplace. Leaders who use this style of leadership, show consideration for the needs of their employees and are prepared to encourage the development of appropriate workplace behavior and their coaching.

2. Inspirational motivation: increased staff awareness about the mission and vision of the organization and encourage others in their understanding of and commitment to them, the main aspects of transformational leadership style is inspired motivation. Motivation and inspiration, to the essence of organization is concerned, the leader character.

3. Intellectual stimulation: The intellectual leaders, who stimulate the creativity of employees as part of their work, encourage and accept challenges. They are ways of dealing with issues and problems in a rational conduct of the audit.

4. Ideal effect: is behavior that encourages followers use their leaders as a template. Other terms used to describe this form of leadership is charisma. In the core and center of the ideal effect, creating values that are inspired and significant which created a sense of purpose in people. Leaders, who are high at the ideals effect, have a strong sense of stability and emotional control. They believe that change and transform the followers of the way of communication, role and encouragement modeling, strategies to achieve the mission and goals of the organization. In summary, the key indicators of the effect of the ideal includes: modeling, create and describe values, important and significant, sense of purpose, confidence followers, self-esteem, a sense of emotional control and self-organization (self-determination) (Sarros & Santora, 2014).

Transformational leadership is part of a new paradigm of leadership and indicates a process that will change people and values, moral character and long-term goals associated (Doherty & Danylchuk, 1996).



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Transformational leaders, embrace the vision to, inspire followers and motivate them to achieve their goals, extraordinary or exceed expectations. More importantly, it as an ideal view and understand accepted (Oliva, quoted by Sharifi and Islamieh, 2013).

This leadership style known for the many benefits such as job satisfaction, improve organization, and reduce stress in employees and ... (Kane & Tremble, 2000; Rush, 1997; Bass and Oliva, 2000).

Sashkin believed that transformational leaders in their organizations operate in a way that caused a deep impact on the organization's operations. Transformational leadership established personal relationships with their followers and over the agreements and contracts are going to do a better job (Haq, 2010). Other researchers have shown that transformational leadership style impact on teamwork and organizational environment and environment of the organization impact on the creativity and efficiency (Evkall & Ryhammar, 2000).

(B) Creativity

There are several definitions of creativity. The dictionary Persian creativity means creating, creating and creation used. The proposed definition of Rezaeian (2011) creativity is the use of mental abilities to create a new idea or concept. In simpler terms, creativity is the ability to combine ideas in a unique way to communicate between different unusual ideas (Moqimi, 2007). Creativity for all areas of life and health of the human mind and spirit is essential. If people are caught repetitive and mechanical disorder, they destroyed. This is one of the threats that civilization develops it. More civilizations that destroyed, not only because of external threats, but also mainly due to the decline of repeated and creativity diminished. We can say with confidence that none of the complex human problems solved in any place and any time, except that those who can continually developed with the leading facts, creative behave (Bohm, translation Hosseinnejad, 2002).



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The foundation of developed societies is creativity. The societies not only with the use of creativity identify their problems communities, but the solution to these problems through creativity founded.

Despite a long history of creativity in human life, the organization recently due to the tremendous pace of technological changes, global competition and economic uncertainty have discovered that a key source and sustained competitive advantage and survival is creativity. The continuous competitive advantage in the form of ideas, products and new services appear to arise directly from creative thinking. Employee's creativity helps to the survival of the organization. When employees are creative in their work, they are able to prepared and applied new ideas about products, performance, services or procedures of organization. Such ideas will increase the likelihood that other employees, these ideas used in their work. In addition, they develop these ideas and put them to other staff for their work in developing and implementing in their work. Thus, the production and use of new ideas that will allow the organization adapted to changing market conditions, and timely response to threats and opportunities to grow and develop (Olham, 2002). On the other hand, creativity is not only through the development of products and processes, develop the existing market share but also created new markets and shape the environment (Shalley & Gilson, 2014).

(C) Organizational Culture

From the perspective of Becker, organizational culture is a system of shared understanding that members have than an organization and this feature has caused a separation between the two organizations. Organizational culture is a system of shared values and beliefs that interacting with people, structure and organization systems and norms of behavior formed (Harvey & Brown, translation Mohammad Zadeh, 1998). Denison and Mishra mentioned



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four kinds of culture under corporate culture, mission culture, compatibility culture, and flexibility culture that affect organizational performance. According to them, the active participation of members at all levels effect the performance (corporate culture). Defining the organizational mission clearly impressed the different levels of the organization's performance to lead innovation in products (mission's culture). Agreement on goals, coordination and integration of different perspectives and define the core values of the organization leads to improved organizational performance (compatibility culture) and finally, a willingness to change and customer-centered and learning and other items that affects the organization performance (flexibility culture) (Abbasi and Hejazi, 2010).

Research History

Fathi Kajal (2013) examined the relationship between manager's leadership styles physical education with sports volunteers' satisfaction and it showed a positive relationship between transformational leadership styles with volunteer's satisfaction. Sharifi and Islamieh (2013) in a study to analyze the relationships between personality characteristics and organizational silence dealt with organizational culture. The results showed that there is a significant relationship between the employee's personality characteristics and culture and organizational silence and obtained model, can explain the relationships between variables.

Sharifi and Islamieh (2013) in a study to examine the relationship between knowledge management and transformational leadership styles between managers. The results show that the status of knowledge management among the top executives of Tehran's faculty of Islamic Azad University, were above average and the population is more inclined to transformational leadership style. In addition, there was a significant relationship between knowledge management and transformational leadership styles and pragmatic in the study population.



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Fakhrzad (2011) in a study to evaluate and predict the relationship between leadership styles, organizational culture and job satisfaction. The results of the correlation test between manager's leadership style, organizational culture and employee's job satisfaction confirmed. Banihashemian et al (2011) examined the relationship between public health and manager's leadership style and its effect on job satisfaction of staff at Shiraz University of Medical Sciences have done. The results show that the public health managers and their leadership style and there is a positive relationship between leadership style and job satisfaction among employees. There is no significant difference between the numbers of managers in four styles.

Karaminia (2010) examined the relationship between leadership style and organizational culture and commitment. Results showed that there is a significant and positive relationship between the transformational and exchange leadership style with organizational culture and commitment. Ghahreman Tabrizi (2005), a study to determine the presence or absence of the relationship between organizational culture and creativity faculty members and faculty of physical education in the universities of the country. This finding showed that the correlation between organizational culture and creativity with 0.63 times at the level ($P = 0.05$) was significant. This result indicates that the theoretical basis of research that organizational culture as a catalyst and motivates them directly or indirectly on creativity of people affected. Hosseini (2010) in an article examine the relationship between organizational culture and leadership style in the organization. The results showed that group culture on leader-follower exchange and development culture have a significant positive effect on both the style of transformational leadership and leader-follower exchange.

Baloglu (2012) examined the relationship between value-based leadership and distributed leadership based on the views of teachers in elementary school. The findings show that there



is a positive relationship between the two variables and 27% distributed leadership by value-based leadership is explained.

Dumas (2010) in a study entitled the relationship between leadership and knowledge creation in collaboration and professional learning to the conclusion that learning specialized and facilities, meetings of members of the organization, the group learning impact on leadership and knowledge creation. Gumusluoglu & Ilsev (2009) stated that transformational leadership on innovation, particularly at the organizational level, impact and they found that these two factors have a serious impact on one another.

Grawford (2008) in a study examine the relationship between transformational leadership and knowledge management. The results between the two variables mentioned, have shown a strong relationship. Mehmet (2007) in a study the effect of leadership styles on organizational health that transformational leadership has a profound effect on teacher's job satisfaction, while transformational leaders directly and indirectly through job satisfaction, affect school organizational health.

Nguni (2006) quoted the Mokhber (2011) in a study examine the effect of transformational leadership and exchange on job satisfaction, organizational commitment and organizational citizenship behaviors at primary teachers in Tanzania, has examined. Data analysis showed that the dimensions of transformational leadership have a strong impact on job satisfaction, organizational commitment and teacher's organizational citizenship behavior.

Conceptual framework

According to theory and research background mentioned above, this study based on a conceptual framework shown in Figure 1. According to the Bass and Oliva's model of transformational leadership style, creativity and Denison and Mishra's organizational culture



explores the relationship between style leadership and employee creativity with mediating role of organizational culture in the social security insurance organization.

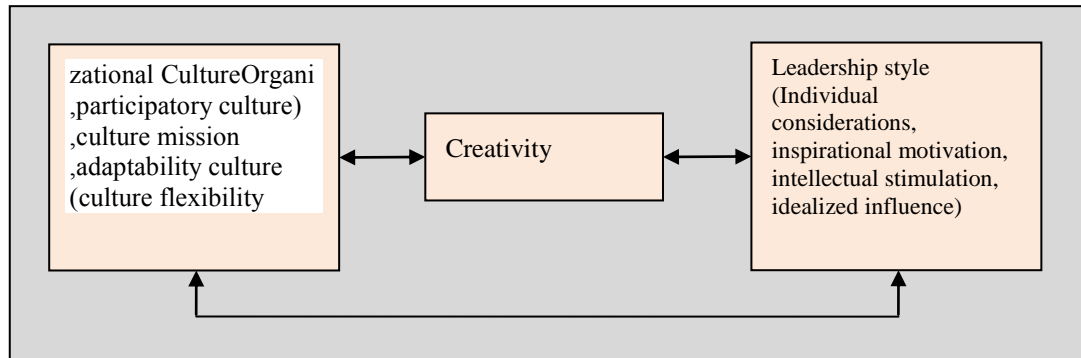


Figure 1: A conceptual framework

Methodology

Type of research: This research in term of purpose is applied; in term of method is descriptive-correlation. Population, sample and sampling methods: The study population consisted of all directors and employees of the social security insurance organization of Tehran, whose number is equal to 3,200 people, have formed. Sample according to the "Morgan" table is estimated 341 people. Simple random sampling used to select the sample. Tools and methods for data collection: in this study, the following questionnaires were used:

(1) leadership style questionnaire: the transformational leadership style questionnaire has been developed by Bass and Oliva and includes 20 questions on aspects of personal considerations, inspirational motivation, intellectual stimulation and ideal effect in a Likert scale with the reliability 0.80. 2. Creativity questionnaire: the questionnaire "Randsip" invented in 1979, and the creativity of the individual in the organization assessed with 50 questions. This questionnaire range is 5 degree and reliability of 0.87 obtained. 3. Organizational Culture Questionnaire: This questionnaire has designed by Denison and Mishra, based on four types of organizational culture, mission culture, flexibility culture, adaptability culture. The culture is in the range of 5 degrees and reliability is 0.81. Categorizing questionnaire question and alpha coefficient given in Table 1.



Table 1: Classification of research questionnaires questions and alpha coefficient

Main component	Sub-components	Number questions	of Alpha
Leadership style	Personal considerations	۴	۰,۷۳
	Inspirational motivation	۴	۰,۷۳
	Intellectual stimulation	۴	۰,۷۷
	Ideal effect	۴	۰,۷۱
	General leadership style	۲۰	۰,۸۰
Creativity	Overall Creativity	۵۰	۰,۸۷
Organizational Culture	Participatory culture	۵	۰,۷۴
	Mission Culture	۴	۰,۷۱
	Compatibility Culture	۴	۰,۸۰
	Flexibility Culture	۵	۰,۷۱
	General organizational culture	۱۸	۰,۸۱

Analysis method: to analyze data from test KS, Pearson, regression and chart a course of SPSS and LISREL used. Analysis of the data in the form of two descriptive and inferential statistical approach used in this study was set parametric test "Pearson correlation, multiple regression". In the the descriptive statistics, statistics indices of the variables studied. The second part examines statistical hypotheses will be discussed.

Results

Part I: Descriptive statistics

Table 2. The components of the questionnaire indices leadership style and creativity of staff

Statistical Indicators Leadership style	Average	Standard deviation	Curvature	Elongation
Intellectual stimulation	۱۴,۵۶	۲,۷۸	۰,۲۳۳	۰,۳۰۷
Ideal effect	۱۷,۰۴	۳,۰۸	۰,۳۶۴	۰,۰۹۶



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Personal considerations	12,7	2,74	0,138	0,04
Inspirational motivation	13,46	2,51	0,068	0,039
Creativity	143,3	1,29	0,6	0,99

The information contained in Table 2 shows the statistical indicators mean and standard deviation of raw scores of the components of leadership style questionnaire. The information in the table shows the components of promoting rational average of 14.56, the average scores of idealized influences 17.04; individual consideration component 12.7 and at last inspirational motivation component is 13.46. The creativity score of 143.3 obtained.

Table 3: statistical indicators score of organizational culture component

Statistical Indicators Variable	Average	Standard deviation	Curvature	Elongation
Participatory culture	14,74	2,63	0,057	0,109
Mission Culture	11,58	2,15	0,038	0,21
Compatibility Culture	12,49	2,17	0,136	0,6
Flexibility Culture	13,99	2,53	0,139	0,11
General organizational culture	141,96	13,34	0,54	0,83

The information in Table 3 shows the statistical indicators mean and standard deviation of the raw



scores related to elements of organizational culture. The table data show the average component of participatory culture at 14.56, the average scores of mission culture 11.58, the compatibility culture component 12.49, and flexibility culture component 13.99 and at final total score of organizational culture is 141.96.

Table 4: KS test review the normal distribution of the scores of the components of research

Components	k	p
Organizational culture	0,968	0,966
Creativity	0,308	0,308

Information contained in Table 4 show that the Kolmogorov-Smirnov test statistic is smaller than the critical value, therefore, is not significant at any level, so parametric regression tests carried out.

1. Is there a relationship between the manager's leadership style and creativity of employees in the social security insurance organization?

According to Table 5 correlation between intellectual encourage and creativity is 0.172. Therefore, it claimed at 99% confidence there is a direct significant relationship between the managers intellectual encourage and staff creativity. There is a direct and significant correlation between manager's ideal impact and staff creativity as well as is equal to 0.158, which is significant at the 0.01 level. Correlation between individual considerations is 0.059 that are not significant at any level. Finally, the motivation of inspiration and creativity positively correlated with the obtained 0.164 that was significant at the 0.01 level.

Table 5: Results of Pearson correlation coefficients between leadership style and creativity of staff

Leadership style	Creativity
Intellectual stimulation	0,172**
Ideal effect	0,158**
Personal considerations	0,059
Inspirational motivation	0,164**



**Correlation is significant at the 0.01 level

* Correlation is significant at the 0.05 level

2. Is there a relationship between the manager's leadership style and organizational culture in the social security insurance organization?

Information contained in Table 6, related to the components of organizational culture and leadership style. As can be seen positive and significant correlation between the components of the ideal effect and mission culture is 0.132 obtained in the 0.05 level is significant. The effect of component flexibility direct correlation between the ideals and culture of 0.136 at 0.05 levels has achieved. In addition, direct and positive correlation between inspirational motivation with participatory culture that is equal to 0.145 is obtained is significant at the 0.05 level. As well as the component (inspirational motivation) with components of compatibility culture (0.156), flexibility culture (0.174) and organizational culture (0.264) positively correlated at 0.01 levels.

Table 6: Results of Pearson correlation coefficients between leadership style and organizational culture

Leadership style	Participatory culture	Mission Culture	Compatibility Culture	Flexibility Culture	organizational culture
Intellectual stimulation	0.054	0.076	0.111	0.114	0.05
Ideal effect	0.064	0.132*	0.045	0.136*	0.099
Personal considerations	0.11	0.041	0.038	0.125*	0.01
Inspirational motivation	0.145*	0.092	0.156**	0.174**	0.264**

Correlation is significant at the 0.01 level

* Correlation is significant at the 0.05 level



3. Is there a relationship between the creativity of employees and the organizational culture in the social security insurance organization?

Information contained in Table 7, related to the correlation coefficient between the components of organizational culture questionnaire and creativity. As seen correlation between the components of the participatory culture and creativity is 0.03. The correlation between mission culture and creativity is 0.064, between creativity and compatibility cultures 0.161, between flexibility cultures and creativity 0.103 and between total score of organizational culture and creativity is 0.115 obtained. Results of Pearson correlation coefficient between the component of flexibility culture and creativity correlations is 0.103 significant at 0.05 levels. Between the score of organizational culture and creativity, correlation is 0.115, which was significant at the 0.05 level.

Table 6: Results of Pearson correlation coefficients between staff's creativity and organizational culture

Organizational culture	Creativity
Participatory culture	•/•••
Mission Culture	•/•••
Compatibility Culture	•/•••
Flexibility Culture	•/•••*
Leadership culture	•/•••*

** Correlation is significant at the 0.01 level

* Correlation is significant at the 0.05 level

4. Can the leadership style predict employee's creativity and organizational in the social security insurance organization?

First stage:



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Study direct effects: First, management style and organizational culture at this stage as predictor variables and the criterion variable measured as creativity.

Table 8: indicators and regression analysis statistics

correlation coefficient r	The square of the correlation coefficient	The square of the correlation coefficient modified	standard error
0,298	0,089	0,072	12,18

The information contained in Table 8 shows that the correlation between predictor variable between leadership style and organizational culture with criterion variable as creativity is equal to 0.298. In addition, 8.9% of the variance is explained creativity by leadership style and organizational culture.

Table 9 Regression analysis of variance

Statistical Indicators Source	regression coefficient	standard error	Standard regression coefficient	T	Significance level
Effect of regression	3852,79	5	770,55	5,19	0,000
Remaining	39624	267	148,4	-	-
Sum	43476,8	272	-	-	-

Information on the results of analysis of variance showed that linear relationship between the variables in 0.01 is significant.

Table 10: Summary of regression analysis

Statistical Indicators Source	regression coefficient	standard error	Standard regression coefficient	T	Significance level
Constant	97,68	9,6	-	10,17	** 0,000
Intellectual stimulation	0,715	0,282	0,149	2,53	* 0,012
Ideal effect	0,493	0,248	0,119	1,908	* 0,048
Personal considerations	0,152	0,282	0,032	0,54	0,589
Inspirational	0,791	0,317	0,151	2,49	* 0,013



motivation					
organizational culture	0,277	0,136	0,123	2,02	0,044

Information contained in Table 10 shows that there is a significant correlation between the components of rational encourage, ideal influence and inspiration motivation, and organizational culture and creativity. In other words, what rational encourage, and inspired motivation and the organizational culture to be high managers and staff creativity increased.

The regression equation formed in this way:

Organizational culture + 0.277, Inspirational motivation= + 0.791, ideal influence +0.493
intellectual encourage + 0.715 corporate culture creativity -97.68

Second stage:

Study indirect effects: At this stage, management style as a predictor variable and organizational culture as criterion variables measured.

Table 11: Indicators and statistics regression analysis

correlation coefficient r	The square of the correlation coefficient	The square of the correlation coefficient modified	standard error
0,299	0,09	0,076	5,45

Information contained in Table 11 shows that the correlation of predictor variable between leadership style and organizational culture as the criterion 0.299. 9% of the variance as well as organizational culture by leadership style is explained.

Table 12: ANOVA, regression

Statistical Indicators Source	regression coefficient	standard error	Standard regression coefficient	T	Significance level
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Effect of regression	801,004	4	200,25	6,73	0,000
Remaining	8145,2	274	29,72	-	-
Sum	8946,232	278	-	-	-

Information on the results of analysis of variance showed that linear relationship between the variables at 0.01 is significant.

Table 13: Summary of regression analysis

Statistical Indicators Source	regression coefficient	standard error	Standard regression coefficient	T	Significance level
Constant	41,52	3,28	-	12,65	0,000
Intellectual stimulation	-0,307	0,124	-0,017	-0,3	0,746
Ideal effect	0,231	0,108	0,126	2,14	*0,033
Personal considerations	-0,067	0,123	-0,032	-0,546	0,586
Inspirational motivation	0,647	0,135	0,276	4,77	0,000

The information contained in Table 13 shows that the component of ideal impact of styles and inspired motivation has significant and direct relationship with organizational culture. In other words, what the impact and inspirational motivation to be higher organizational culture increased. Therefore, the ideals impact has direct and significant relationship at the 0.05 level and manager's inspiration motivation at the 0.01 level as predictor variables can predict its corporate culture as a criterion variable. The regression equation formed in this way. Predictor variables coefficient of inspirational motivation (0.647) and ideal impact (0.231) shows that inspiration motivation can cause managers more powerful than the impact of organizational culture's forecast:

Inspirational motivation 0.647+ idealistic influence 0.231 + 41.52 = organizational culture

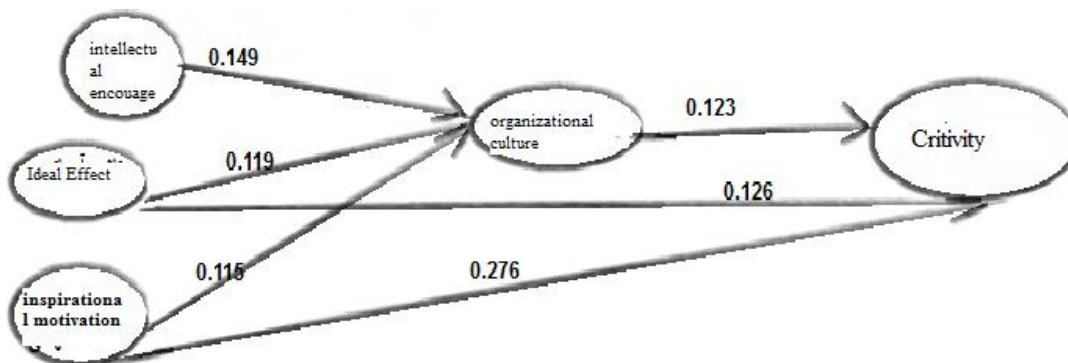
Table 14: Results of the direct and indirect effects of the variables of leadership style and



organizational culture on employee creativity

	Direct	Indirect	Total (Direct and indirect collection)
Intellectual stimulation	0.149	-	0.149
Ideal effect	0.119	0.126	0.245
Inspirational motivation	0.115	0.161	0.276
Organizational culture	0.123	-	0.123

Figure 2: Diagram of the relationship between manager's leadership style and employee creativity with mediator role of organizational culture



Conclusion

The results of the first question showed that there is a significant correlation between manager's leadership styles and creativity of employees in social security insurance organization. This shows that transformational leadership style will lead to more creative among staff. Coefficients obtained show that most encourage rational relationship between the director of the creative staff (0.172) and the lowest correlation between individual considerations please creativity of employees (0.059) is not significant at any level. The results of research Tabli (2011) showed there is a positive relationship between transformational leadership style and creativity of employees in government agencies of Neiriz city is consistent. In addition, the findings of Lee & Jung (2006) quoted the Tabli



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(2011), Khan (2014) and Gamoslogo and Illsio (2009), each in their study stated that transformational leadership and the ability to innovate increases in staff, Damas (2010) and Graford (2008) reported a positive relationship between the leadership and the creation of knowledge is consistent.

The results of the second study showed that the correlation at any level is not significant in terms of rational persuasion. The ideal influence and mission culture and flexibility culture obtained significant direct communication. The ideal influence and mission culture and flexibility culture positively correlated. Inspirational motivation has most relationship with flexibility culture (0.174) and the lowest correlation with organizational culture (0.145) and the mission culture of solidarity at any level is not significant. The results of research Fakhrzad (2011) that the relationship between manager's leadership style and organizational culture confirmed, Karaminia (2010) demonstrated that the leadership style of delivery pose a significant and positive organizational culture exists, Hosseini (2010) that the relationship between organizational culture and leadership style was positive and consistent.

The results of the third research question show a significant correlation between the total score of organizational culture and creativity is 0.115, which is significant at 0.05 level. The results of research Sharifi and Islamiehh (2013), the results showed there is a significant relationship between knowledge management and transformational leadership style among the senior faculty of Islamic Azad University of Tehran. honest and Islamiyah (2013) acknowledged that there is a significant correlation between the personality characteristics and organizational culture, Ghahreman Tabrizi (2005), based on the results of the study



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showed that organizational culture as a catalyst and motivates them directly or indirectly on creativity of people affected, is consistent.

The results of the research fourth question show that rational persuasion, ideal influence and inspired motivation by the organizational culture to be managers and staff creativity increases. The regression equation formed in this way:

Organizational culture 0.277+ inspirational motivations 0.791+ ideal affect 0.493 + intellectual encourage 0.715 + 97.68= creativity. As well as component of the ideal impact styles and inspired motivation has significant direct relationship with organizational culture. Predictor variables coefficient of inspirational motivation (0.647) and ideal impact (0.231) shows that inspiration motivation can cause managers forecast more powerful than the ideal impact of organizational culture: inspiration motivation 0.647+ ideal impact 0.231 + 41.52 = culture organizational

Research proposals

1. With regard to the relationship between leadership style and creativity of the staff recommended the managers exhibit transformational behaviors more in their behavior and pattern of his staff in their work, and show more creativity and innovation in order to achieve high donation of the organization.
2. Since the creativity of employees, for a large extent depends on their material and spiritual rewards, offered to leaders of the organization, in line with this, the positive steps taken.
3. Since the organizational culture affects staff creativity and style, offered through the creation of work teams in the organization, employees are encouraged to work collaboratively. Creating a supportive and friendly atmosphere at this track, very fruitful and will be helpful.



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4. Any organization, at any time may result in failure, so be sure to have a spirit of tolerance and flexibility of managers instead of blaming your staff, take creativity and ideas, to follow to get their views, and listening to their ideas and solutions, to bring a bright future for themselves and the organization.

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