



The Relationship Between Managers Transformational and Transactional Leadership Styles and Employees' Burnout: (The Case of Mellat Bank in East of Guilan Province)

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Abstract. The environment of organizations became more active and organizations need to move to the development in order to get the success. In order to promote the organization performance at today's circumstance, the transformational leadership as one of the leadership paradigms with employee's prompting ability and improving an organizational culture in which the ethical manners considered as a behavioral norm, tries to anticipate the environmental changes. This study aims to evaluate the relationship between transformationist and transactionist styles of bank managers and employees' burnout of mellat bank of EastGuilan province. The method of research is descriptive and applied, in terms of the data collecting method is a field study. its instrument was the standard questionnaire. This research will evaluate the 181 employees of Mellat Banks of Guilan province. Considering the statistical society in terms of theMorgan Table, the numbers of sample volume measured 123 people. By analyzing data recognized that transformational leadership has significant relationship with decreasing personal capability and emotional exhaustion. There is no reason which implicate on confirmation of relationship hypothesis between transformational leadership and depersonalization. Also, there is a extensive relationship between transactional leadership style and creating personal competence and depersonalization. But the hypothesis of relationship between transactional leadership and emotional exhaustion didn't prove.

Keywords: transformational leadership style, transactional leadership style, job burnout, emotional exhaustion, depersonalization.

1. INTRODUCTION

The success of an organization related to the proper and effective leadership style [2]. As organizations encounter with transformation and improvement of management customized actions, determining leaders' high performance and transformational traits will be crucial. [7] Through language, structure, values and behavior, leadership has implicit and evident effect on culture and also acts on personal and grouping level. [1] Transformational leadership is one of the leadership paradigms in organizational psychological that has been researched by most researchers. [20]. Un-appropriate work circumstances, organizational non-effective sense, personal not improvement sense, less opportunities for promotion, and restrictive regulations in organizational rules are some effective factors at creating and spreading job burnout. [13]. Employees are some people who are more endanger of job burnout, and behavior its and leadership style of managers is one of effective factors. Managers leadership style influences on employees' efficiency, productivity and job satisfaction, it's also effective in their insights,

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believes, psychological and organizational healthy. When the leadership style is unsuitable by increasing expectations of clients, changing organizational services and increasing employees' educational level, following the employees and successful of managers became difficult. [14]. The objective of this research was to: evaluate the relationship between leadership style and employees' job burnout of Mellat Bank of the East of Guilan Province.

2. DESCRIBING VARIABLE AND TERMS

2.1. Transformational leadership

Transformational leadership is a process for an intentionally influence in persons or group in order to making change and discontinuous transform and also organizational outputs are as a whole [6]. Burns proved that transformational leaders have great works. He want on that, the leaders are transformational who are able to draw necessary paths for new organizations, because they are sources of changes, can control all changes of organization. Transformational leadership style is a kind of leadership in which leaders have serenading and provide an intellectual self- motivation and special attention to their followers and guide them by influencing them[8]. Its dimensions are as follow: ideal influence, inspiring motivation, individual attention, mind stimulation, and personal consideration charisma, with these aspects leaders support, encourage and guide their followers. Leaders need to attention carefully to their followers' individual needs and may give them special responsibility in order to help to followers' growth by personal challenge [5].

Inspiring motivation: leaders make motivation by creating meaning and challenge at followers' work, since individual and team motivation is exciter. Optimism and eagerness displayed and encourage the leaders to predict an attractive future [15].

Motivation: Transformational leadership, motivate people's mind to provide creative and great ideas and solutions for solving problems. However, make these new and thoughtful ways considerable for followers and restudy great values and believes and see problems as ones that need to solve, and provide them reasonable solutions. A transformational leadership never criticizes followers' faults in the public view, and nevertheless provides them a circumstance to force them to challenge and encourage them to cooperate with each other in solving problems [5].

Ideal influence: means that in addition to respect, the leaders get confidence. This index include the following [12].

- Inspiring pride to members of group in order to coordinate with other members.
- Ignoring individual tendencies for group.
- Doing works in a way that motivates others respect.
- Showing power and competence sense.
- Making confidence to others that problems had solved.

Ideal behaviors: means that leaders behave great. It may sacrifice their needs to improve their groups' purposes [17]. this index contains followings:

- Talking about the most important values and believes.
- Specifying of the importance of a strong sense than purpose.

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- Paying attention to ethical and moral sources and decisions.
- Discussing about the importance of having confidence to each other [5].

Transformational leadership:

Transformational leadership means that, leaders give followers what they want and in spite of it, they expect followers to do their wishes.

At this trade, both sides (leader & follower) are related to each other and help each other to meet each other's wishes [17]. Bass offers that transformational leaders have high level of success at work, than transactional leaders. He points that in comparison to transactional leaders the transformational leaders get more promotion and better financial results. He also observed that, employees consider transformational leaders more effective and satisfying than transactional leaders [22]. Hollander believes that we can identify leadership just with recognizing three important power traits and the methods that interact. Most leadership theories such as Ohio studies, Fiedler pattern, path theory, purpose, participation leadership pattern and situational leadership pattern of Hersey and Blanchard all are about transactional leaders [11]. and its indexes are:

Conditional reward, management based on active exception, management based on passive exception.

Bass and Olive (1993), Cark and Chamber (1999) described the whole aspects of transactional leadership as follow:

Conditional (necessity) reward: Implies the behavior of leaders who emphasize on trading of resources, and contains providing different kinds of rewards in order to access to the purposes of both sides (leader and follower). Necessary reward of transactional leadership style facilitates learning of expectations and recognizing wishes. This aspect of transactional leadership make the following ready to work and clears what is their duties against what they expect [21].

Management based on active exception: consists of making control on deviations of roles and standards and specifying them. These leaders have partial and subtle standards to do works and may punish their followers, if they haven't got these standards. In this kind of leadership, the leaders are waiting for happening problems and if problems happen, they do reformatory actions. Management based on active exception concentrates on un-normalized, errors, exceptions and deviation of standards, and also fails to access standards[10] Management based on passive exception: implies leaders who does not intervene in fairs and problems, except when standards did not consider. In fact this method is another type of management, which is more passive and without any reaction.

In this style, problems and circumstances don't answered in a regular way. The passive managers clearly prevent of subtle agreements, clear expectations and providing purposes and standards for improvement. This leadership style has negative effects on suitable results. This kind of action likes a confused style or a style without leadership. Both styles have negative and destructive effects on followers.

2.2. Job burnout

Awriter [3] used job burnout with its new meaning for the first time, he described job burnout as a long time exhausting sense that result of hard and motiveless and uninterested word. Job burnout aspects consist of: emotional exhaustion, depersonalization, decreasing individual capability.

Emotional exhaustion: it is the main factor of burnout and the clearest degree of burnout signs. This aspect of job burnout implies fundamental response to stress. In fact, emotional exhaustion is a necessary aspect for describing job burnout and without it the concept of burnout is deficient.

Emotional exhaustion or exhausting related to lose of individual emotional energies. Now the previous state that has high exciter level, eliminate because of burnout and doing work is exhausting for him [19].

Depersonalization: named to non- feeling, non- related and rude responses to clients (service received people) and colleagues with burnout syndrome of negative feeling and insights with other reproach [22].

Diminished personal accomplishment: negative outputs of professional challenges and feeling of non- improvement at job and implying negative results in their work [22].

2.3. Conceptual model

Researcher with studying research publications and transformational and transactional leadership and job burnout tried to evaluate their aspect and provide a multilateral pattern just like Zopiatis and Constanti's (2012), to use it for evaluating the relationship between transformational and transactional leadership with job burnout, and their relationship among employees of Mellat Banks at East of Guilan Province.

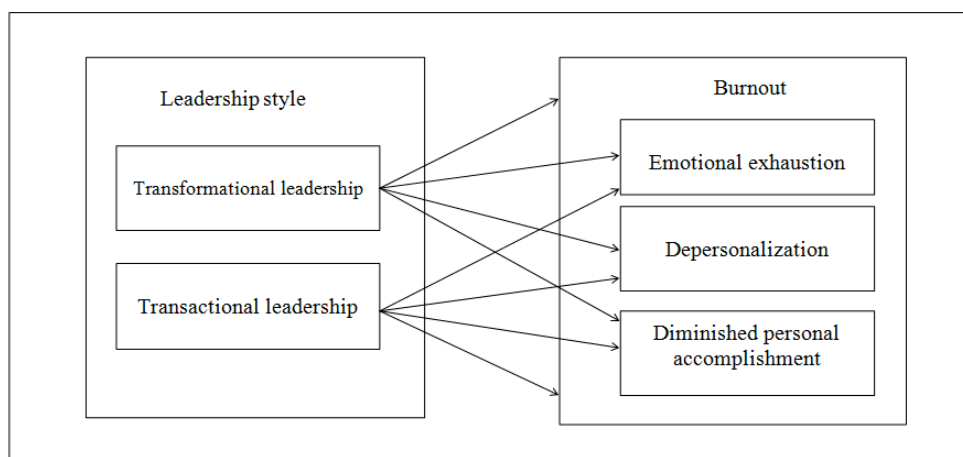


Figure 1. Research model: (Zopiatis – Constanti,2012).

3. HYPOTHESIS

1. There is a relationship between transformational leadership and job burnout of Mellat Bank employees at East of Guilan province.
 - 1.1. There is a relationship between transformational leadership and diminished personal accomplishment of Mellat Bank employees at the East of Guilan Province.
 - 1.2. There is a relationship between transformational leadership and depersonalization of Mellat Bank employees at the East of Guilan Province.
 - 1.3. There is a relationship between transformational leadership and emotional exhaustion of Mellat Bank employees at the East of Guilan Province.
2. There is a relationship between transactional leadership and job burnout of Mellat Bank employees at the East of Guilan Province.
 - 2.1. There is a relationship between transactional leadership and diminished personal accomplishment of Mellat Bank employees at the East of Guilan Province.
 - 2.2. There is a relationship between transactional leadership and depersonalization of Mellat Bank employees at the East of Guilan Province.
 - 2.3. There is a relationship between transactional leadership and emotional exhaustion of Mellat Bank employees at the East of Guilan Province.

3.1. Research methodology

This is a descriptive and correlation research method, in which the correlation between dependent and independent variables describes. It studied among field researches by the control type and control degree point of view, since, the researcher evaluate variables at their natural positions, and by the purpose point of view, this research is at functional research level.

The target population group consists of a collection of people or units that at East have a common adjective [9]. Sample group is a small collection of statistical society, consisting of some members who are selected of statistical population. In order word, a number of statistical society members (not all of them) contain sample group [9]. Since, studying all members of a society is time consuming and is not economical; the researcher had to do sampling [9]. The researchers' used sample instead of data collecting of whole statistical society, because practically, it is impossible to collect information of any member or measure him/her.

Even if it was possible, it is not possible because of time, expense and other human sources. Sometimes, studying a sample group instead of the whole statistical society, may lead to more reliable results, most because there will be less exhaustion and thus it will create less errors in collecting information, especially when the members of statistical society is very enormous [18]. In this research, the target population group was the employees of Mellat Bank at the East of Guilan Province, with 181 people (reference: department of human resources in Mellat Bank affairs of Guilan). Considering the numbers target group and according to Morgan Table, numbers of sample size is 123 people, which 150 questionnaires have distributed by use of accessible nonprobability sampling method. Finally, 126 questionnaires collected of employees and the information analyzed.

4. DATA COLLECTING METHOD

It is a field study and a tool for collecting questionnaire data. In this research it has been used of two types of questionnaires as follows:

In order to measure leadership styles (transformational and international), used of MLQ 32 items standard questionnaire and Likert five degrees method (1= very less to 5= very much). Job burnout has three components and for measuring it, extracted of Maslach’s 22 items standard questionnaire that measures by Likert’s five degrees spectrum (1= very less to 5= very much).

One of the most important conditions for a test to be a confidence tool for anticipating is that it should be reliable and constant [16]. The validity tests can categorize in three groups: content validity, criterion- related validity and structures validity [18].

This research used the content validity. Assure that the comment tool contains enough suitable questions to measure the concept of measuring. Hence the content validity shows that how the dimension and elements of content is subtle. At the present research, the questions of questionnaire are described proportional with theoretical and based on other similar researcher and with respect to details of every variables, and all of these evaluated by professionals, management professors and concerned with the questions of questionnaire, and also the main questionnaire has distributed after codification stage. What is applied for calculating the reliability coefficient is using of Cronbach’s Alpha coefficient. Since, almost in all items, Cronbach’s Alpha can applied as an appropriate index for inner credibility and coordination. [16]. So, this is calculated by using for SPSS software.

After the final confirmation, the questionnaire distributed at Mellat Banks of East of Guilan Province, then their results analyzed by SPSS software as follows.

Table1. Cronbach’s Alpha.

Variable	α Cronbach	Number of questions
Transformational leadership	0.888	20
Transactional leadership	0.839	12
Job burnout	0.927	22
Emotional exhaustion	0.906	9
Depersonalization	0.791	5
Diminished personal accomplishment	0.835	8

In this research, at the first stage, data analyzing studied by descriptive statistical methods to suggest properties of case study. The next step for data analyzing is use of inferential statics. Inferential analysis comments that how the results of studying a small group as a sample generalize to a larger group [4]. For testing the hypothesis, this study used of person correlation

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coefficient (it is a math index that describes the direction and value of relationship between two variable), that by use of it the correlation between two space or relative variable calculated [16].

5. RESULTS, DISCUSSION AND COMPARISON

Hypothesis one: there is a relationship between transformational leadership and job burnout of Mellat Bank employees at East of Guilan Province. There is a considerable relationship about 95% confident levels between transformational leadership and job burnout. The intensity of relationship is equal to -22.5% and has direct and negative effect, which suggests the reverse relationship between two variables. Namely, when the transformational leadership increases the job burnout will decrease. In this hypothesis on the other side, the coefficient of determination is equal to 0.05; this shows that transformational leadership and job burnout variables can predict 5% of job burnout variable.

Since this is a direct and reverse relationship, whatever the ability of managers increase in prediction, future supply, flexibility and strategic thought, we can decrease and change job burnout. Also, a research by Zopiatis and Constanti(2012) at Cyprus hospital shows that there is a direct and negative relationship between transformational leadership and job burnout, with the intensity of -20.24. Therefore, pretty intense relationship between two variables in the statistical community and research conducted in hospitals in Cyprus at a level that is consistent with results.

Hypothesis two: there is a relationship between transformational leadership and diminished personal accomplishment of Mellat Bank employees at the East Guilan Province.

There is a considerable relationship at 95% confident levels between transformational leadership and diminished personal accomplishment, the intensity of this relationship is equal to -37.8% and has direct and negative effect which suggests reverse relationship between two variables. When the transformational leadership increase, diminished personal accomplishment will decrease. Also, the coefficient of determination is equal to 0.143. This shows that transformational leadership can predict about 14% of diminished personal accomplishment variable. Since, this is a direct and reverse relationship, whatever informed influence of process in people or groups increase to make changes and transform discontinuously at the present condition and organizational functions, then we can decrease the diminished personal accomplishment. Also the results of Kim's (2013) research in Korean showed that there is a negative relationship between transformational leadership and diminished personal accomplishment of nurses, with the intensity of -32.4. Therefore, pretty intense relationship between two variables in the statistical community and research conducted in hospitals of Korea is at the same level, which is consistent with results.

Hypothesis three: there is a relationship between transformational leadership and depersonalization of Mellat Bank employees at the East of Guilan Province. Data analysis shown Given the significant level more than of 5 % is obtained in the hypothesis, Therefore, one can say with 95% confidence that the two variables have no significant relationship with. Thus, the third hypothesis of this study is rejected. Zopiatis and Constanti

(2012) in a study at Cyprus hospitals showed that there is a direct and negative relationship between transformational leadership and depersonalization variable, which is opposed to the results of this research.

Hypothesis four: there is a relationship between transformational leadership and emotional exhaustion of Mellat Bank employees at the East of Guilan Province.

There is a considerable relationship at 95% level between emotional exhaustion and transformational leadership style, with the intensity of -19.1%, which has direct and negative effect, and suggests a reverse relationship between two variables. It means that, increase the transformational traits, and decrease the emotional exhaustion. Also, coefficient of determination of this hypothesis is equal to 0.036 and shows that transformational leadership and emotional burnout can predict 4% of emotional exhaustion. Since, this relationship is direct and negative, if managers use transformational leadership style at their work units, they can change and decrease job employees' job burnout. Bagheri (1391) in a research showed that the transformational leadership style of football team coaches has considerable relationship with all aspects of job burnout and also by player's emotional exhaustion, with the intensity of -23.6 and is the same as the results of this research.

Hypothesis five: there is a relationship between transactional leadership and job burnout of Mellat Bank employees at the East of Guilan.

Data analysis shown Given the significant level more than of 5 % is obtained in the hypothesis, Therefore, one can say with 95% confidence that the two variables have no significant relationship with. Thus, the fifth hypothesis of this study is rejected. These results confirm the Rabinson and Stroom's (2012) at industrial companies of Australia and Zopiatis and Constanti (2012) of Cyprus hospitals, which shows that transactional leadership does not related with burnout. Hypothesis six: there is a relationship between transactional leadership and diminished personal accomplishment of Mellat Bank employees at the East of Guilan.

At 95% confident level, there is a considerable relationship between transactional leadership and diminished personal accomplishment with the intensity of -28.3%, which has direct and negative influence and suggests a reverse relationship between two variables. It means that, by increasing transactional leadership, the emotional exhaustion will decrease. Also, the coefficient of determination is equal to 0.08; this shows that transactional leadership and diminished personal accomplishment variables can predict about 8% of diminished personal accomplishment. Since, the relationship is direct and reverse, if managers meet the followers wishes, then they can change and decrease the diminished personal accomplishment. Gharaeini and Seyed- Abbas zadeh (1387) a research [] shows that the intensity between transactional leadership and diminished personal accomplishment is -15.8, and this relation is direct and reverse and is the same as the results of this research.

Hypothesis seven: there is a transactional leadership and depersonalization of Mellat Bank employees at the East of Guilan. At the 95% level there is a considerable relationship between transactional leadership and employees' depersonalization with the intensity of -17.6, which has direct and negative influence, and suggests a reverse relationship between two variables. It means that increasing transactional leadership will decrease depersonalization. Also, the coefficient of determination at this hypothesis is 0.03; this shows that the transactional

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leadership and decreasing personality competence can predict about 8% of decreasing personality competence. This is a direct and reverse relationship, if managers use of transformational leadership at Mellat Banks, then they can change and decrease employees depersonalization. Also, Kim (2013) in a research at Korea [] showed that there is a direct and negative relationship between transactional leadership style and nurses depersonalization, with the intensity of -13.3, that is accordance with the results of present research.

Hypothesis eight: there is a relationship between transactional leadership and emotional exhaustion of Mellat Bank employees at the East of Guilan.

Data analysis shown Given the significant level more than of 5 % is obtained in the hypothesis, Therefore, one can say with 95% confidence that the two variables have no significant relationship with. Zopiatis and Constanti's research (2012) a resreasc study at Cyprus hospitals [] showed that there is not considerable relationship between transactional leadership and emotional exhaustion, which is consistent with results. The result of s research at Australian industrial companies [] showed that transactional leadership lead to decrease the emotional exhaustion with the intensity of -24.3 that displays a direct and negative relationship.

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