Providing the Model of Promoting the Creativity (Consist of Organs’ Culture) in Cultural Organizations (Case Study: Mashhad’s Cultural Organizations)

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Abstract

This paper aimed at presenting a model of promoting creativity (consist of organs' culture) in cultural organization. The statistical population consists of all staffs of Mashhad's Office of Culture and Islamic Guidance and Khorasan Art and Culture Institution (Ghods Newspaper) in numbering 156 staff and a sample size is computed for 135 staff, by using a Morgan and Kerjesis table. Martine and Shine model is considered as conceptual model. Two organizational cultural questionnaire of Quing and Spear (Cranbachs' alpha=0.82) and Randsepps' creativity questionnaire (Cranbachs' alpha=0.963) have been used in gathering data and Spss and Lisrels' software’s have been used in analyzing data. The results of research show existence of meaningful and positive relationship between culture of organization and creativity. At least model of promoting creativity presented based on study's object and some approaches will be offered along that.

Keywords: culture, organizational culture, creativity, cultural organization
1- Introduction

The main problem of a researcher in this study is presenting a model of promoting creativity (rooted in culture of organization) in cultural organization which is not different from issues raised in organization. In fact a researcher wants to study a relationship between organizational culture and creativity in cultural organization, investigates dimensions or character which increase the organizational culture in culture of organization and finally by considering elements of organizational culture, design and present a model for improving creativity in cultural organization.

It must be said that, theoretically effect of promoting creativity on humans' behavior is important. Also by recognizing an organizational culture and discovering its relationship with other variables can lead to total boon. The influence of organizational culture on members of organization is in such a degree that by considering its different aspects toward a status of behavior, affective, out looks and attitude of organizations, members can be realized and their possible reaction toward the desired changes can be evaluate, predict and direct. Then researches in promoting creativity should be increased along organizational culture and these studies lays foundation of research based on conceptual and constant. Therefore by infusing each value such as creativity and innovation in organization, it is necessary that existent organizational patterns re-identify based on conditions, circumstances, social values and beliefs and can be found by recognizing an appropriate cultural pattern. Today most pelicans talk about importance and necessarily of creativity in cultural organization but seldom present a model and applied plans for gaining these objects. Carrying out this project leads to a series of mechanism which presents some solutions and results in comprehension developments in country by operating them through developing and emphasizing them on improving creativity in the other cultural organizations.

2- Review of Relevant literature:

In the field of culture and creativity many research have been done which will be stated later:

- Tu(2007), Zhou(2003), Mumford et al. (2002), Dess et al. (2000) in their research showed that the presence of creative workers has a positive effect on the creativity of others in organization and when the managers do not control their employees frequently and directly, and also they show more supportive actions, the positive effect on creativity will be more and more powerful.

- Bharadwaj et al. (1999), Fouss et al. (1992) in results of their research reported When the mechanisms of developing the organizational creativity (encouraging new and creative behaviors, creative changes, control of situation) are being in high level, it is leading to a significant increase in innovative performance. Kurtzberg et al. (2001) have been done a research in field of creativity and in research result stated that in situations and environments where people work, ideas are combining together and being creative is exhibit in work groups which they have increasingly important in today's working environment.

- Wang et al. (2003), Shalley (2000), Amabile (1996) according to their research reported that the managerial actions which influencing creativity, are included: challenging employees, granting freedom to subordinates, encouraging supervision, organizational support and creating a flexible
environment. Shalley et al. (2004) showed that granting reward to employees makes them feeling importance and proud in contrast with others in organization and thus increase their creativity.

Research of Ismail (2005), Egan (2005) and Pervaiz et al. (1998), suggesting that organizational culture have an impact on the creativity of individuals and organizations. Findings of Yilmaz (2010) research showed that there is a significant and positive relationship between leader behavior and organizational creativity. Gumusluoglu et al. (2009) and Shin et al. (2003) in their research found that in individual level, transformational leadership has positive and significant effect on creativity, and in organizational level it has positive and significant effect on organizational innovation. Berson et al. (2004) research showed that transformational leaders have the vision to create new ideas and possibilities for the future during a time of crisis and change and they are often creating new strategic directions.

As discussed, we can conclude that organizational culture influencing individual creativity and it is leading to a significant increase in innovative performance of individuals.

3- Research questions:

3-1) which model can present to improve creativity based on organizational culture in Mashhad's cultural organizations?

3-2) what is the quantitative model to promote the organizational creativity (based on Martinez and Shine's models and by using expert's idea)?

3-3) How is the importance of effective dimensions on organizational culture in Mashhad's cultural organizations (based on Martinez and Shine's models and by using expert's idea)?

3-4) what is the quantitative model for current situation of cultural organization (based on Martinez and Shine's model and by using expert's idea)?

3-5) what is the current condition of effective dimensions to promote creativity in Mashhad's cultural organizations (based on Martinez and Shine's models and by using expert's idea)?

3-6) How far is the gap between current and desirable condition of Mashhad's cultural organizations (based on designed and combined quantitative model)?

4- Research Methodology:

The objective of this research is applied and the data collection methods and conclusions are descriptive - survey. Since In this study, there are several variables which should be examined their effect on the dependent variable, using structural equation modeling will be necessary. Structural equation modeling is a comprehensive approach to test statistical hypotheses about the relationships between the observed variables and the latent variables. Through this approach we can test the acceptable of theoretical models in certain communities. Also LISREL software will
compile a series of indexes to measure the goodness of model. The indexes for the conceptual model in this research are as follows:

χ²: This index shows the difference between the model and the data. It is the measure for bad model. So as much as its quantity is less, it shows the less difference between the variance – covariance of taken sample and shows a bad model.

df: This index indicates the model's freedom degree and should not be less than zero.

P-value: This index is a measure of the appropriateness of the model. Acceptable quantity of the index is greater than 0.05.

Square mean of the model's error (RMSEA): This index is built based on the model errors and such as χ², it is a measure for bad model. Some scholars believe that this index should be less than 0.05, as well as others believe that this index should be less than 0.08.

Index for estimate the RMSEA domain in 90% confidence level: LISREL software estimates a confidence interval for the square mean of the model's error.

Goodness-of-Fit Index (GFI): This index is a measure for goodness of model. The rate of higher than 0.9 for this index, indicate the suitability of model.

AGFI: This index is the adjusted GFI index considering the degrees of freedom (df), and it is another index for a good model. The rate of higher than 0.98, indicate the suitability of model.

NFI: This index is another indicator to measure the quality of a model considering data. The rate of higher than 0.9, indicate the suitability of the derived model.

5- Conceptual model:

The initial conceptual model is based on Martinez and Shine's models. Variables and basic concepts, based on the conceptual model are described as follows:

Figure (1): Shine Model (Shine, 2003:40)

<table>
<thead>
<tr>
<th>Schein's cultural Levels</th>
</tr>
</thead>
<tbody>
<tr>
<td>Artifacts</td>
</tr>
<tr>
<td>Individual innovation, taking risk, responsibility, handle with conflict</td>
</tr>
<tr>
<td>Supported values</td>
</tr>
<tr>
<td>Structure, standards reward system, control orientation, integrity, unity, communication patterns</td>
</tr>
<tr>
<td>Fundamental assumptions</td>
</tr>
<tr>
<td>Examples and rootly metaphors symbols and group norms</td>
</tr>
<tr>
<td>Identity, support, warmth and intimacy</td>
</tr>
<tr>
<td>Ways of thinking and habits</td>
</tr>
<tr>
<td>Mental models and linguistic paradigms.</td>
</tr>
</tbody>
</table>
6- Analysis of Research Questions:

First, it is necessary to explain that in following Figures it is necessary to consider that:

- Modiriat is equal to management.
- Angizesh is equal to motivation.
- Shakhsiat is equal to personality.
- Farhang is equal to culture.

6-1) which model can present to improve creativity based on organizational culture in Mashhad's cultural organizations? The answer will determine in next question results.

6-2) what is the quantitative model to promote the organizational creativity (based on Martinez and Shine's models and by using expert's idea)?

Figure 3): Structural equation model in state of standard estimates of factors affecting creativity

Chi-Square=1.17, df=2, P-value=0.55782, RMSEA=0.000
Indexes for goodness of model shows that the model is in good condition and it is an appropriate model for the identification of various factors affecting the creativity.

6-3) How is the importance of effective dimensions on organizational culture in Mashhad's cultural organizations (based on Martinez and Shine's models and by using expert's idea)?

In following Figure the final model of research in state of significant numbers (t-value) and also summarize of results of structural equation modeling to investigate the research assumptions is shown:

Figure 4) Structural equation model factors affecting creativity (t-value)

- Managerial dimension of organizational creativity has a positive and direct impact (29.7%) on creativity and the relationship between variables is significant (hypothesis accepted). (t = 10.59, p = 0.000)
- Motivational dimension of organizational creativity has a positive and direct impact (30.7%) on creativity and the relationship between variables is significant (hypothesis accepted). (t = 12.04, p = 0.000)
- Personality dimension of organizational creativity has not a positive and direct impact (10.7%) on creativity and the relationship between variables is not significant (hypothesis rejected). (t = 2.06, p = 0.076)
- Social and cultural dimensions of organizational creativity has a positive and direct impact (28.9%) on creativity and the relationship between variables is significant (hypothesis accepted). (t = 9.28, p = 0.000)
6-4) what is the quantitative model for current situation of cultural organization (based on Martinez and Shine's model and by using expert's idea)?

In following Figure the final model of research in standard state and also summarize of results of structural equation modeling to investigate the research assumptions is shown:

Figure 5): Structural equation model for state of standard estimates for current situation of factors affecting creativity

![Figure 5](Image)

Chi-Square=1.67, df=2, P-value=0.43466, RMSEA=0.000

Table 2): Indexes for goodness of model.

<table>
<thead>
<tr>
<th>Index amount</th>
<th>( \chi^2 )</th>
<th>df</th>
<th>P-Value</th>
<th>RMSEA</th>
<th>GFI</th>
<th>AGFI</th>
<th>NFI</th>
</tr>
</thead>
<tbody>
<tr>
<td>Index amount</td>
<td>1.67</td>
<td>2</td>
<td>0.43</td>
<td>0.000</td>
<td>0.99</td>
<td>0.97</td>
<td>0.99</td>
</tr>
</tbody>
</table>

Indexes for goodness of model shows that the model is in good condition and it is an appropriate model for the identification of various factors affecting the creativity.

6-5) what is the current condition of effective dimensions to promote creativity in Mashhad's cultural organizations (based on Martinez and Shine's models and by using expert's idea)?

In following Figure the current situation model in state of significant numbers (t-value) and also summarize the results of structural equation modeling to investigate the research assumptions is shown:

Figure 6) Structural equation model for current situation of factors affecting creativity (t-value)
In Figure 6-5) can be seen the following results:

- Current situation of managerial dimension of organizational creativity has a positive and direct impact (30.8%) on creativity and the relationship between variables is significant (hypothesis accepted). \( t = 12.19, p = 0.000 \)
- Current situation of motivational dimension of organizational creativity has a positive and direct impact (31.1%) on creativity and the relationship between variables is significant (hypothesis accepted). \( t = 12.9, p = 0.000 \)
- Current situation of personality dimension of organizational creativity has not a positive and direct impact (8.8%) on creativity and the relationship between variables is not significant (hypothesis rejected). \( t = 1.63, p = 0.058 \)
- Current situation of social and cultural dimensions of organizational creativity has a positive and direct impact (29.3%) on creativity and the relationship between variables is significant (hypothesis accepted). \( t = 9.84, p = 0.000 \)

6-6) How far is the gap between current and desirable condition of Mashhad's cultural organizations (based on designed and combined quantitative model)?

\( \mu_1 \): Current situation in Mashhad cultural organizations based on a combinative and quantitative model.

\( \mu_2 \): Desirable situation in Mashhad cultural organizations based on a combinative and quantitative model.

Therefore, we should test the following assumptions:

\( H_0 \): There is not a difference between current and desirable situation of Mashhad cultural organizations (based on a combinative and quantitative model)

\( H_1 \): There is a difference between current and desirable situation of Mashhad cultural organizations (based on a combinative and quantitative model)
Table 3): Comparison between current and desirable situation of managerial dimension of organizational creativity

<table>
<thead>
<tr>
<th>Significant level</th>
<th>Degrees of freedom</th>
<th>t Statistics</th>
<th>Descriptive finding</th>
<th>Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.000</td>
<td>124</td>
<td>20.33</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>1.307</td>
<td>6.37</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>2.294</td>
<td>4.28</td>
</tr>
</tbody>
</table>

As can be seen from the Table 6-6-1), H₀ is rejected and H₁ is accepted (α=0.05). This means that there is a difference between current and desirable situation of managerial dimension of Mashhad cultural organizations (based on a combinative and quantitative model)

Table 4): Comparison between current and desirable situation of the dimension of motivation of organizational creativity in cultural organizations

<table>
<thead>
<tr>
<th>Significant level</th>
<th>Degrees of freedom</th>
<th>t Statistics</th>
<th>Descriptive finding</th>
<th>Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.000</td>
<td>124</td>
<td>19.716</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>1.193</td>
<td>6.15</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>2.340</td>
<td>3.8</td>
</tr>
</tbody>
</table>

As can be seen from the Table 6-6-2), H₀ is rejected and H₁ is accepted (α=0.05). This means that there is a difference between current and desirable situation of the dimension of motivation of organizational creativity in Mashhad cultural organizations (based on a combinative and quantitative model).

Table 5): Comparison between current and desirable situation of the dimension of personality of organizational creativity in cultural organizations

<table>
<thead>
<tr>
<th>Significant level</th>
<th>Degrees of freedom</th>
<th>t Statistics</th>
<th>Descriptive finding</th>
<th>Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.000</td>
<td>124</td>
<td>18.47</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>1.719</td>
<td>7.89</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>2.240</td>
<td>6.79</td>
</tr>
</tbody>
</table>

As can be seen from the Table 1.6.6.), H₀ is rejected and H₁ is accepted (α=0.05). This means that there is a difference between current and desirable situation of the dimension of personality of organizational creativity in Mashhad cultural organizations (based on a combinative and quantitative model).
Table 6): Comparison between current and desirable situation of the dimension of social and cultural of organizational creativity in cultural organizations

<table>
<thead>
<tr>
<th>Significant level</th>
<th>Degrees of freedom</th>
<th>t Statistics</th>
<th>Descriptive finding</th>
<th>Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Average Standard deviation</td>
<td>desirabl current</td>
</tr>
<tr>
<td>0.000</td>
<td>124</td>
<td>17.54</td>
<td>3.328 2.295</td>
<td>6.67 4.84</td>
</tr>
</tbody>
</table>

As can be seen from the Table 1.6.6.), $H_0$ is rejected and $H_1$ is accepted ($\alpha =0.05$). This means that there is a difference between current and desirable situation of the dimension of social and cultural of organizational creativity in Mashhad cultural organizations (based on a combinative and quantitative model)

7- Conclusions:

According to results can be said that from expert’s viewpoint, in the current and desired situation, dimensions of cultural organization (managerial, motivational, cultural and social) influencing organizational creativity. But the personality dimension does not affect organizational creativity. Therefore, in general model login of this dimension is not necessary. Also in all cases there are significant differences between the current and desired situation. So the things that are minimizing the distance are necessary. Can be stated that in organizations which has enriched and better culture, employees exert more creativity. These results was consistent with result of some research such as Kurtzberg et al. (2001), Ismail (2005), Egan (2005), Bharadwaj et al. (1999), Fouss et al. (1992), Pervaiz et al. (1998), Yilmaz (2010), Shalley et al. (2004), Amabile (1996), Tu (2007), Zhou (2003), Mumford et al. (2002), Dess et al. (2000).

8- Research Proposals:

1- Benefiting from Strategic Thinking: The strategic thinking provides comprehensive and foresight for organization and leads to better understanding of organizations and frequently creativity. On the other hand, it is leads to greater communication and interaction between managers, employees and customers and provides better utilization of the ingenuity and creativity of staff.

2- Since the dynamics of organizational culture is necessary for employee creativity, it is suggested that employee training courses designed for this purpose.

3- Organizations can help individual to promote their creativity by agree on the organization's values and beliefs, complying with change, considering people, harmony at work , aligning individual and organizational goals.
9- References: