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STUDY THE RELATIONSHIP BETWEEN ORGANIZATION CULTURE AND EMPLOYEE'S CREATIVITY IN CULTURAL ORGANIZATIONS: A CASE STUDY

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Abstract

Culture in an organization is like a character of a human which forms his behaviors and help it to lead the organization to its mission. Moreover, creativity is an intention to "create" which is potential in all people in all ages. In the other words, creativity is a capacity of observing new relationships, creating unusual thoughts and being far from traditional thoughts' patterns. Without an effective organization culture, creative activities cannot be expected. Consequently, the purpose of the study is investigating the relationship between organizational culture and creativity in cultural organizations. The population of the research is the whole employees of Ministry of Culture and Islamic Guidance, Islamic advertising Organization and Foundation of Martyrs**,** which are 600 individuals and the sample size according to Krejcie and Morgan is 234. To collect data two questionnaires of organizational culture from Quinn and Spreitzer (Cronbach's Alpha=0.8240) and creativity from Randsepp (Cronbach's Alpha = 0.963) and for analyzing them SPSS soft ware was exploited. The results revealed the positive meaningful relationship between organizational culture and creativity. Eventually, according to the purposes of the study the suggestions for the mentioned organization are recommended.

Key Words: Culture, organization culture, Creativity, cultural organization.

Introduction

The culture of an organization is a small size of cultural mega processes in organization environment that its borders are determined by the processes. Each organization is illustrating aspects of national, regional, industrial and professional cultures. It is shaped by fixed cultural processes of environmental players to some extent. Keit's culture describes different emotional, financial, mental and intellectual aspects of a society or a social group. Culture is not just art and documents but also it includes life styles, basic rights of people, traditions and beliefs. According to Hafsted, culture is a mental planning which causes separation between the members of a group or a society. Employees and internal individuals are the most effective notions in organization culture (Farhangi et al., 2008, p.221). Organizational culture was mentioned firstly in 1980 by Piterz and Waterman. Since then, a lot of academic centers, organizations, manufacturing, and service, administrative and commercial companies have tried to improve the concepts which are related to organizational culture. At least 150 definitions are offered. For instance, organization culture is defined as " a group of beliefs and values which are similar amongst an organization" or "similar rules and regulations which is the base of the

solutions of the members of an organization while it encounters problems" or " a social sticker which sticks the parts of organizations. The similar aspects of all definitions are the existence of beliefs and values which are similar amongst the members of an organization which leads the behavior of the members. The studies in the field of culture manifest that the sort of organization culture has a significant impact on organizations' performance, job motivation, creativity, innovation, job satisfaction, job stress, productivity and efficiency. On the other hand, creativity is the intention to create which is potential in all people from all ages. In other words, creativity is a capacity of observing new relationships, creating unusual thoughts and being far from traditional thoughts' patterns. Creative thought is a combination of innovation and flexibility which makes a learner to think about different results by logical thoughts (Hosseini, 2000).

The success of today's organization is dependent on creativity, innovation, discovery and inventions. According to current needs, organizations are encouraged to change their employees' behavior and fundamental changes in organizations. As it is considered, making all these changes like new and useful thoughts is increasing (Martins et al., 2003). Creativity is necessary for the survival of all organizations. Generally, creativity literature in organization field states three different categories of the elements which affect creativity, which can have influence on creativity and innovation from outside and inside the organization (Stanley and Tomas, 2008, p.551-552). Amabil (1998), Andriyopolos (2001), Kardinalo and Hatghild (2001) studies show that creativity is affected by variables of an organization. The most important organizational variables which affect creativity are "leadership style", "organizational Structure", intensive system"," organizational culture" and "resources". Based on some authors, the most significant factors are environmental and individual elements (Estin, 1974; Amabil, 1999), individual and organizational (Nelson and Quick, 1994), individual, group and organizational (Woodman et al., 1993; Isaksen and Layer, 2001), individual, professional and organizational (Oldeham and Kamingez, 1996). Some of studies pointed out that policies, structures and cultures (Barkhardert and Bras, 1990; Tashman and Nelson, 1990) and organizational training (Basdor et al., 1986; Vitli et al. 1991) are the outputs of the creativity. As a result, the factors which have influence on creativity can be categorized in a general category (individual and environmental) and a detailed category (individual, group and organizational) (Anddripoulos, 2001, p.833-834).

The effective factors of creativity from Sadeghi's point of view are capacities, character features, style, intelligence, challenging and environmental components like group and organizational factors. Group factors are the size of a group, variety of a group, solidarityof a group, and for organizational factors, the leadership style (coordinative-supportive), organizational structure (Organic structure), organization culture, incentive system and resources (financial and incentive) (Sadeghi Mal Amiri, 2007, p.124). The organizations which provide suitable culture for innovation can apply competitive advantages of it. A lot of researches like Amabil (1988) believe that the existence of a proper culture for innovation can play a key role as a permanent stimulation and it can also lead employees' behavior to innovation. The research which was done by GooralEkval confirms the relationship between culture and creativity. Amabil (1998) pointed out that if the whole organization support creativity, it improves in it. Organizational environment and culture play a pivotal role in creativity and innovation of employees (Ghasemzade and Azimi, 2003). Ernest Dill (1986) assumed that creating a creative and innovative environment is the most important factor which guarantees the survival of new thoughts in an organization. A proper environment for creativity not just persuade employees in making new suggestions, it causes that an organization chooses people who are more valuable for reinforcing elite staff (Aghayii, 1999, p.50). On the other words, organizational culture is a group of fundamental hypotheses that employees discover and develop them to be adapted to the environment and reaching to internal unity which affect all organizational phenomenon like employees' behavior, group performance, organization performance, creativity and innovation level, employees commitment, job motivation and job satisfaction. One of the most influential factors of developing and facilitating is the capacity of creativity and innovation. As a result, in the research, the researcher is studying the relationship between organizational culture and their sorts with employees' creativity in cultural organizations (Ministry of Culture and Islamic Guidance, Islamic advertising Organization and Foundation of Martyrs) of Torbat Heidariye and recently according to the results, some suggestions in increasing the development of organization culture and improving employees' creativity in organizations are studied.

Framework of the Study

Organizational Culture: According to Social Field theory of Frris et al (1999), organizational culture is a kind of organizational social environment which affects human resource system (Ferris et al., 1999, 397). Organizational culture reflects some hidden patterns of leadership behaviors in an organization. However, some researcher's cultural and

strategic researches are considered the same (Greiner, 1983, 14). Some other people considered organizational culture as a group of organizational strategies (Saffold, 1988, 548). Culture is a motivation, values, beliefs, descriptions and definitions of important events which make usual experience of the members of an organization or a society (House et al., 2001, 2002). The researches of organizational culture were carried out in different levels (organizational versus social), Methodology approaches (perceptive, qualitative and quantitative) and various related structures. Different sorts of cultures have different impacts on different leadership and management styles in an organization with priorities and different orientation. in some organizational culture studies, three dimensions are determined in typology of organizational culture.

Group Culture: Group culture is adapted to humanity approaches and concentrates more on forming friendly environment for all employees of an organization. In organizations which focus on supportive and friendly atmosphere, have friendly, fair, faithful, encouraging and coordinating work atmosphere.

Developing Culture: Developing culture concentrates on employees' entrepreneurial behaviors, commitment to innovation and development, taking risks and creativity in organization. In such an environment that the focus is on discipline strategies and organizational purposes, employees are encouraged to accept higher risks and acquire new sources of innovation.

Democrat Culture: An organization with hieratical culture focuses on an official rules and regulations. This dimension which is also called Buru? Culture concentrates on efficiency, formality and focus and also lack of needed flexibility. This kind of culture leads to a culture which compatibility and high prediction capability is its features (Tsui et al., 2006, 128).

Creativity: Bently presumed that creativity is applying knowledge, skills in new ways to reach valuable results (Bentley, 2002). Creativity is creating and appearing of a new thought but innovation is making those thoughts practical. In other words, creativity points to new thoughts. Innovation is making new thoughts (Alvani, 2002). Generally, the criteria of being thoughtful are a fundamental part of creativity definition which enables us to extract new but inefficient effects from creativity (Weisberg, 1992).

Prior Research

Conceptual Framework of Study: In line with the literature review and the aim of study as described at the start of the paper, the conceptual Framework of the study was configured as demonstrate in Fig. 1

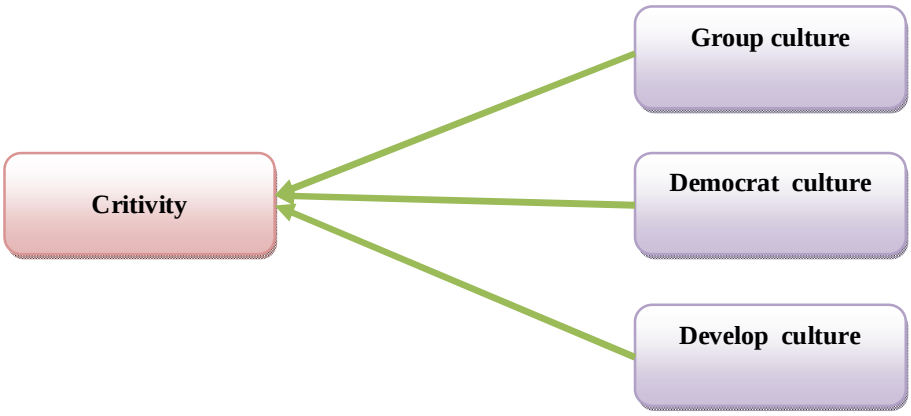

Fig 1. Conceptual Framework of Study

Research Hypotheses

The following Hypotheses were created for this study based on the conceptual framework for the study and literature review.

Main hypothesis is:

There is a meaningful relationship between organizational culture and employee's creativity.

Hypotheses areas are as following:

- There is a meaningful relationship between organizational culture (Supportive) and employee's creativity in Mashad cultural organizations.
- There is a meaningful relationship between developing culture and employee's creativity in Mashad cultural organization.
- There is a meaningful relationship between hieratical (Democrat) culture and employee's culture in Mashad cultural organizations.

Research Methodology

The study is an applied research and according to its purpose it is descriptive-correlation research.

Data Collection Tools: The main tool of testing in the study is standard questionnaire. The first questionnaire is organizational culture which has 12 questions (Quing and Spritzer, 2002), with Cronbach's alpha 0.8240, and second questionnaire which is Randsip creativity questionnaire with 50 questions with Cronbach's alpha 0.963. The population and statistics sample: the population of the research includes all employees of Travel and Tourism Organization of Mashad which are 600. In order to determining the needed sample size Kokran formula was applied which are adapted to Krejcie and Morgan table (sample size is 234 from 600) (Khalatbari, 2006).

$$n = \frac{NZ\frac{a^2}{2}.(1-p)}{(N-1)\varepsilon^2 + Z\frac{a^2}{2}.p(1-p)}$$

$$n = \frac{600\times(1.96)^2\times0.5\times(1-0.5)}{(0.05)^2\times(600-1) + (1.96)^2\times0.5\times(1-0.5)} \cong 234$$

Testing Research Hypotheses

Normality test of variables: if the meaningful level is less than 0.05, it is said that the variable is not normal otherwise it is normal.

Table 1: the results of Kolomogrof Smirnof for employees' questionnaires variables

Variable	Mean	Standard Deviation	Z (Kolomogrof Smirnof)	Meaningful level	Results
Organizational culture	96.36	9.070	1.232	0.096	Normal
creativity	48.28	4.994	1.196	0.114	Normal

The Results

In order to use the proper statistical method, at first entrance a hypothesis to the kind of the test was studied because research's variables are interval, Smirnof-Kolomogrof test was applied to test the normality of data. After being sure about the normality of data, Pierson test was exploited for correlation test. Meaningful level for statistical comparison was $p< 0.05$.

The main question:

There is a meaningful relationship between organizational culture and employee's creativity in Mashad cultural organizations. ($P<0.05$)

If it is assumed that Y is employees creativity variable, X is Organizational culture and ρ is the real Pierson correlation coefficient between organizational culture and employees' creativity, the following hypotheses should be tested through Pierson correlation test.

$$\begin{cases} H_0 : \rho = 0 \\ H_1 : \rho \neq 0 \end{cases}$$

Organizational culture has no relationship with employee's creativity.

Organizational culture has a relationship with employee's creativity.

Null hypothesis assumes that there is no relationship between X and Y and hypothesis 1 presumes that there is a meaningful relationship between two variables. The rules of the null hypothesis test are as following:

If the meaningful level of the test is less than 0.05, null hypothesis is rejected and H1 is accepted.

Table 2: The results of Pierson correlation test for investigating the relationship between organizational culture and employee's creativity in Mashad cultural organizations

	Pierson correlation coefficient	**Meaningful level**
Organizational culture	0.252	0.000

As it can be seen in Table 2, the correlation coefficient between two considered variables is 0.252 and the meaningful level of it is 0.000 which is less than 0.05. Consequently, the null hypothesis which mentioned the lack of existence of the relationship between two variables is rejected and the hypothesis that there is a relationship between two variables is accepted.

Sub-hypothesis 1: there is a meaningful relationship between supportive (group) culture and employees' creativity in Mashad cultural organizations.

Table 3: The results of Pierson correlation test for investigating the relationship between group (supportive) culture and employee's creativity in Mashad cultural organizations

	Employees' creativity	
Supportive Culture	Pierson Correlation Coefficient	Meaningful level
	0.055	0.386

As it can be seen in Table 3, correlation coefficient between two considered variables is 0.055, and the meaningful level is 0.386 which is more than 0.05. Consequently, the null hypothesis which is about the lack of relationship between two variables is not rejected. It means there is no relationship.

Sub- hypothesis 2: there is a meaningful relationship between developing culture and employee's creativity in Mashad cultural organizations.

Table 4: The results of Pierson correlation test for investigating the relationship between developing culture and *employee's creativity in Mashad cultural organizations*

	Employees' creativity	
Developing Culture	Pierson Correlation Coefficient	Meaningful level
	0.458	0.000

As it can be seen in Table 4, the correlation coefficient between two considered variables is 0.458 and the meaningful level is 0.000 which is less than 0.05. Consequently, the null hypothesis which is about the relationship between two variables is rejected. It means there is a relationship.

Sub-hypothesis 3: there is a meaningful relationship between Democrat (hierarchical) culture and employee's creativity in Mashad cultural organizations.

Table 5: The results of Pierson correlation test for investigating the relationship between Democrat (hierarchical) culture and employee's creativity in Mashad cultural organizations

	Employees' creativity	
Democrat (hierarchical Culture	Pierson Correlation Coefficient	Meaningful level
	0.047	0.126

As it can be seen in Table 5 the correlation coefficient between two variables is 0.126 and the meaningful level is 0.047 which is less than 0.05. Consequently, the null hypothesis is the lack of relationship between two variables is rejected. It means there is a relationship.

Conclusion and discussion

There is no valuable thought in the air. As a result, new ideas and thoughts requires cultural atmosphere. Edgae Shine believes the most important factor in creating activity and innovation and a developing plan is being careful about the organizational culture. In other words, knowing organizational culture and exploiting its strength is the secret of organizational creativity (Shine, Mahboob, 2004). The results of the study reveal that there is a positive meaningful relationship between organizational culture and each kind of that with employee's creativity in Mashad cultural organizations which it can be concluded that in organizations which have sufficient and high quality organizational culture, the employees have more creativity. In other words, according to the results of the research it is considered that organizations can increase employee's creativity by the agreement on existent values and beliefs in an organization (Organizational culture), adaption with the changes, coordinating in the job, following similar organizational and individual missions. The planners also cannot make a base for the criteria of creativity of the individuals without paying attention to organizational culture. The results are similar to some previous studies like Ahmadi et al (2011), Vanderopolos(2001) and Martins (2003) and also are against some studies like Yazdi Mohajer (1386),… .

The situation of the creativity shows that employee's creativity is not in a fabulous situation as other studies illustrate as well like Ghanbar (1999) about the managers of train station, Poorsaeedi (2000) about the board men of Iran university, Sam (2001) about middle managers of Kerman province, Seyed Ameri (2003) about sport managers of universities, Pirkhaefi (2008) and Ghahreman Tabrizi (2004) about the board men of Iran university and Ghafoori (2009) about physical education coaches(Ghafuri et al., 2009).

The probable reasons of the notion is the lack of internal motivation and job pressure (especially in environments like cultural organizations with a wide range of various wants and talents of clients), resistance in front of the change, having difficulty in new and unusual ideas with managers and other employees.

Suggestions for Organizations Managers

- Exploiting strategic thoughts: is one of the bases which plays a pivotal role in generating the training concepts in individual and organizational level and provides the best foundation for making the concepts practical like behavioral and performing changes is creating strategic thought in organizations (Etzkowitz, 2004). Strategic thoughts create generality and foresight which leads to better perception of organizations and repetitive creativity. On the other hand, it provides more chance for the relationship between managers, employees and customers and leads to exploiting employees' creativity and talent.

- According to the results of the study, it is considered that organizations can increase the creativity by the agreement on existing values and beliefs in organizations, adaption to changes, paying attention to individuals, coordination in the job and making similar organizational and individual missions. The planners also cannot make a base for the criteria of creativity of the individuals without paying attention to organizational culture.

- Due to the importance of dynamic organizational culture for the motion of employees' creativity, it is suggested that the notion is planned for knowing it better by holding training courses for employees.

Future Researches

- Study the existing obstacles on employee's creativity way and reinforcing it.

- Study and know a proper organizational structure for employee's creativity and innovation way and reinforcing it.

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