The Relationship between the Organizational Culture and the Creativity of Managers Departments of Youth and Sports in Kermanshah

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ABSTRACT

The present study deals with the relationship between organizational culture and the amount of youth and sports administrators' creativity. General objective of this study was to investigate the relationship between some elements of organizational culture and the amount of youth and sports administrators 'creativity in Kermanshah. And its specific objectives are considering each elements of organizational culture based on creativity. The kind and method of this is survey study. And has been tried to describe each of the ten elements and its correlation with creativity be determined .To determine the relationship between organizational culture and creativity the Pearson coefficient correlation was used and to determine the correlation between each of the elements of organizational culture with creativity. Spearman and Pearson's correlation coefficient were used. The population of the study is 35 persons that managers and assistants of youth and sports in Kermanshah form it. The instruments used in this study are Stephen P Robbins organizational culture questionnaire and Rand Syp's creativity questionnaire. After completing the data of the questionnaire were analyzed by administrators. The research findings showed that there is a significant relationship between organizational culture and department of youth and sports manager's creativity. Also the indices of organizational culture such as innovation, risk taking, leadership, control, identity, reconciliation with conflict and bonus doesn't have significant and positive correlation with creativity. But indicators of support, integration and communication patterns have a significant positive correlation with creativity.

KEY WORDS: organizational culture, creativity, managers of the department of sport and youth

INTRODUCTION

Since culture had been as an interface and underlying of different communities behavior and it is their criteria for evaluation , has an important role in universal judgments , and its protection and causing growth, promotion and elevation are of the most important tasks ofthe statesmen of each society (5).organizational culture is the unique pattern of assumptions, values and common norms that forms the activities of sociability, language, symbols and the operation of that organization(10). In another definition organizational culture is expressed as a set of common concepts , same beliefs , symbol and customs and traditions formed during the time and caused group cohesion and solidarity in organization (2) , considering today's ongoing rapid changes creativity and innovations are accepted as an important and fundamental principle in survival of the organizations . Accordingly, the developed countries have more emphasis on teaching creativity, in this regard the progress of human, organization and society depends on creativity and innovation, and being aware of the techniques and methods for creating suitable atmosphere is essential for growth and fertility of this spirit (1).Creativity is using mental abilities for creating a new thought and concept (3). Several factors can influence people's creativity and innovation within an organization. The most important factors are: facilitating and strengthening the amount of creativity and innovations in an organization, organization factors such as individual autonomy and freedom of action, determining the objectives clearly, organizational cohesiveness, suggestion system and management support of new projects, the severity of control in the organization, reward system, contrast level and risk (7).

Sheikhalizadeh Haris (2006) using a research on 50 individuals of physical education managers in eastern Azerbaijan concluded that there is a significant relationship between organizational culture and managers' creativity (6). Sayyedameri (2002) using a research concluded that there is significant relationship between the style of elected leadership of physical education managers and managers' creativity (4). Fakhrian (2002)) using a research concluded that there is a significant relationship between creativity and innovation with organizational culture , leadership style , organizational structure , evaluation system , reward system and allocation of needed resources . Ghanbari (1998)

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in a research in Iran Railway Company declared that creativity is related to organizational culture. He also concluded that individual autonomy and freedom of action, suitable suggestion system, organizational identity,and low level of contrast and organization risk is influential in the organization but no relationship Observed between organizational Cohesion and innovation (9). Bernard and Walker (1994) believe that Creativity methods and application courses with the free space for expressing comments will be used for increasing the efficiency and productivity of the work (11).Mumford et.al (2002) declared that the most important role of managers is creating a creative organization, creating an image fan of creativity in organization by creating a leading strategy and supporting the creative ideas (12). Amabil (2001) in a research concluded that in an organization the managers impose severe controls and take their decisions without the participation of the employees , employees' level of creativity and innovation is low (13) . Williams (2001) stated that in most of the organizations, applying and teaching top managers in creating a creative environment for employees have been ignored so that most of the organizations focus on the maintaining and nurturing creativity among employees, while most of the flow of creativity and innovation is in line with the way of managers' performance in departments and units of organizations (14). Wolf believes that organizational factors have an extraordinary role on employees' creativity and innovation (15).The topic of organizational culture and its relation with the creativity and innovation in sport organizations is an important problem and regarding to this it seeks the participation of all sports organization to acquire new ideas and plans for promotion and growth of Iran sports in all aspects. Iran managers and sports officials can provide a suitable ground for the activity of different classes of society, and lead the community towards sports by creative ideas and plans. This research conducted regarding the importance of the organizational topic and its relationship with the creativity in Department of youth and sports in Kermanshah and it is also done because no survey done like this in this department. Therefore, the present study aimed to investigate the relationship between organizational culture and creativity in the department of youth and sport in Kermanshah.

RESEARCH METHODOLOGY

The research method is descriptive – correlation and is done in fieldwork form.The survey population (statistical population) of this research is managers and assistants in Departments of sports and youth in Kermanshah the number of them is 35 persons. In this case, research questionnaire is used for data collecting questionnaire is of global standard in this regard. Therefore, questionnaire has the content validity and reliability, and it is used in Ministry of science, research and Technology (by Kazemi, Kurdnoghani entitled Randsyp questionnaire standardization). According to the obtained results questionnaire is of high validity. This questionnaire consists of organizational culture and creativity questions.

The questionnaire of organizational culture consists of 41 questions and the questionnaire of creativity consists of 50 questions in Likertscale. To ensure whether questionnaire really measure the given concepts or not we began to investigate on the validity of the measurement tools. For the validity of content, the survey questionnaire distributed among several faculty members and specialized scholars in this field. All received suggestions expressed in the final version of the questionnaire. By the way, it should be noted that the questionnaire of organizational culture and creativity are standard ones previously used by the researchers inside the country. Also, to ensure the reliability of measurement instruments researchers attempted to determine the reliability coefficient of the questionnaire. The reliability coefficient of the organizational culture questionnaire acquired using α kronback (0.77). Randsyp questionnaire of creativity investigated by kurdnoghani entitled Randsyp's creativity standardization questionnaire.The researcher conducted a study on 100 male and female managers in primary schools, guidance school, and high school in Khorasan province and concluded that the amount of validity of mentioned questionnaire equals to 0/73 and the amount of reliability is 0.76.Totally, concluded that this questionnaire enjoys both validity and Reliability. Toanalyze the obtained date in addition to descriptive statistics was used to determine thepresence or absence of a significant relationship between research variables. Spearman's correlation test was used. Itshould be mentioned that all statistical operations were done by SPSS-16 software.

RESULTS AND RESEARCH FINDINGS

A)Descriptive results
Age) 37% of staff aged among 30 to 35 years, 34% among 36 to 41, 5% among41to45, 14% among 46 to 50 and 8% among 51 to 55.
Educational level) 2% of the staffs were diploma, 20% associate degree, 54% BA. , 22% MA.
Years of experience) 20%had 1-5 years , 31% 6-10 years , 14% 11-15 years , 25% 16-20 years and 8% had the experience of 21 years or more .

Field of study) 97% were physical education and sport sciences, 2% were management, and 1% ware from another fields.

B)Test results hypothesis

Table 1: table related to the average, standard deviation, Minimum, Maximum, scores of the organizational culture and creativity dimensions.

variable	number	Minimum	Maximum	average	standard deviation
Innovation	35	7	17	12.91	2.31
leadership	35	8	16	12.22	2.17
support	35	5	16	9.74	2.44
integrity	35	7	15	11.77	1.88
control	35	6	11	8.28	1.36
identity	35	6	12	9.37	1.51
Reward	35	5	13	9.37	1.80
Compromise whitthe opposition	35	6	14	10.20	2.15
Communication pattern	35	5	15	10.74	2.36
risk	35	6	14	9.80	1.95
Organizational culture	35	73	123	104.42	10.04
creativity	35	114	177	144.37	14.78

As table 1 shows the total mean for organizational culture is 104.42, and among its dimensions, innovation and leadership have the highest mean and the dimension of control has the lowest one and the average of creativity scores is 144.3.
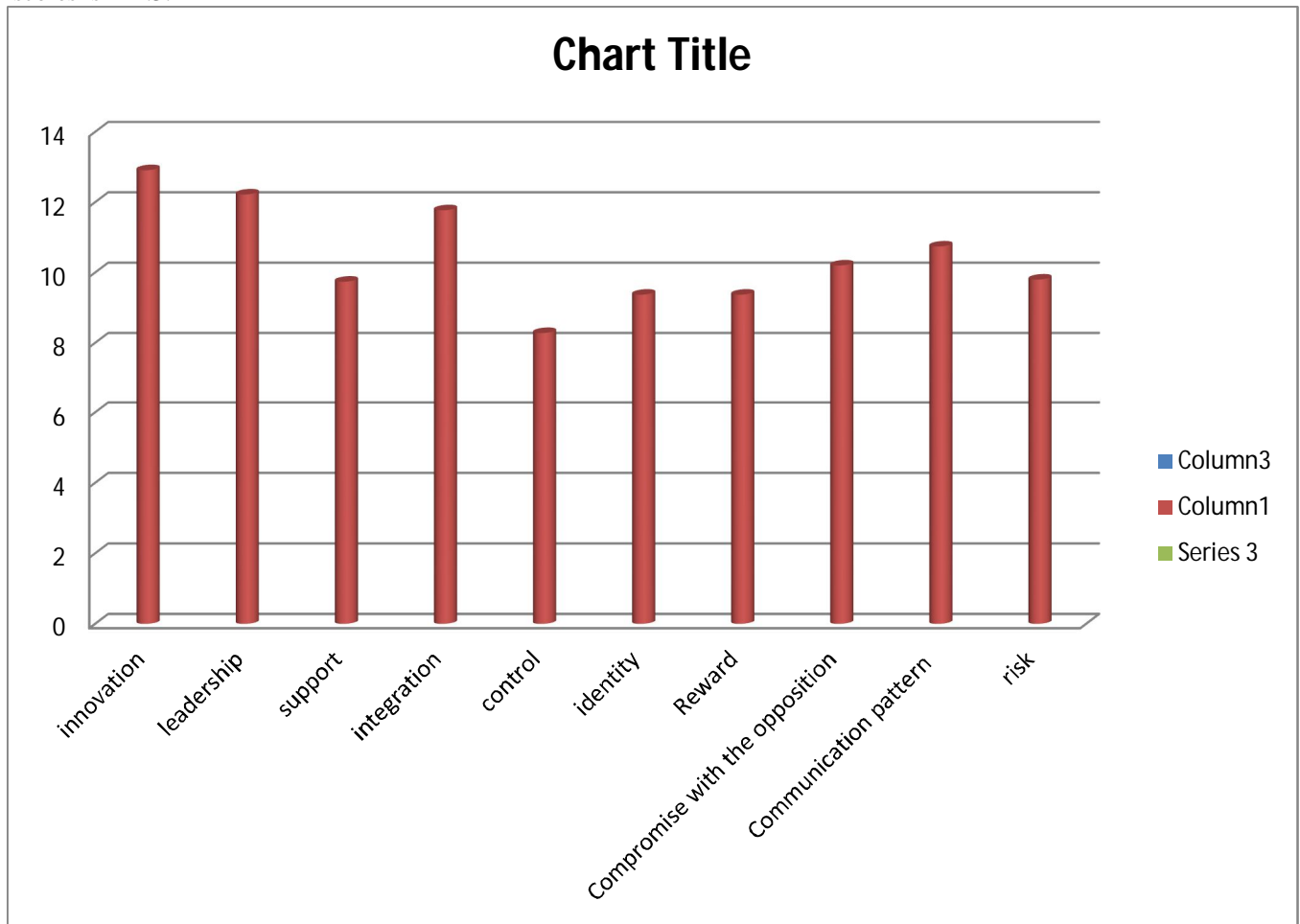

Diagram related to the average of organizational culture.

Table 2: Pearson correlation in order to the relationship between organizational culture and its components with the creativity of managers.

Elements	Number	Correlation	Significant
Innovation	35	0.03	0.85
leadership	35	0.25	0.13
support	35	0.33*	0.04
integration	35	0.41*	0.01
control	35	0.32	0.06
identity	35	0.03	0.85
Reward	35	-0.04	0.81
Compromise with the opposition	35	-0.02	0.90
Communication pattern	35	0.40*	0.01

*$p<0.05$ ** $p<0.01$

Regarding the correlation coefficients of organizational culture dimensions and the creativity of employees there is a significant relationship between protection and integration , communication patterns with the amount of creativity   and   here   is   no   significant   relationship   between   innovation   ,   leadership,   control, identity,reward,compromise with the opposition and risk with the amount of creativity .also there is a significant relationship between organizational culture and the amount of creativity among employees.

Discussion and conclusion

The aim of this study was to investigate the relationship between organizational culture and the creativity of managers in Kermanshah Departments of Youth and Sport. According to the obtained results from the study there is no significant relationship between innovation of managers in Kermanshah Departments of youth and sport and their creativity. This result is not in line with the result of Ganbari (1998), Wolf (1995) and Fakharian (1992) (8 – 15 – 9) .one of the effective external factors in the efflorescence of creativity is creating a stimulus, talented and totally creative environment. Organizations should create and prepare a kind of environment being able to nurture the emergence of new ideas among managers and staff and also by applying creative and environment managers the causes of fundamental and desired changes in Departments of youth and sport should be provided. Having a conservative morale and familiar with the old methods and techniques makes the spirit of creativity and an innovation weaken in individuals and eliminates it.So, the morale of modernistic enthusiasm can be established among individuals using education and guidance.

Bashed on test hypotheses, it was concluded that there is no significant relationship between risk creativity among managers in Kermanshah Departments of youth and sport. This result is not in line with the obtained results from Ganbari (1998) and wolf's study (1995) (15-9).In fact, the fear of criticism and failure is one of the major obstacles in the incidence of creativity in offices.This fear causes people not to do thing with indefinite results or its result achieved in long-term.

Based on the research findings there is no significant relationship between manager's leadership in the Departments of youth and sport in Kermanshah with their creativity. What makes the success of an organization is its leadership and know the difference between a successful organizations and an unsuccessful one not only in lack of investment, skilled and specialized persons, space, location and place but also in lack of qualified, efficient and creative managers. For them the quality of each organization is the most important factor in its strength and weakness.

Based on the obtained research there is a significant positive relationship between managers' support in Kermanshah Departments of youth and sport with their creativity. The obtained results from the investigation of Mumford and et.al (2002) Ghanbari (1998), Fakhrian (2002), SayyedAmeri (2002) and wolf (1995) is consistent with (12-9-8-4-15). In principle should note that nothing would be helpful without the commitment and support of top management in each Organization. In order to create a conducive environment for creativity and innovation top management should have commitment and attention to this issue.

According to the results of the research there is a significant and positive relationship between integrity and cohesion of managers in Kermanshah Departments of youth and sports.This result is not in line with Ghanbari's research (1998) but it is in line with wolf's results (1995). Integration of organizational units means complete coordination of organizational units in achieving its goal, if there is such a case, because of synergies created between organizational units, it creates more Creativity and innovations among people.

Based on the results of the researchthere is no significant relationship between manager's control in Kermanshah youth and sports Departments with their Creativity. The result of the present study isn't in line with Ghanbari (1998) and Wolf's research (1995) (15-9). Therefore, in organizations the strict control shouldn't be to such an extent that makes a barrier in the way of organizational innovation. The more control is flexible, the more experts creativity will also increase According to the research results there is no significant relationship between managers' identity in this kind of significant organization with their creativity. Identity is a set of the signs of material, biological and cultural in

internal form that causes identifying person from person, group from group, or an identity from the other identity. Therefore, organization should provide a proper ground for the formation of people's identity.

Based on the results of the research there is no significant and direct relationship between manager's reward and their creativity. These results are not in line with the obtained results by Ghanbari (1998), Fakhrian (2002) and wolf (1995) (15-8-9) it should be noted that using rewards for doing the current works and it prevents persons from doing innovative and creative works.

Based on the obtained research results there is no significant relationship between compromise with the opposition and the creativity of managers in Kermanshah Departments of youth and sport. Results obtained in this study is not consistent with Ghanbari's research, but it is consistent with Wolf (1995) (15-9). Creativity organizations support those kind of cultures that emphasize on the conflicts and discussions, by conflict, employees taught how to deal and encounter with new situations. These organizations absorb and employ people who speed up the greater orientation of the organizations toward creativity and innovation. In addition, people in the kind of organizations need to have the ability to create conflicts and way for solving them.

According to the acquired results there is a significant relationship between managers' communication patterns in Kermanshah Departments of youth and sports with their creativity.

In discussing and considering communication patterns and its relationship with the amount of creativity we can focus on the recognition, organizational concentration, organic and mechanical structures. As the organization has the higher degree of generation, that is, there were great emphasis complying with regulation and guidelines and the organizational concentration is strong.Organizational people in enforcing their personal tastes and duties are more limited and can't easily offer their own new comments, suggestion and ideas. In such a case, its biggest innovation is in the lowest level.

So, according to the consideration of organizational culture among managers in Kermanshah departments of youth and sports there is a significant relationship with their creativity. Regarding to this that any valuable thought is not and cannot be born in the vacuum. Thus, creating new thoughts and ideas takes a favorable cultural environment.

Acknowledgment

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