

The Relationship between Creativity and Job Performance Khorramabad Municipal Departments

Zeynab Soori¹ and Hadi Ferasat²

¹ Master of Municipal Psychology, Islamic Azad University of Saveh, Iran

² Lecturer, Department of Municipal Sciences and Psychology, University of Lorestan, Iran

Received: January 2, 2016

Accepted: February 29, 2016

ABSTRACT

This study aimed to investigate the relationship between creativity and performance of employees in the Municipal of Khorramabad. The study population included all staff Municipal agencies in Khorramabad, the number of 590 people of which 233 people (22 women and 211 men) were randomly selected for the sample. Inventory creativity Torrance (1979) and job performance questionnaire Paterson (1970), were considered research tools. Cronbach's alpha reliability test of creativity to 0.80 to 0.90 and for job performance questionnaire Paterson 0.84 reported. To analyze the data descriptive Distribution of frequencies and percentages and histogram, mean and standard deviation for options to respond to questions on the questionnaire (low, medium, high) was used. And for inferential analysis acclaimed a multi-variable regression with the help of software «SPSS» significant level $p < 0.05$ considered. Results showed that positive and significant correlation between creativity and job performance are Municipal agencies ($r = 0.158, p < 0.05$). The relationship between creativity and job performance only variable component of the initiative was not significant and the correlation coefficient for the two variables was observed almost zero ($r = 0.067, p > 0.05$). Multivariate regression analysis of the predictor variables creativity to improve job performance, showed that the only variable "fluidity" reliable predictor of job performance and other variables (flexibility, innovation and expansion) were removed from the equation. Overall, the results show that the relationship between creativity and job performance export Municipal, the relationship is very weak and hair components of creativity to improve employee performance are not strong predictors.

KEY WORDS: creativity, fluidity, expansion, innovation, flexibility, job performance, Municipal employees Khorramabad.

INTRODUCTION

To catch up with developments, provide new idea and theories of science, it is the inevitable-inevitable. In addition, creativity (despite its long history) as a new branch of human knowledge in the sense of ability and character That lead to new quality concepts and ideas and is a source of innovation there. New look for creativity, it focused on Municipal and training and to strengthen and activate it within the circuit knows the mental aspect and sphere of action counts [1]. Torrance, creativity has considered as a form of problem solving. In his view the creative thinking process is the following brief sense of the problems or shortcomings in the information, hypothesized about solving problems and overcome weaknesses, evaluation and testing of hypotheses, review and retest them and eventually transfer the results to others. Creativity involves producing something that is both authentic and valuable and processes emanating from the conscious and unconscious man [2]. Guilford, creativity is defined in terms of divergent thinking. In theory Guilford, divergent thinking is composed of several different factors:

- Fluidity (mental) produced a number of ideas in a given time
- Flexibility (stretching) to produce diverse and unusual ideas and different solutions to a problem.
- Novelty (originality): new methods of problem solving
- Open (expand): Production details and determine the implications and applications.
- Combine: Put together disparate ideas.
- Analysis: breaking down the elements of symbolic structures.
- To organize the change of shape design, functionality, and the use of.
- Complexity: the ability to deal with a number of different ideas simultaneously [3].

Torrance test your creativity Guilford based on the vision of the four basic skills of mental creativity, expansion, flexibility and initiative is made.

Student creative, analytical thinking, fruitful and constructive [4]. He can focus your mind on one thing and enough energy to give it to reality by creating a clear picture in mind be clear and understandable, and finally solve the problem [5]. Torrance believes a point, the importance of low intelligence, divergent thinking and convergent differentiation increases. The point or threshold, IQ 120, IQ level of a person's intelligence and

creativity to the next if any, will emerge. So, lower IQ than 120 intelligence and creativity may be a correlation, but not correlated with IQ of 120 or above [6]. Creative process consists of the following steps:

1. Absorption: intrigued by the substance of the matter.
2. Inspiration: the stage where we say, oh.
3. Test At this stage, the idea emerged to be tested as to whether useful and productive?
4. refining idea to amend They are practical and practical use.
5. The provide and sale: neutralize stage that most creativity and frustration stems. Managers should be bought or accept the ideas and then offer the customer organization [7]. Researchers have shown that environmental factors prominent factor in the development of creativity of individual issues, it is important that the share of highly variable environments, the social factors that can be changed more easily to individual characteristics and abilities [8]. Apart from environmental factors, personal factors or internal, such as various personal characteristics, motivation, cognitive abilities, willingness to take risks, expertise in the field, diverse business also play a major role [9]. Studies indicate that the peak of creativity in about thirty years of age, and then, remaining at the same level or gradually reduced And that is why attention to the "intellectual creation in childhood, adolescence and youth" is extremely important [10]. Research in the field of characteristics of creative people to show that they are not only full of intelligence, honesty, openness and flexibility are, The maximum benefit from their leisure time, with openness and divergent thinking, to examine various issues and to achieve innovative solutions [11]. From this research it can be concluded that high intelligence is not necessarily associated with high creativity, but little intelligence can be prevented creativity [12]. Source of creativity is required. If you do not see often in life, there will be no obligation to creativity. As well as personal crises like the crisis of society, can be a powerful driver for innovation in the person's, Determination, confidence, simulations, help from others, proximity, similarity/contrast/change, ancillary activities, an important factor for innovation and creativity [13]. It seems that creativity is an effective job performance. Performance is a function of the individual's abilities and motivation. The islands also function definition as a function of power, desire, knowledge, jobs, organizational support and defines environmental compatibility [14]. Employee performance is a result of the activities of the running duties after certain period of time. The result can be production aspects such as the number of books that one bookmaker is binding during the day, yet can have aspects such as the number of clients served throughout the day in various units of an organization guided by the receptionist [15]. Job performance in organizations frequently discussed, but it makes sense when you understand, success and failure of an organization depends on its performance [16]. Effective performance of the job is to achieve certain results or achieving specific results predefined for jobs (such as income), through specific measures so that in accordance with policies, procedures and organizational environment [17]. Determinants of job performance can be summarized as follows :

That is the function of motivation, ability and opportunity .

Is equal ability (skills× knowledge

Motivation is (attitude × position)

Human performance is equal to (motivation × ability)

The performance of the product: (opportunity × Resources × human) performance) achieved [18].

The relationship between creativity managers improve employee performance in the organization of petroleum research by Nazem and, Hamoudi [19] was conducted The results of "correlation coefficient", "t-test" analysis of variance "has demonstrated that there is a significant relationship between creativity managers improve employee performance.

Khalifa, Ebrahim Nobandegani [20] investigated the relationship between creativity and academic performance in high school students in Ahwaz videogames with the results achieved Between creativity and performance of students with experience and time to engage in video games there is a significant difference.

Esazadegan Jnaabady [13] on the relationship between cognitive emotion regulation strategies, creativity, emotional, mental health and academic performance of students, the findings found that mental health aspects of cognitive emotion regulation strategies inefficient, self-blame and disaster of-concept and blame others is a significant negative relationship. The results of this study showed that mental health dysfunctional cognitive emotion regulation strategies negatively and positively correlated with high academic performance and emotional relationship is not creative [21].

The results Radan [22] investigated the relationship between intelligence and creativity police managers and their performance, showed that the intelligence and creativity of a significant relationship with job performance of police managers.

Rego [23], in their study as a genuine impact on creativity and innovation leadership concluded that traditional leaders have a significant effect on creativity and innovation.

Kearny [9] examine the relationship between authentic leadership, creativity and innovation, he noted that the results show that there is a significant relationship between authentic leadership and creativity.

Avie [24] examined the relationship between psychological capital with creativity and superior performance pay. The results indicated a significant relationship between psychological capital and creativity.

Shali and Gilson [4] a group of factors, affecting individual and organizational creativity and concluded that time, group communication systems and organizational structure, people's creativity.

The aim of this study was to determine the relationship between creativity and performance are Khorramabad municipal departments. The aim of this study was to determine the relationship between creativity and performance are Khorramabad municipal departments .

For scrutiny in this area, four hypotheses were considered:

1. between the fluid components (creativity) municipal departments with employee performance Khorramabad there .
2. The components of expansion (creative) performance Khorramabad municipal offices there .
3. The initiative component (creativity) with the municipal offices Khorramabad there .
4. Between components of flexibility (creative) performance Khorramabad municipal offices there .

materials and methods

The study of the nature, objectives and hypotheses, and to the use of the results of the municipal departments Khorramabad can be applied. This study is descriptive correlational. The population is all employees of municipal departments Khorramabad, A total of 590 patients was calculated.

For sampling using the Krejcie Morgan, a sample of the target population was stratified random sampling that included 233 patients (22 women, 211 men .) The municipal departments of District 1 (n = 47), the Municipal District 2 (n = 40) and the General Directorate of Municipal Province (146) "was selected in a pretty standard questionnaire to complete and accountability were distributed among them. In order to gather information and research data from two questionnaires were used;1. Torrance creativity questionnaire includes 60 questions the integrity of creative thinking (initiative - flexibility - expanding and fluid) is measured .

Iran Buick (1997) final factor test 0.80 to 0.90 stated. Dr. Manouchehri [25], 0.95 number on reported Cronbach's alpha. 2. Inventory job performance by Paterson (1970). This questionnaire has 15 questions of four degrees, "rarely - sometimes - often - always" been formed. Manzari and Shokrkon [26] The reliability of the questionnaire in a sample of secondary school teachers in Ahvaz city using the Spearman-Brown formula and split-half pair - the equivalent of 0.84 were reported. In this study, to analyze the data, descriptive statistics (mean, standard deviation, percent, and histogram for the normal and the central limit theorem) and inferential statistical procedures (Pearson) is proportional to the measured data spss statistical software will be used to help.

RESULTS

The data analysis: statistical description of the sample by gender. Table 1 shows that of 233 people, 9.4 (22) were female and 90.6 (211) are the other man.

Table 2 shows that 20.2 of the 233 employees of the sample (47) in the first, 17.2 (n = 40) in the second and 62.7 (146) in the central office of the municipality are working Khorramabad.

The above data indicates that the average municipal employee creativity Khorramabad less than average (1). Statistical description of municipal departments Khorramabad job performance.

The information in Table 4 indicates that the average job performance municipality Khorramabad average (2.5) is higher.

Table 1. Frequency and percentage of the sample by gende

Gender	Frequency	Percent
Female	22	9.4
Man	211	90.6
Total	233	100.0

Table 2 . Distribution and frequency of sample in urban

urban area	Frequency	Percent
District 1	47	9.4
District 2	40	90.6
Central Office	146	62.7
Total	233	100.0

Table 3. And frequency distribution of municipality creativity Khorramabad

Options	Frequency	Percent	Mean	standard deviation
Low	51	21.9	0.8755	0.5469
Average	160	68.7		
High	22	9.4		
Total	233	100.0		

Table 4. Frequency distribution and percentage of job performance municipality Khorramabad

Options	Frequency	Percent	Mean	standard deviation
Seldom	6	2.6	3.485	0.8046
Sometimes	28	12.0		
Most	46	19.7		
Always	153	65.7		
Total	233	100.0		

Inferential statistics (correlation analysis)

The analytical data for the Kolmogorov-Smirnov test for normality data were tested to determine what type of analysis will be used.

Since the call distribution groups in each of the dimensions of creativity and whole questionnaire is not significant, conclude that the distribution of these variables was normal, so the analysis of parametric tests will be used.

Table 5. Questionnaires normal approximation test (Kolmogorov-Smirnov test)

Indicators	Mean	SD	Z	Probability	Distribution
Component fluid	19.5064	3.82834	1.343	0.068	Normal
Component flexibility	18.6695	4.85814	1.253	0.087	Normal
Innovation component	17.2961	4.68424	1.252	0.087	Normal
Component Stretch	17.4678	4.45766	1.360	0.059	Normal
Total creativity	72.9399	14.45999	1.306	0.069	Normal
Job performance	53.03	7.402	1.389	0.056	Normal

Test research hypotheses :

The first hypothesis

-The fluid component of creativity and job performance Khorramabad there is municipal departments . Pearson ($r=0.165$) indicate that the fluid component of creativity and job performance of municipal departments in Khorramabad with $p<0.05$ (is more than 95%) and there is a significant positive relationship. Thus, contrary to the assumption (assuming the investigator) was confirmed and the null hypothesis is rejected.

Table 6 .The correlation coefficient between the fluid component of creativity and job performance

Pearson Correlation	Job Performance
Variable fluid	$r =0/165$
	$p =0.012$
	$n = 233$

The second hypothesis

-Component flexibility, creativity and job performance Khorramabad there is municipal departments. Pearson ($r=0.141$) shows that the relationship between flexibility, creativity and job performance of municipal departments in Khorramabad with $p<0.05$ (is more than 95%) and there is a significant positive relationship. Thus, contrary to the assumption (assuming the investigator) was confirmed and the null hypothesis is rejected.

Table 6. The correlation coefficient between the components of flexibility, creativity and job performance

Pearson Correlation	Job Performance
Variable flexibility	$r = 0.141$
	$p =0/032$
	$n = 233$

The Third hypothesis

-Among the components of innovation, creativity and job performance Khorramabad there is municipal departments.

Pearson ($r=0.067$) shows that the relationship between innovation, creativity and job performance Khorramabad municipal departments with $p>0.05$ (less than 95 percent certain), there is no significant relationship. According to this hypothesis, unlike (say researchers) the null hypothesis is rejected and confirmed.

Table 7. The correlation coefficient between the components of innovation, creativity and job performance

Pearson Correlation	Job Performance
Variable initiative	$r = 0.067$
	$p =0/306$
	$n = 233$

The fourth hypothesis

-This component of the extension creativity and job performance Khorramabad there is municipal departments. Pearson ($r=0.146$) shows that the relationship between extension creativity and job performance Khorramabad municipal departments with $p<0.05$ (is more than 95%) and there is a significant positive relationship. Thus, contrary to the assumption (assuming the investigator) was confirmed and the null hypothesis is rejected.

Table 8. The correlation coefficient between the components of the extension creativity and job performance

Pearson Correlation	Job Performance
Variable extension	$r = 0.146$
	$p = 0.026$
	$n = 233$

The Fifth hypothesis

-Among the components of fluency, flexibility, originality and creativity extension with job performance Khorramabad there is municipal departments. (The pathology of fluidity, flexibility, innovation and creativity extension Municipal departments with job performance Khorramabad proper fit). The results in this area are as follows (Table 9).

Table 9. Descriptive statistics

Variables	Mean	SD
Job performance	53.03	7.402
Fluency	19.51	3.828
Flexibility	18.67	4.858
Initiative	17.30	4.684
extension	17.47	4.45

Table 10. The correlation matrix of variables

	Job performance	Fluid	flexibility	Initiative	extension
Job performance	1.000				
Fluid	0.165	1.000			
flexibility	0.141	0.498	1.000		
Initiative	0.067	0.455	0.629	1.000	
extension	0.146	0.522	0.606	0.515	1.000
Job performance	0				
Fluid	0.006	0			
flexibility	0.016	0.000	0		
Initiative	0.153	0.000	0.000	0	
extension	0.013	0.000	0.000	0.000	0

Table 11. Stepwise multiple regression

Model	Equation Regression	R	R ²	Coefficient a	b	The dependent variable (Beta)	sig
Fluid	6.462	0.165	0.027	46.809	0.319	0.165	0.012

As seen in the above tables, of 4 additional component (Fluid, flexibility, originality and extension) to the regression equation as predictors of job performance among employees of municipal departments Khorramabad only variable "Fluid" reliable predictor is job performance. Other variables (flexibility, innovation and extension) were removed from the equation. The correlation between job performance 0.165 Fluid, which shows the components of the variance of the 0.027 was able to explain job performance.

$$\text{Fluid } x \text{ a} + \text{b1} = \text{job performance}$$

$$(\text{Fluid } x \text{ 0.319}) + 809.46 = \text{job performance}$$

DISCUSSION

In response to the first hypothesis based on the findings of the study showed that the correlation coefficient between the fluid component of creativity and job performance positively correlated municipal departments, there is a significant and relatively weak. ($r=0.165$). It can be said that very strong predictor variable fluid creativity to improve job performance is not Khorramabad municipal departments..

In response to the second sub-research hypothesis based on the findings of the Pearson correlation coefficient was found that the relationship between flexibility, creativity and job performance and there is a significant positive relationship between municipal departments Khorramabad ($r=0.142$). So these variables suggests that flexibility is very strong predictor of creativity in order to improve job performance is not Khorramabad municipal departments. The results of the analysis of the research hypothesis; Kearny [9], Sharifi et al. [12], Avie [24].; is consistent. In response to the fourth research hypothesis based on the findings of the Pearson correlation coefficient was found that the relationship between innovation, creativity and job

performance Khorramabad no relationship with municipal departments ($r=0.067$) So this suggests that a good predictor variable creative initiative towards improving the job performance is not Khorramabad municipal departments. In response to the fifth hypothesis based on the findings of the study showed that the correlation coefficient between the components of the development of creativity and job performance and significant positive relationship between municipal departments Khorramabad ($r=0.146$) Therefore, it appears that very strong predictor variables creative development towards improving the job performance of Municipal departments not Khorramabad. In response to the findings of the sixth hypothesis of stepwise regression analysis with the help of the components of the "fluid", "flexibility", "initiative" and "development" and "job performance" of the 4 components added as predictors predictor of job performance in staff training and Municipal in Khorramabad only variable "fluidity" reliable predictor of job performance was determined by 0.027 able to predict job performance. The results of this research is consistent with research findings of Mozaffarian [3], Shali and Gilson [4], Abbas [7]; Sharifi et al. [12], Nazem et al. [19]; Khalifa [20], and Rego and Sousa [23].

Conclusions

The overall result was that what the data indicates that the relationship between creativity and job performance of municipal offices Khorramabad, very weak but positive relationship was observed. The study further suggests that factors such as intelligence, talent, metacognitive strategies, memory be considered in relation to job performance. So it seems that in future research studies are another samples. And other standard tools used for data collection. The most important factor affecting the results of the research, distribution of questionnaires, time, place and participants are recommended in future research, the questionnaire at a time, in a convenient location, and subjects that are were randomly selected, to be distributed between them, if the time limit is set at the time of collection, and in particular the full completion of the questionnaire respondents consider it to be a very demanding researcher.

REFERENCES

1. Ahmadi, S, Mubarak, H, Daraei, MR, salam zadeh, Yashar. (2011). Analysis of organizational communication and creativity Culture Ministry of Health, Treatment and Medical Education. Medical Journal, Volume 13, Number 4, pp. 28 -34
2. Alvani, M., (2012), public administration, Tehran, this publication.
3. Mozaffarian, Sh.(2012).Relationship management with individual creativity of employees (Case Study: Youth and Sports General Directorate of Golestan Province). Journal of Organizational Behavior, the first year, (2).
4. Shali. R., Gilson. J. (2004). Group factors affecting individual and organizational creativity, Journal of Curriculum studies. 24 (11), 126-142.
5. Khanalizade R, Kordnaeich A, Fani A, Moshki A. (2012),. *Relation between* Potentiating and Organizational Learning. A Case Study in Tarbiyat- Modaress University. J Change Management; 2(3): 20-45 (Persian).
6. Dockanei F. (2012), the share of each of the variables in the prediction of intelligence, creativity and entrepreneurship of university graduates Roodehen, Journal of Educational Management, Volume 3, Issue 4, Issue 12, pp. 29-54 .
7. Abbas, R. (2002). Evaluate the relationship between structure and creativity wise insurance companies. Master Thesis Faculty of Tehran University.
8. Vischer, J. C. (2007). The effects of the physical environment on job performance: Towards a theoreticl model of workspace stress. Stress and Health. 23, 175–184.
9. Kearny. J. (2013). Authentic leadership, creativity and innovation, journal of Learning and Teaching . 4xford Brookes university. 96(10)86-101.
10. Muceldili. A. (2013).Organizational climate and innovation, Journal of Curriculum studies. 12 (1),112- 125
11. Fishan A. (2010) creativity and innovation in people and organizations, publications cashmere.
12. Sharifi, Hassan Pasha, Sharifi, N., Tngstaty, Yalda (2013), forecast the achievement of self-regulation and creativity Roodehen Azad University, Journal of Educational Management Volume 4, Number 4, Issue 16, Pages 157-178
13. Esazadegan, Jnaabady,S,(2010) The relationship between cognitive emotion regulation strategies , creativity, emotional, mental health and academic performance of students, the Journal of Educational Psychology, Volume 7, Number 12, Pages 71-92.
14. Bazzaz Jjas Ayeri, S A. (2011). With an emphasis on performance Management to evaluate the performance of employees, the First International Conference of 82.

15. Rahnavard, F. (2008). Factors affecting the performance of public sector organizations. *Journal of Management*, Issue 4 (31).
16. Ivancevich, J. M.(2007). *Human Resource Management*. New York: Mc GrawHill.
17. Sydanmaanlakka, P. (2003). Intelligent leadership and leadership competencies: developing a leadership framework for intelligent organizations. PHD Dissertation, Helsinki University of Technology, Department of Industrial Management, Laboratory of Work Psychology and Leadership, pp. 1-180.
18. Ghasemzadeh, H. (2009). Educational programs for learning and creative thinking, *Journal of Engineering*, numbers 3 and 4.
19. Nazem F, Mohamadi M, Dokaneifard F. 2013. *Monitor* performance in various areas of Azad University. *J New Approach Manag. Educ.*; 8(3): 45-55. (Persian).
20. Khalifh, Ebrahim Nobandegani, M.(2014).The relationship between creativity and academic performance in high school students in Ahva with video games, *Journal of Education*, Volume 19, Issue 1, Pages 171-192
21. Isen, AM. (2008) Positive affect and creativity. In S.W. Russ(Ed). *Affect. Creative experience and psychology adjustment* (pp.3-11). Philadelphia.
22. Radan, AR (2012), an intelligent and creative directors, creativity and performance managers, police and advanced management, monitoring and inspection extension *Journal*, Volume 6, Number 19, Pages 31-48.
23. Rego A., Sousa F. (2011). Marques C., Cunha M.P.; "Authentic leadership promoting employees' psychological capital and creativity"; *Journal of Business Research*, pp.1-9.
24. Avie. F. (2008). The relationship between psychological capital with creativity and superior performance. *Journal of Educational Development*, 12, 115–142.
25. Manouchehri, M, (2008), reliability, validity and standardization of test Torrance creativity among school teachers in Tehran, *Tehran University of Psychology and Education*, thirty-eighth year, No. 3.
26. Manzari, H and Shokrkon, A. (1996), the standardization, validity and reliability of the questionnaire Paterson's job performance between boys school teachers in Ahvaz city, *Journal of Organizational Behavior*, Issue 1.
27. Mieler. J. (1995). Organizational climate and innovation, *Journal of Curriculum studies*. 6 (4), 116- 135.