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Relationship Between Organizational Culture and Personal Creativity from the Viewpoint of Shiraz University of Medical Sciences' Academic Staff (Faculty Members), 2010

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Abstract: Deep and Precise look at organizations shows that key factor in their success is complicated and unclear but powerful. Strong happening named as Organizational Culture (OC), influence on personnel behavior. Creativity, survived surety in competitive environment, always is affected from other elements. This research studied the relationship of OC and personal creativity in Shiraz University of Medical Sciences in 2010. From the viewpoint of Denison, OC traits include Adaptability, Involvement, Mission and Consistency. It was Descriptive-Correlation. Statistical sample was 122 of academic staff that selected on Simple Random Sampling. Data was collected by Denison OC and Randcepp Creativity questionnaire. Finding showed statistical significant relationship between OC and Creativity. With regards to the expectant power of creativity, involvement was first and adaptability was last.

Key words: Organizational Culture, Creativity, Denison Model.

INTRODUCTION

In each organization there are values, symbols and myth that steadily change. These common values as origin of movement and dynamism show how personnel understand and react their environment (Robbins, 2005; Tossi, 1994). A growing research stream in organizational sciences views organizational culture as a principal aspect of an organization's functions and a critical driver of effectiveness (Schein, 1984). Manifested in the shared fundamental beliefs and assumptions, values, attitudes, and behaviors of the organization's members, culture is theorized to be the prime factor (1) shaping organizational procedures (Jarnagin, 2007), (2) unifying organizational capabilities into a cohesive whole, (3) providing solutions to the problems faced by the organization, and, thereby, (4) hindering or facilitating the organization's achievement of its goals (Yilmaz, 2008). Mintzberg introduced OC as organizational ideology and common beliefs and traditions that makes our organization different from others (Hoy Wayne, 2007).

After universe appeared and social life developed, human has started to invent. His inventions which were resulted human mind appeared according to the needs. Nowadays changes happen widely and deeply and affect all of our lives. Today creativity is known as the key of success and survival. So these evolutions in technology, science and management make universal successful organization to act depending on creativity (Mooghali, 2010).

In scientist view, creativity is axle of worldwide movement in 21_{st} (Golestan Hashame, 2003). It is vital in unstable situation and if there is not any creativity, organization will ruin in long time (Zaree Maten, 1995). It is ability of new and different look to a subject or process of breaking and rebuilding knowledge about a subject and getting new knowledge (Golestan Hashame, 2003).

Organizational culture can stimulate creativity by recognizing and rewarding creative performance (Amabile, 1996). On the other hand, cultures that view new ideas unfavorably have destructive internal competition, value risk avoidance, overemphasize the status quo, and have internal political problems that undermine creativity.

The purpose of this article is to present OC, by means of a model, and the determinants of organizational culture which influence creativity and innovation.

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2. Theoretical Background:

Researchers believe that as human has specific and different personality, organization too. This will make studying OC essential (Ameri far Farshad, 2007). One of today's primary management challenges is the development of organizational cultures that value innovation, change, and creativity.

The adoption of an innovativeness ethic allows the organization to stretch the limits of individual and collective knowledge, skill, and ability to meet complex consumer needs (Gilmartin Mattia, 1999). Fezi and Robbins focused on OC importance in making educational framework with regards to the main creativity roles (Andripoulos Constantine, 2001). Hannagan believed that culture is abstrusely mixed of real and obvious factors about how behave in organization (Hannagan Tim, 2002). In the point of Denison, OC is basic values, assumption and beliefs, behavioral pattern from these common values and symbols that shows link of values and behaviors in organization and has little to do with performance issues (Denison, 2007).

So, organizational culture can be described as a set of beliefs and assumptions shared by organizational members that facilitate internal integration and external adaptation (Schein, 1984).

The Denison Organizational Culture Survey measures four key culture traits. His framework which is presented in Figure 1 concentrates on four broadly defined cultural traits: *Involvement, Consistency, Adaptability,* and *Mission*. Grounded in research, and developed by Denison and Neale, the instrument enables organizations and their leaders to identify specific strengths and weaknesses that research has shown to impact business performance drivers, including sales growth, market share, quality, innovation, employee satisfaction, and customer satisfaction (Denison, 2005).

Denison contends that these traits of involvement, consistency, adaptability, and mission highlight major tensions or contradictions faced by modern organizations to perform effectively and collectively facilitate an organization's capabilities for integrating and coordinating internal resources as well as its adaptation the external environment. The model (Figure 1) further specifies that each trait is measured by three indexes (i.e., value dimensions) (Denison, 2005).

The *involvement* trait is composed of the component indexes of empowerment, team orientation, and capability development. Organizations that value (1) individual authority and employee initiatives, (2) working cooperatively toward common goals, and
(3) the development of employee skills are theorized to score high on this trait. According to Denison, a cultural profile scoring high on the involvement trait helps organizations to attain internal integration of resources by creating a sense of ownership and responsibility. Similarly, the consistency trait is also considered critical for achieving internal integration based on its ability to facilitate the coordination of activities (Denison, 2005; Beach, 1996).

Effective organizations empower people, organize around teams, and develop human capability (Lawler, 1996). Executives, managers, and employees are committed and feel a strong sense of ownership. People at all levels feel that they have input into decisions that will affect their work and see a direct connection to the goals of the organization (Katzenbach, 1993; Spreitzer, 1995; Gillespie, 2007).

It seems that when the project team feels individual responsibility for setting realistic targets and lives their milestones, feeling truly accountable to them, they are most motivated to achieve them (Buchel, 2005).
Unlike involvement, however, which emphasizes flexibility; *consistency* emphasizes stability and involves three components labeled core values, agreement, and coordination and integration. These three components refer, respectively, to the degree to which organizational members (1) share a set of values which create a sense of identity and a clear set of expectations, (2) are able to reach agreement on critical issues and reconcile differences when they occur, and (3) work together well to achieve common goals (Denison, 2005).

Effective organizations tend to have strong cultures that are highly consistent, well coordinated, and well integrated (Davenport, 1993). Behavioral norms are rooted in core values, and leaders and followers are able to reach agreement even with diverse points of view (Block, 1991). Consistency is a source of stability and internal integration resulting from a common mindset (Denison, 2005).The *adaptability* trait concerns how the organization copes with external contingencies and changes. It is attention to the environment principles (Gillespie, 2007). This trait includes the component indexes of creating change, customer focus and organizational learning. Adaptable organizations are driven by their customers, take risks and learn from their mistakes, and have capability and experience at creating change (Denison, 2005).

Ironically, organizations that are well integrated are often the least responsive (Kanter, 1983). Internal integration and external adaptation can often be at odds (Nadler, 1998).

Finally, the *mission* trait defines the organization's goals and provides the organization's members with a sense of purpose and meaning. As such, the mission trait emphasizes stability and direction, and helps the organization to orchestrate its relationships with the external world (Denison, 1996).

Organizations with a well-defined and understood, clear set of values emphasizing strategic direction and intent, goals and objectives, as clear direction for work (Denison, 1995) and vision, common view for favorite future (Denison, 1996) are considered performing high on the mission trait (Hamel, 1994; Mintzberg, 1987). Evidence suggests that the effect sizes of the culture traits on effectiveness indicators might differ from one culture to another. When an organization's underlying mission changes, changes also occur in other aspects of the organization's culture.

Whereas adaptability was found to be the prime driver of effectives for Russian firms struggling in a transition economy, for instance, for firms in the US the mission trait appears to be the strongest determinant of effectiveness (Denison, 2005).

Consequently, two of the traits, involvement and adaptability, are indicators of flexibility, openness, and responsiveness, and were strong predictors of growth. The other two traits, consistency and mission, are indicators of integration, direction, and vision, and were better predictors of profitability. Each of the four traits was also significant predictors of other effectiveness criteria such as quality, employee satisfaction, and overall performance. The different studies also showed that the four traits were strong predictors of creativity (Denison, 1995). Innovation, creativity and new product were most highly associated with the traits of consistency and adaptability (Yilmaz, 2008).

At the core of this model are underlying beliefs and assumptions. These deeper levels of organizational culture are typically difficult to measure and harder to generalize about. However, these underlying beliefs and assumptions result in organizational practices which are observable and which are represented by the four key traits of involvement, consistency, adaptability, and mission (Denison, 2005).

Creative heart, participation in decision making, ethics, cooperation and sincerity at work, reciprocal respect, self-controlling, justice in employment, merit orientation in payment and open environment for criticizing as OC indexes have significant relation with job satisfaction (Alamdari, 2001). Accordingly, researchers have presented empirical studies to characterize the organizational culture phenomenon and effectiveness, organizational performance, job satisfaction, product-stream, innovation and creativity(Yilmaz, 2008; Alamdari, 2001; Ghahraman Tabrizi, 2005; Martins, 2003; Avan, 2002; Woodman Richard, 1993).

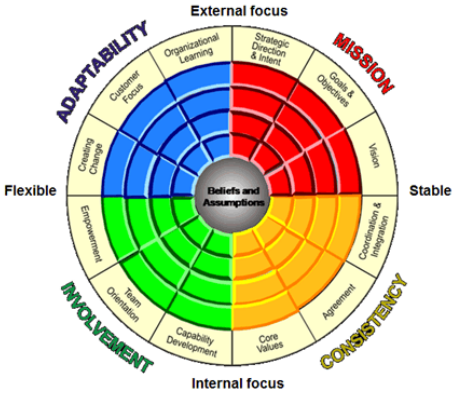

Fig 1: The OC model.

The second variable in this study is creativity.

In today's competitive business environment, global competition forces companies to perpetually seek ways of improving their products/services. Organizations increasingly aspire to become more creative and capitalize on the benefits of creativity, and perceive the development of conditions that encourage creativity within their working environment as a long-term process rather than a quick fix to their current problems. While the capability of an organization to become more creative must start at the level of the individual, individual creativity in itself is not enough. A vital, often ignored component of creativity is the creativity that occurs at the organizational level (Andripoulos Constantine, 2001).

Although many psychologists have expressed an interest in the phenomenon of creativity, psychological research on this topic did not rapidly expand until after J. P. Guilford claimed, in his 1950 APA presidential address, that this topic deserved far more attention than it was then receiving. Guilford named creativity divergent thinking (new alternatives for solving problem) on the contrary of convergent thinking (correct response) (Simonton Dean, 2000). Creativity is process of developing new ideas with regards to the process importance for ideas and alternatives (Amabile Teresa, 2005).

It is not related only to one person, but is an ecology that all parts of it communicate and react with each other (Harrington, 1996). In addition, we define organizational creativity as the creation of a value, useful new product, service, idea, procedure or process by individuals working together in a complex social system (Woodman Richard, 1993).

By the way, creativity process has 5 general steps: Preparation, Incubation or Sleeping over problem, Persistence, Insight and Verification. Preparation includes precise imagination and attention to the problems. At the second step, inner emphasis on problems will be discarded.

At the Persistence more attempt done to reach new data and needs more courage. Afterward, new ideas will be enforced and omit weakness, reaching to the real point of problem solving. At last, compare the chosen idea with expected goal and result so it is conversion from idea to act. The final step is reporting and vital. With respect to it, human always seek problems and new demand to know it and follow creative process (Haghighi Mohammad Ali, 2003).

Researchers summarizes five key factors that affect organizational creativity, namely organizational climate, leadership style, organizational culture, resources and skills and the structure and systems of an organization motivating factor, organizational atmosphere, social communication, managerial role and performance, knowledge management, job nature and intelligence (Adams Karlyn, 2005; Williams Scott, 2001).

Motivational factors especially inner motivation that is affected deeply social environment, have main role in growing creativity. Intrinsic motivation is conducive to creativity and extrinsic motivation is detrimental. Intrinsic job-related motivation which include opportunity for advancement and development, loyalty to employees, appreciation and praise of work done, feelings of being involved, sympathetic help with personal problems and interesting work, are found to encourage employees' risk-taking behavior (Wong, 2008). Intrinsic motivation is the primary driver of individual creativity and drives organizational learning, transformation and innovation (Castiglione James, 2008).

Open organizational environment and accept changes is suitable for creativity. This is organizational culture that prepare proper atmosphere for growing or destroying it (Nasabi, 2009; Abraze, 2007).

The importance of creativity and innovation is that in absence of them organization will be disappeared in long term. This importance not only related to the producing system but also to the other parts especially universities as future human resource fostering center (Wong, 2003). Martins and Blanche announced the relationship between OC and creativity. They named 5 indexes as strategy, organizational structure, supportive mechanisms, creativity inducing behaviors and open communication (Martins, 2003).

Consequently, organizations continually follow individual and organizational creativity and try hard to omit the obstacle, with a view of increasing and improving competence, service quality and quantity, efficiency and productivity, job satisfaction and motivation, expenses reduction, resource wasting prevention and ill bureaucracy decrease (Mohamadi Nahid, 2005).

With respect to the knowledge producing, transmission and publication as educational structure factors, unfortunately in Iran concentration on knowledge transmission resulted in producing and publication neglect (Perkhaefi, 2004). So SUMS academic staff also enface with this problem, teaching many various students, and guide their talents and capabilities, on the contrary, must adapt themselves with the fast changes by using new idea and creating creative environment. These need suitable environment and culture that induce new ideas, creativity and innovation. At educational system, structural, human and cultural variables with motivating and preventing effect provide this (Zeki Mohammad Ali, 2001). It is inevitable that effective changes are the results of OC changes (Martins, 2003).

On the other hand, Values, norms and beliefs that play a role in creativity and innovation can either support or inhibit creativity and innovation depending on how they influence individual and group behavior (Martins, 2003). Also Mooghali et al said improving organizational culture and providing suitable environment for personnel participation in decision making and organizational performance can make creative system (Mooghali, 2010).

Managers and scholars have largely accepted the notion that OC is linked with positive organizational results. There is growing evidence to suggest that supportive cultures of new product development processes. Most managers know that organizational culture influence the firm's economic consequences and recognize its important role in shaping product-innovation processes. Highly innovation-supportive cultures are credited with fostering teamwork and promoting risk-taking and creative actions that seem directly linked to effective new product development. Fostering highly innovation-supportive cultures in practice however is easier said than done (Avan, 2002). Specifically, participative leadership enhances creativity, whereas more autocratic styles seem likely to diminish it (Kolb, 1992).

In conclusion, as organizations recognize the growing importance of creativity and creative problem solving, training interventions should be directed to the suitable OC to directly and indirectly affect on it (Andripoulos Constantine, 2001; Denison, 2005).

Core point is managers and researchers OC in order to develop OC promoting role on creativity. This was the stimulant of our study. By studying this subject we get better finding of OC and creativity and their component. Outcomes motivate managers and employers to accomplish and overcome in this competitive environment. It helps them to achieve new competitive benefits.

With regards to the importance and relation between OC and traits with creativity, we decided to do this study and investigate OC traits power in predicting creativity.

3. Method:

Shiraz University of Medical Sciences is one of the most successful and credible universities in Iran and middle east that in addition to educate Medicine and Para Clinic students, provide hygiene and treatment services. This study was descriptive-correlation. The statistical universe was 650 academic staff. Statistical sample was 122 that selected by Cochran equation and Simple Random Sampling.

Our empirical analyses are based on Denison's theory of organizational culture and creativity. Measures of the cultural traits are adopted from Denison's Organizational Culture Questionnaire in 2000, but we used revised version (2007). This instrument includes 60 items. Denison has conceptualized the four major cultural traits as second-order, broader factors, each composed of three component indexes. Each one of these 12 component indexes is measured with five items. Its reliability was 0.84 (Cronbach Alpha).

Randsepp creativity questionnaire published with 50 items in 1979 to measure personal creativity in organization. Its reliability was 0.81 (Cronbach Alpha).

With respect to being standard and from the point of scientific, both questionnaires had content validity. Both of them are in 5 point Likert-type scale with anchors strongly disagree (=1) to strongly agree (=5).

Additionally demographic data included in sex, education degree (MA and PhD), and years of work were collected.

OC and its traits were considered as predicator and creativity as depended variable. Data analysis was carried out by using the statistical program packages SPSS in two descriptive and analytical parts (Pearson coefficient and bi-variable regression analysis). P-value, equal or lower than 0.01, was considered statistically significant.

Results:

Total of 122 questionnaires selected on simple Random sampling were submitted to the academic staff to collect data and all of them were credibly returned.

The participants were male (75/4%) and female (24/6%). According to results, the degree of education was 17/3% MA and 82/7% with PhD. They have been working at SUMS for one year to 30 that most of them located at the 11 to 15.

The Pearson correlation for the study variables are given in Table 1. OC and its traits were significantly correlated with creativity. There was evidence in Table 1 that involvement, mission, consistency and adaptability (0.68, 0.58, 0.48, 0.41) had correlation from up to down.

Table 1: Correlation of variables.

Variables	Creativity	Involvement	Consistency	Adaptability	Mission
Creativity	1	0.68**	0.48**	0.41**	0.58**
Involvement	0.68**	1	0.37**	0.13	0.26**
Consistency	0.48**	0.37**	1	0.17	0.28**
Adaptability	0.41**	0.13	0.17	1	0.29**
Mission	0.58**	0.26**	0.28**	0.29**	1

**P>0.01

According to the research goals and questions, we identified share of each OC traits in creativity of SUMS academic staff. Amount of R^2 was 0.71. So 71% of creativity adjusted R square was explained by involvement (Table 2). So other traits were made to go out from the regression.

Table 2: Summary model of OC and Creativity.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.847	0.717	0.707	9.081

**P>0.01

With regard to these results, define regression equation:

Creativity = unstandardized coefficients (70.22) + 0.847 (involvement)

As we wanted to predict creativity depending on OC and traits, we used bi-variable regression. We analyzed OC and its traits as predicator and creativity depended variable.

Data in Table 3 showed OC and its traits can predict creativity. Consequently, each increase or decrease in OC and traits cause same changes in creativity.

Table 3: Regression.

Predictor Variable	R	R2	Adjusted R Square	F	Sig.	Beta	T	Sig.
Organizational culture	0.82	0.67	0.67	55.25	0.000	0.82	7.17	0.000
Involvement	0.68	0.46	0.45	103.33	0.000	0.68	10.16	0.000
Consistency	0.41	0.17	0.16	25.00	0.000	0.41	5.00	0.000
Adaptability	0.48	0.23	0.22	36.74	0.000	0.48	6.06	0.000
Mission	0.58	0.34	0.33	61.83	0.000	0.58	7.86	0.000

At last, the grade of each index (12 indexes) was measured and OC model was drawn in figure 2.

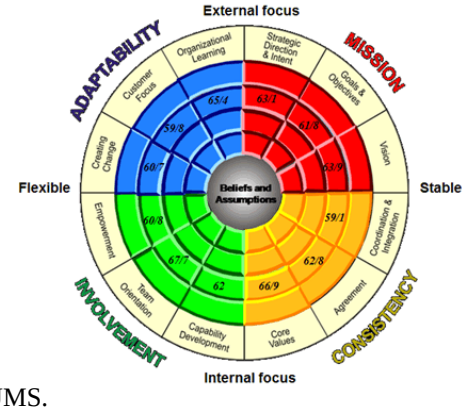

Fig. 2: The OC model in SUMS.

As a result of all indexes located at the third quarter (25%), SUMS OC placed at the acceptable level.

All in all, Shiraz University of Medical Science depending on Albrecht key was placed at acceptable level with 152.6 but organizational creativity got 181.8 and placed at under-mediate level. Therefore, keeping and improving creativity and OC in sums needs effective alternatives. At last, there was not any relationship between demographic variables with OC and creativity in this study.

Discussion:

Efforts to delineate the impacts of organizational cultural traits on firm effectiveness continue. The present study contributes to this growing research stream by examining the effects of Denison's four major organizational culture traits, involvement, consistency, adaptability, and mission, on creativity.

Most of researchers believe that if we want to prepare environment for effective changes, OC must be changed. Ahmad (1998), Martins (1989), fezi (1993) and Robbins (1996) focused on OC as a key factor in forming educational framework with creativity and innovation as the base (Ghahraman Tabrizi, 2005). Johnson (1996), Pinar (1997), Teshlak (1997) and Tashman (1997) introduced OC as participative factor in creativity and innovation (Martins, 2003).

Our results notice significant relationship between OC and creativity in SUMS academic staff. This has consistency with the results of Davoudabadi (1994), Andripoulos (2001), Martins and Hoy (2003) studies. They showed each change in OC causes reduction or growth in creativity. In the viewpoint of Aram (2002), OC can be origin of movement, creativity dynamism and innovation.

As before said, for drawing OC model, Denison model according to 4 basic traits (involvement, consistency, adaptability and mission) was used. OC model in SUMS noticed that OC strongly encourages academic staff participation in all parts and focus on empowerment, team working and capability development. SUMS had stable, harmonic and solid culture in order to pay more attention on common values. According to SUMS model, strategic direct as SUMS ideal, clear and short-time goals and objects that related to the mission, vision and strategies, clear route for each member at work, vision with common view for favorite future, all prepare organizational environment to create and develop creativity.

Positive significant relationship between involvement and creativity showed that academic staff didn't separate from their job. They work as a team and believe that it can be essential for their success. They have fundamental skill and power in decision making. SUMS accept and encourage responsibility versus common goals and respect their abilities and skill. This can be creativity incentive.

Consistency is values that form strong base. Significant relationship with creativity show that in consistent and solid systems, leaders and followers behave according to the basic values, are skillful in reaching agreement on complicated objects, these common and basic values cause organizing and prepare clear set of must be done and mustn't, so creativity and innovation will be developed (Denison, 1996).

It must be noticed that correlation rate of this trait located at the third level. It means that involvement and mission had correlation rate with more grade.

Adaptability is attention to the environment commitment at work. Organizations hold a system of norms and beliefs that support the organization's capacity to receive, interpret, and translate signals from its environment into internal behavioral changes that increase its chances for survival, growth and development. As we can see, an organization that can't execute the consistent and new alternatives in front of changing and unstable environment and needs surely doesn't have necessary creativity and innovation. As a matter of Gilford opinion, creativity is ability to achieve to new solution for solving problem. So positive correlation between adaptability and creativity declared that organizations with high power in creating changes, costumer focus and organizational learning, can be creative and innovative systems. OC with high level of creating change can present new and creative ideas to grant varied needs. On the other hand, personnel steadily adapt with new, creative and advanced process of work and try vigorously to achieve what is favorite and useable for them. These group grow strongly and new ideas and learn how to learn with each other. According to the SUMS model, adaptability was at the desirable, so with regards to the positive relation, we can say that SUMS with OC. Concentrate on learning and adapting to changes, encourage and induce creativity and innovation.

The mission trait consists of value dimensions such as strategic direction and intent, common goals and objectives, and a long-term and clear vision to identify proper route of organizational activities. These dimensions emphasize productivity and goal alignment, and are generally manifested in such behavioral orientations of organizational members as emphasis on stability, working towards a shared meaning, and alertness to external contingencies. As the data analysis showed significant relation between creativity and mission, we can indicate that clear and well-defined goals and directions for organization and personnel can incite creative ones. In fact clear understanding of mission and future picture can prompt creative participation. As it can be seen at the model, mission located at the suitable and desirable level, so SUMS has creativity derived from culture with worthy vision for future, well-defined goals, strategies in order to achieve success.

Finally, regression for predicting creativity with OC and traits showed that OC can predict creativity and explained 67% of creativity changes. Also from 4 traits, with respect to the importance, involvement located at the first and mission, consistency and adaptability orderly located. Hence, more focus to these 4 traits will be resulted in creativity growing and development.

We suggest planner to force on OC as inductive element for creativity and innovation by using main resources such as money and time, group working and reciprocal supporting group members, different ideas combination, developing creative thinking, reward and encouragement, job promotion, attention and trust, time wasting and unstable evaluation omission, safe environment, organizational support and job attraction. Consequently, organizational development will be probed.

All in all, in view of OC importance and significant with creativity, we suggest organizations to use Denison OC model to know their OC and traits. Moreover managers can support OC with long-term and continues planning. This model will help managers to sure about their OC improvement.

Consequently, we must pay specific attention to percept and improve organizational culture and creativity. Because developing these two traits result in organization's prosperity. Therefore we will accomplish our organization's vision and mission. On the other hand

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