Identifying And Prioritizing Affecting Components on Creative Organizational Culture

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Abstract

The aim of present paper is to identify and prioritize affecting components on organizational culture. Library studies are used to collect information on theoretical basics, to devise relevant literature and to identify components and indicators. Identified components include communications, conflict management, enrichment, innovation, job challenging, awards for creative behavior, the sense of cooperation and contribution, trust, freedom (express, experiment), resource availability, risk – taking, change supports, independence, accepting opposite ideas and flexibility and commitment. Freedman test is used to analyze data. Research findings indicate that there is a difference between creative organizational culture components in terms of importance. According to the findings, in terms of importance (highest to lowest), the components of creative organizational culture:

1. Freedom (expression, experiment), risk taking, and change support;
2. Innovation, trust, accepting opposite ideas, flexibility;
3. Communication, awards for creative behavior, sense of cooperation and contribution, independence;
4. Conflict management and enrichment;
5. Commitment, role expectations transparency and mutual respect.

Keywords: Flexibility, Organization, Culture, Creativity, Innovation

Introduction

In a time with different titles such as knowledge age, cross-industrial age, information community age and creativity and innovation ages, organizations and corporations are preparing to manage global accelerating and profound changes. The velocity of changes and transformation is beyond human imagination so that creativity and innovation are considered as the main factors for global organizational survival (Aghayi Fishani, 1998).

Common forces to change the organizations such as globalization have made it necessary the rapidness of providing new ideas and to mitigate the costs. According to Kotter, the velocity of competition in future organizations and corporations would be increased. According to Charles Handy, today organizations are characterized by constant changes. Therefore, those managers who have better understanding of changes can use the changes to the benefit of their organization and acquire a competitive advantage. Peters (1997) asserts that business world is constantly changing now and under such circumstance, constant innovation is the only strategy for individual and organizational survival (Roffe, 1999).

According to Scott and Bruce (1994), organizational culture is the most important factor for creativity. Employees' perception on the fact that organization encourages creativity would impact on their creative performance (Gumusluoghlu & Ilsev, 2009). Shine (1984) asserts that organizational culture is a set of joint beliefs and assumptions by organizational members that can facilitate internal integration and external adaptation. Through identifying and awarding creative performance, organizational culture can drive creativity. In other words, those organizations that have a negative attitude toward new ideas would value for risk averse, would emphasize on status quo extremely and would have a closed political ambience and would cause creativity mitigation in the organization (Scott, 2001). Concerning the importance of creativity in organizations and the role of organizational culture in developing employees' creativity, present paper aims at identifying and prioritizing affecting components on creative organizational culture.

Affecting organizational factors on creativity

In recent years, several studies are conducted to answer this question: why the possibility of generating new ideas in some organizations, individuals and groups is higher than others? Preliminary studies on creativity are more focused on personality traits and cognitive capabilities of creative people such as linguistic abilities and mental flexibility. Scientists have tried to describe the relationship between individual and organizational creativity. Likewise, they have studied the relationship between organizational aspects and organizational creativity (Andripoulous, 2001). Affecting factors on creativity are shown in figure 1.
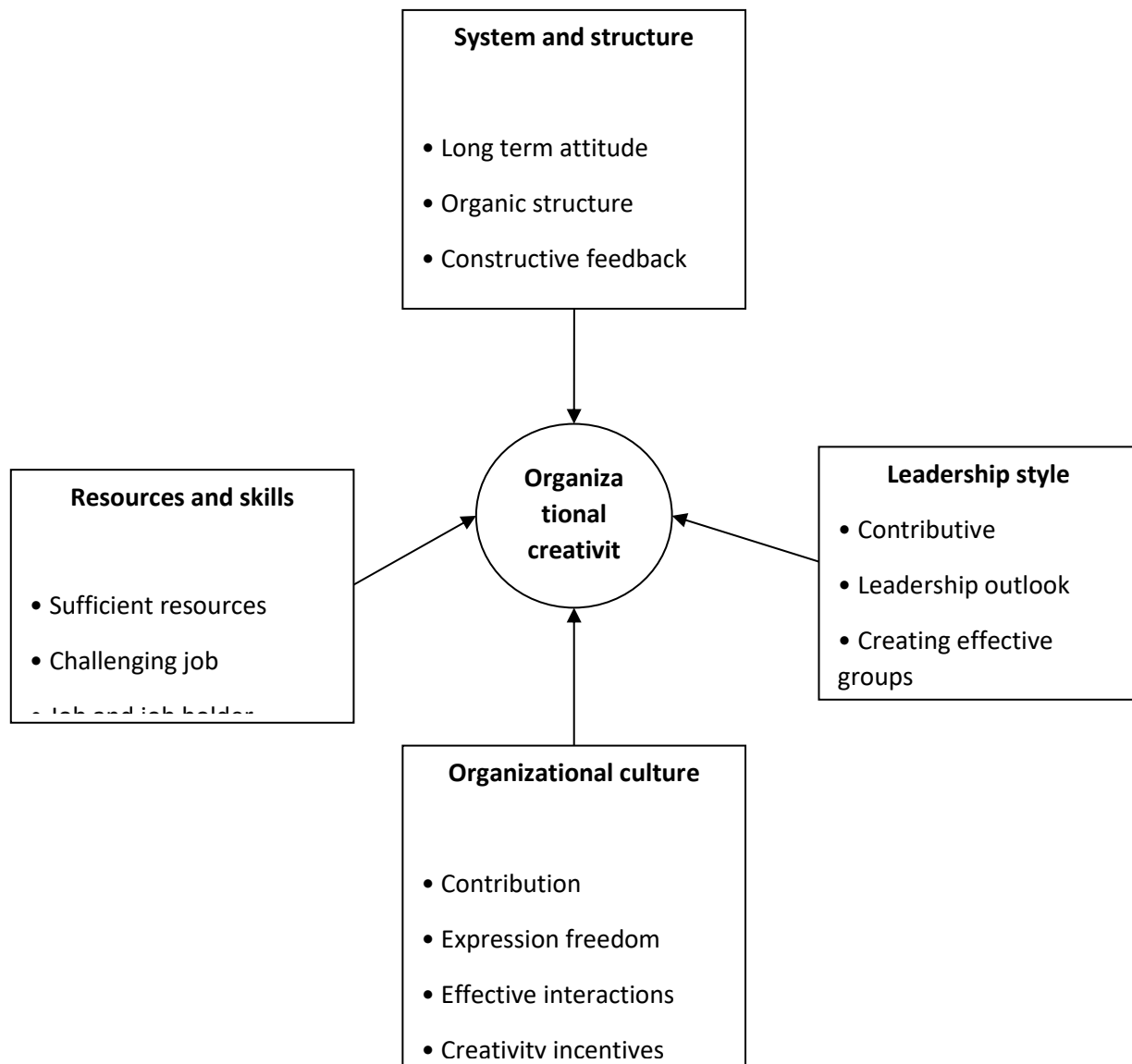
System and structure

• Long term attitude

• Organic structure

• Constructive feedback

Organiza tional creativit

Resources and skills

• Sufficient resources

• Challenging job

Leadership style

• Contributive

• Leadership outlook

• Creating effective groups

Organizational culture

• Contribution

• Expression freedom

• Effective interactions

• Creativity incentives

Figure 1.Affecting organizational factors on creativity. From" Determinants of organizational creativity: A Literature review". by Andriopoulous, C, 2001, *management decision*. 39(10). 834-840

Leadership

There is a general agreement among theoreticians that contributive and democratic leadership styles encourage creativity while autocratic leadership style would likely decrease creativity (Andriopoulous, 2001). Based on studies by Tom and Peters, the most important factor for creativity is to use a kind of democratic leadership in which trust and cooperation among all organizational members is shaped and an environment is created where they can express their novel ideas without any fear and with maximum liberty and they can contribute in decision makings (King & Anderson, 2007, p. 120).

Amabile and Gryskievicz (1989) assert that leaders should be able to build effective workgroups to promote creativity. Workgroups should have a diversity of skills. Their members should trust each other, should communicate effectively, should challenge their ideas and should support each other mutually (Andriopoulous, 2001).

Structure and system

If we divide organizational structure into two mechanical and biological categories, biological or organic structure would be a proper structure for creativity in organizations. Biological structure is rapidly matches with changing environmental conditions, makes members' flexibility possible and paves the ground for creativity and innovation growth. The properties of this structure include parallel communications, commitment to tasked goals, flat organizational hierarchy, close job relations and personnel cooperation. In such structure, communication is a room to send information as well a mutual understanding by different levels/units. Briefly, organic structure avoids the features of bureaucratic organizations and their tight and fixed regulations and norms; it has created a proper environment for employees' creativity and is considered as a factor to facilitate innovation (Aghayi Fishani, 1998). According to Amabile, efficiency is increased when the organization supports creativity. Therefore, the leaders should create suitable systems and procedures in which creativity is considered as the top priority (Andrioplous, 2001). Award system should guarantee creativity. To create such system, it is highly important to identify the awards valued by innovators. People tend to receive feedback for their and others' works. Therefore, "provided feedback by supervisor" and "social support" are important factors that play a vital role in breeding creativity. In contrary, not acknowledging creativity is a barrier against creativity. Therefore, managers who are sensitive toward their needs and development of their employees' skills would provide them with feedbacks, promote their personal initiatives in workplace and help them to pave the ground to achieve such creativity (Aghayi Fishani, 1998).

Resources and skills

Resources include enough time to create a new work, professional personnel, adequate budget, raw material, processes and systems, relevant information and training. Amabile believes that two main resources impact on creativity: (1) time, (2) budget. They can either encourage or limit creativity. For example, creativity process will be stopped when the management does not give enough time to test the ideas. He adds that employees' conception on resource adequacy would impact on their beliefs on internal value of their projects. If there is adaptability between people's traits (skills and interests) and job tasks, then creativity would be increased because that people would accept more challenges. According to Amabile, those employees are likely more creative who enjoy their job. If employees are interested in their jobs, they would not spend paramount energy and time for success. Therefore, managers should create adaptability between job and job holders (Andripoulous, 2001).

Organizational culture

According to Scott and Bruce (1994), organizational culture is the most important factor for creativity. Employees' conception on how the organization persuades creativity impacts on their creative performance (Gumusluoglu & Islev, 2009). Shine (1984) asserts that organizational culture is a set of joint beliefs and assumptions by organizational members that can facilitate internal integration and external adaptation. Through identifying and awarding creative performance, organizational culture can drive creativity. In other words, those organizations that have a negative attitude toward new ideas would value for risk averse, would emphasize on status quo extremely and would have a closed political ambience and would cause creativity mitigation in the organization (Scott, 2001). In Creative organizational

culture .Top management supports financial creativity and employees are not punished for rational risks (Mayfield & Mayfield, 2008).

The components of creative organizational culture
To identify affecting components on creative organizational culture, below articles and books are used:
Keys considered eight aspects for creativity in workplace of which 6 aspects persuade creativity and two aspects prevent creativity. They include:
1. Organizational encouragement
2. Supervisory encouragement
3. Work groups' supports
4. Sufficient resources
5. Liberty
6. Challenging job
7. Job pressure
8. Organizational barriers

Feurer et al., state that organizational culture consists of following attributes:
- Establishing effective interactions
- Paramount drivers for creativity
- Free expression
- Facility in idea generation (Andriopoulous, 2001).

Some norms existing in creative organizational cultures are outlined in Table 1:

Table 1:
Affective Norms On Innovation

Natural resource firms South Africa	Pharmaceutical firms Europe	Financial service firms USA	International research firms	Beverage firms Japan
Admiring work mistakes Recognition Awarding Multilateral respect Free communication Free experiences	Awarding More care Learning Recording the results Clear aims Information exchange	Admiring work mistakes Free experiences • In time • In resources Clear aims	Risk taking • In job velocity • In heedless Awarding Contribution	Cooperation Admiring mistakes Non-concealment Flexibility Clear aims

From *innovation as the foundation of victory*, by Tuchman, M. & Oily, C. 1999, Tehran, Rasa Cultural Services

Creative organizational culture has components in quality literature called creative culture components. They include:
1. Multilateral communications
2. Conflict solution
3. Job enrichment
4. Innovation

5. Challenging job
6. Commitment
7. Fair awards
8. Job expectations transparency
9. Cooperation sense
10. Trust

Each aspect along with authors who have pointed out them in their studies is shown in table 2 (Hassanzadeh and Rashnavadi, 2008, pp. 157 – 159).

Table 2:
creative organizational culture aspects

Aspects / Authors	Communication	Conflict solution	Enrichment	Innovation	Challenging job	Commitment	Awards	Role expectations	Cooperation	Trust
Barry (1991)	×		×				×			×
Lethiman (1990)	×		×	×		×	×			×
Karazi (1979)	×			×					×	×
Dean (1994)	×	×	×	×	×	×	×		×	×
Deming (1986)					×		×	×		×
Hunt (1992)	×		×	×						×
Juran (1995)	×		×				×			×
Ledford (1995)	×		×	×			×			
MacMillan (1989)	×	×	×		×	×			×	×
Ross (1993)	×		×			×	×			
Smith & Fingen (1993)	×		×		×		×		×	×
Scotten (1989)		×	×			×			×	

From *Organizational excellence models: from theory to practice*, (p.60), by Hassanzadeh, H. R. & Reshnavadi, H., Tehran, Shahr Publications, 1st edition.

Andripolous (2001) defined several aspects for creative organizational culture:
- Contribution
- Free expression
- Liberty in acquiring experience
- Open communication
- Trust
- Mutual respect
- Initiatives
- Contributors' security.

Scott Williams (2001) defines creative organizational culture aspects as below:
- Awarding the creative performance
- Constructive competition

- Risk taking
- Welcoming the change

In their studies, Martins and Terblanche (2003) considered five aspects for creative organizational culture with their own components shown in table 3.

Table 3:
Creative Organizational Culture Aspects By Martins And Terblanche

creative organizational culture aspects					
Strategy	Structure	Supportive mechanisms	Creativity encouraging behaviors	Communications	
Mission and perspective objectivity	Flexibility Liberty Independence Capability Decision making Collaborative type interactions Teams and groups	Award and respect Resource availability Time IT Creative people	Constant learning culture Idea generation Risk taking Competiveness Change support Conflict management	Open communication	Indicators

From" Building Organizational Culture That Stimulates Creativity & Innovation" by Martins & Terblanche, *European Journal of Innovation Management*, 6(1) , pp64-74

Research purpose
The purpose of present paper is to identify and prioritize creative organizational culture components.

Methodology, population and data collection method
In terms of purpose, present study is an applied research while it is a descriptive one in terms of data collection method. Its population consists of management elites/instructors who are able to identify and rate the components of creative organizational culture components. To gather information on theoretical basics, devising relevant literature and identifying components and indicators, library method was used. Likewise, a field study was utilized to identify the components of creative organizational culture to which data collection method was a questionnaire distributed among management elites/instructors.

Creative organizational culture components
Several factors were extracted as creative organizational culture components after broad study of relevant literature shown in Table 4:

Table 4:
Identified Components Creative Organizational Culture Along With Authors

Aspect / Author	Communication	Conflict management	Enrichment	Innovation	Challenging job	Commitment	Awards for creative role	Role exaptation	Cooperation sense	Trust	Liberty (expression, experience)	Resource availability	Risk taking	Change support	Mutual respect	Independence	Accepting opposite	Resilience
Barry (1991)	×		×				×			×								
Lethiman (1990)	×		×	×		×	×			×								
Karazi (1979)	×			×					×	×								
Dean (1994)	×	×	×	×	×	×	×		×	×								
Deming (1986)					×		×	×		×								
Hunt (1992)	×		×	×						×								
Juran (1995)	×		×				×			×								
Ledford (1995)	×		×	×			×											
MacMillan (1989)	×	×	×		×	×			×	×								
Ross (1993)	×		×			×	×											
Smith & Fingen (1993)	×		×		×		×		×	×								
Scotten (1989)		×	×		×				×									
Keens					×		×						×	×				
Feurer	×						×			×								
Andripolous	×								×	×		×			×			
Williams							×						×	×				
Martin and Treblanch		×					×		×			×	×	×		×		×
Touchman	×						×		×			×	×		×	×	×	×

To measure the validity of affecting components on creative organizational culture, the opinions of elites and instructors are used and shown in table 5.

Table five:
Components Of Creative Organizational Culture Aspects/Indicators

The average of ideas	Elite 10	Elite 9	Elite 8	Elite 7	Elite 6	Elite 5	Elite 4	Elite 3	Elite 2	Elite 1	components of creative organizational culture
3.5	4	2	3	4	4	4	2	4	4	4	Communication
3.3	4	3	2	4	4	4	2	4	3	3	Conflict management
3.333333	4	4	3		3	4	3	2	3	4	Enrichment
3.8	4	4	4	4	4	4	4	4	4	2	Innovation
2.9	4	2	3	4	3	2	2	3	4	2	Commitment
3.6	4	4	4	4	3	2	3	4	4	4	Awards for creative behavior
2.8	4	3	3	4	4	3	1	1	3	2	Role expectation transparency
3.4	4	3	4	4	4	3	2	2	4	4	Cooperation sense
3.7	4	4	4	4	4	2	3	4	4	4	Trust
4	4	4	4	4	4	4	4	4	4	4	Liberty (expression, experience)
4	4	4	4	4	4	4	4	4	4	4	Resource availability
3.9	4	4	4	4	4	4	4	4	4	3	Risk taking
2.9	4	2	2	4	4	2	3	1	3	4	Change support
3.6	4	4	4	4	3	4	3	3	4	3	Independence
3.8	4	4	4	4	4	4	3	4	3	4	Accepting opposite attitude
3.8	4	3	4	4	4	4	4	4	4	3	Resilience

In above table, score 5 = fully agree; 4 = agree; 3 = neutral; 2 = disagree and 1 = fully disagree. Elites' opinions are used to study the validity of affecting factors on creative organizational culture. As seen, such components as trust, role expectation transparency and mutual respect lack necessary validity since the given scores by elites were lower than 3.

Data analysis

After identifying creative organizational culture components, two questions arise: how much is the importance of each component? Which one has the lowest or highest importance? To rate components, Freedman and approximate Freedman tests are used and their findings are shown in table s 6 & 7.

Table 6:
Rates

	Ranks	
Row	Rate average	Components
1	Communication	8.33
2	Conflict management	6.78
3	Enrichment	7.33
4	Innovation	10.29
5	Commitment	4.697
6	Awards for creative behavior	8.89
7	Role exaptation transparency	4.67
8	Cooperation sense	7.95
9	Trust	9.78
10	Liberty (expression, experience)	11.39
11	Resource availability	11.39
12	Risk taking	10.67
13	Change support	5.55
14	Independence	8.50
15	Accepting opposite attitude	9.90
16	Resilience	9.95

Table 7:
Freedman Test Statistics

Test Statistics	
9	N
43.830	Chi-Square
15	df
.000	Asymp. Sig.
a. Friedman Test	

As seen in table 7, since Freedman test significance ratio is lower than 0.5, there is a difference among creative organizational culture components in terms of importance. As seen in table 6, the averages of commitment, role expectation transparency and mutual respect; conflict management and enrichment; communications, awards for creative behavior, cooperation, independence; innovation, trust accepting opposite opinions; and liberty, risk taking and change support are close to each other. Therefore, approximate Freedman test is used for accurateness and the results are shown in tables 8 - 12.

Table 8:
Freedman Test Statistics For Commitment, Role Expectation Transparency And Mutual Respect

Test Statistics	
10	N
.080	Chi-Square
2	df
.961	Asymp. Sig.
a. Friedman Test	

As seen in table 8, since Freedman test significance ratio is greater than 0.5, there is no difference among commitment, role expectation transparency and mutual respect components in terms of importance. Therefore, one can put these components in a group with the lowest importance since their rate averages are lower than other components.

Table 9:
Freedman Test Statistics For Conflict Management And Enrichment

Test Statistics	
9	N
.667	Chi-Square
1	df
.414	Asymp. Sig.
a. Friedman Test	

As seen in table 9, since Freedman test significance ratio is greater than 0.5, there is no difference among conflict management and enrichment components in terms of importance. Therefore, one can put these components in one group.

Table 10:
Freedman Test Statistics For Communication, Awards For Creative Behavior, Cooperation Feeling And Independence

Test Statistics	
10	N
.545	Chi-Square
3	df
.909	Asymp. Sig.
a. Friedman Test	

As seen in table 10, since Freedman test significance ratio is greater than 0.5, there is no difference among communication, awards for creative behavior, cooperation feeling and

independence components in terms of importance. Therefore, one can put these components in one group.

Table 11:
Freedman Test Statistics For Innovation, Accepting Opposite Attitude And Resilience

Test Statistics	
10	N
.257	Chi-Square
3	df
.968	Asymp. Sig.
a. Friedman Test	

As seen in table 11, since Freedman test significance ratio is greater than 0.5, there is no difference among innovation, accepting opposite attitude and resilience components in terms of importance. Therefore, one can put these components in one group.

Table 12:
Freedman Test Statistics For Liberty (Expression, Experience), Risk Taking And Change Support

Test Statistics	
10	N
2.000	Chi-Square
2	df
.368	Asymp. Sig.
a. Friedman Test	

As seen in table 12, since Freedman test significance ratio is greater than 0.5, there is no difference liberty (expression, experience), risk taking and change support components in terms of importance. Therefore, one can put these components in a group with the highest importance since their rate averages are higher than other components.

According to tables 6 – 12, one can conclude that creative organizational culture components in terms of important (highest to lowest) are:
1. liberty (expression, experience), risk taking and change support
2. innovation, accepting opposite attitude and resilience
3. communication, awards for creative behavior, cooperation feeling and independence
4. conflict management and enrichment
5. commitment, role expectation transparency and mutual respect

Conclusion and recommendations
The aim of present paper is to identify and prioritize affecting components on organizational culture. These components include: communication, conflict management, enrichment, challenging job, awards for creative behavior, cooperation feeling, trust, liberty (expression,

experience), resource availability, risk taking, change support, independence, accepting opposite attitude and resilience.

Research finding indicate that there is a difference among creative organizational culture components in terms of importance. Based on the results, creative organizational culture components in terms of importance (from the lowest to the highest) include: trust, role expectation transparency and mutual respect; conflict management and enrichment; communication, awards for creative behavior, cooperation feeling and independence; innovation, trust, accepting opposite attitude and resilience; liberty (expression, experience), risk taking and change support.

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