THE EFFECT OF ORGANIZATIONAL CULTURE ON THE EMPLOYEE’S CREATIVITY

Mohammad Reza Karamipour¹, Monireh Mehraban², Sodabeh Jahani³

Abstract

This investigation conducted with the purpose of studying the effect of organizational culture on the employee’s creativity in Metal Industries of Kaveh Industrial City in 2012. The pollution of the research included 4700 employees involved in metal industries of Kavek industrial city and among whom, 355 people was considered as sample by using Cochran formula and sampling method of rational random classification. The data was collected based on questionnaires. The data analysis was carried out through Smart PLS software and Structural Equation Modeling method in two aspects of measurement model and structural model. In the first section, the technical features of the questionnaire were investigated with index reliability, convergent validity and discriminate validity. In the second section, structural coefficients of the model used to investigate the research hypotheses. Our results indicated the significant impact of organizational culture on the employee’s creativity.

Keywords: Organizational Culture, Creativity, Compatibility, Mission, Metal Industries

Introduction

Creativity nowadays forms an important part of organizational life, because rapid changes of the world have affected the operational environment of the organizations in a way that the organizations and their managers have to find novel ways to adapt themselves to the global developments and changes. Therefore, all organizations need new ways to adapt themselves to the global developments and changes. New ideas and thoughts are as a spirit in the organization’s body and survive it, but compact and tough competitions, tastes and desires of the customers have made the organizational affairs unpredictable. In such a situation, new ideas and ways should be provided in order to maintain the organization’s relationship with the customers, maintain the market share, cover the needs and tastes of the customers, achieve an appropriate share of the global market, success in the struggle against clients and so on (Bolanowski, 2008). For this reason, creativity and innovation are known as a new competitive field for product development in organizational and engineers and product designers are expected to be creative, idea generator and innovative in addition to competency and merit (Kudrowitz, 2010).

¹ PhD in Educational Management, Dept. of Educational Sciences, Islamic Azad University, Zanjan Branch; email: < karamipour.mohammadreza@yahoo.com>
² Department of educational management, Janjan Branch, Human Resource College, Islamic Azad University, (Janjan, Iran)mehr814@yahoo.com
³ Department of educational management, Zanjan Branch, Human Resource College, Islamic Azad University, Janjan, Iran- sodabehjahani@yahoo.com
It should be noted that the complexity of today’s business environment forced the organizations to enhance their capabilities in response to environmental changes. On the other hand, social changes, rapid and challenging technologies, and the development of new mission in organizations made the necessity of flexibility and the preparedness to face the new situation inevitable. Therefore, novelty and innovation in organizations should be continued in order to survive and thrive in the present era. This is because of stagnation and destruction prevention and demands suitable culture (Dong; Zhongfeng and Dongtao, 2013). Any organization can enhance its performance and productivity and take forward steps in order to achieve predetermined objectives through reforming its culture and enhancing its employee’s and organizational creativity (Katsikea; Theodosiou; Perdikisi and Kehagias, 2011). Miniature organizational culture is of the macro processes of organizational cultural environment that justify the necessity of good infrastructure in creative organizational culture at all organizational levels and its dimensions with the advent of categories such as information and communication technology, globalization and how to deal with it, demographic changes, continuing education, the explosion of knowledge, ethical crisis, organizational learning and knowledge growth, considering the quality and effectiveness of the organization (Julia, 2011).

Successful organizations are organizations that creativity and innovation are the arrowhead points of their movement. In other words, today’s organizations must be dynamic and should have innovative and creative managers and employees in order to comply with changes and respond to community needs. It could be said that innovation and creativity are as keys to the survival and success of organizations in the global economy and the existing increasing competition so that the lack of innovation and creativity is equal to the destruction of the organizations. An organization without creativity and innovation cannot survive and disappears over time (Randall, 2008).

Creativity is one of the hottest terms in the business world. Especially with regard to the globalization process and the very rapid development of the modern technology, creativity is now the most effective way of survival and competition in the global markets for the companies (Zheng, Pablo and Pelayo, 2009).

Santrock (2004) believes that the creativity is the ability to think in new and unusual ways and to come to exclusive and original solutions for the problems (Shoghi and Mortazavi, 2012). Indeed the creativity is the interaction of the talent, process, and environment, through which the person or group produces an understandable product that is both new and useful for its targeted society (Makel and Plucker, 2008). Besides, Torrance (1989) believes that creativity is formed out of four following components:

- **Fluency**: the ability to establish a meaningful relationship between thought and the expression, measured on the basis of the number of thoughts or solutions in a specific piece of time
- **Originality**: the ability to think in unusual ways with coming to unusual, odd, and subtler answers
- **Flexibility**: the ability to think to a single new problem in different ways;
- **Elaboration**: the ability to pay attention to all details during a task (Shoghi and Mortazavi, 2012)

Organizational culture must be able to provide the survival factors of the organization and organizational growth conditions for the globalization. Without an effective organizational culture, creative activities cannot be expected. In fact, creativity is the change and adaptation in intellectual capitals, learning, etc. in the context of changing environments and provides an appropriate background
for the creative growth of the culture that has high levels of risk, dynamism, response to the environmental changes, change creation, flexibility and freedom in the organization (Valencia, Sanz and Jimennez, 2010).

The necessity of paying attention to the organizational culture is to the extent that the experts believe that if effective and sustainable changes are expected to be appeared in an organization, the culture of the organization should be changed. In other words, the success or failure of an organization should be explored in its culture. Hence, managers can release themselves from previous solutions and provide progress and new solutions for the organization through considering culture and taking advantage of it (Lau and Ngo, 2004).

Denison (2000) also stated that organizational culture is the fundamental value, beliefs and moral principles that plays an important role in the organizational management system. Shein (1985) stated that organizational culture is a pattern of basic assumptions that raised and spread by a group of people in such a way that are consistent with the external environment and causes cohesion within the group (Morsing and Oswald, 2009). The Denison model is used in the present study in order to investigate organizational culture. Denison (2000) conducted some researches in organizational culture and organizational effectiveness. Based on this model, characteristics of organizational culture are: involvement, consistency, adoptability, and mission. Each of these characteristics measures with three indices:

1. **Involvement (Being involved in work)**: effective organizations make their employees able, establish their organization on the basis of working groups, and develop the capabilities of their human resources at all levels; thus the members of the organization feel commitment against their work and see themselves as a part of the body of the organization. At all levels, the individuals feel that they are involved in decision makings and these decisions are effective in their work, and their work is directly tied with the organizational goals. According to a Korean CEO, more involvement in work means being completely involved by heart and mind. In this model, the mentioned characteristic is measured in this model by measuring three indexes:
   - **Empowerment**: the individuals have the needed authority, initiative, and ability to administer their work. This makes them feel the sense of ownership and responsibility in organization.
   - **Team orientation**: team works in order to fulfill the common goals are highly appreciated in the organization, so that like the managers, the employees feel that they are responsible for their work. These organizations rely on the groups for doing the works.
   - **Capability development**: in order to supply their needs and survive in the completion arena, the organizations develop the skills of their employees continually.
2. Consistency (Stability and Consistency): the available literature show that the effective organizations are those that are consistent and stable, and the behavior of their employees roots in the core values of the organization; the leaders and followers are skilled in getting agreement (even in cases that their attitudes are contradict; and the organizational activities are coordinated and integrated. The organizations with such characteristics have a strong and distinctive culture and have a sufficient influence on the behavior of their employees. Consistency is measured by three indexes as follow.

- **Core values**: the members of the organization are common in some values that form their identity and expectations.
- **Agreement**: the members of the organization are able to come to an agreement in the cases of the difference of their attitudes. This agreement includes both the agreement at lower levels of the organization and middle and upper levels of the organization.
- **Coordination and integration**: organizational departments that have different functionalities can co-work to meet their common goals and objectives. The organizational frontiers will not be messed through such co-working.

3. Adaptability: the organizations that are integrated well will change difficultly; thus internal integration and external adaptability can be advantages and priority for the organization. Adaptable organizations are conducted by the customers; they take risks, take lessons of their mistakes, and they are open to change on the basis of their capacity and experience. They are frequently improving the abilities of the organization in order to value the customers. Adaptability is measured by three indexes as follow:

- **Creating change**: the organization is able to create new ways for meeting its needs and know the environment of the organization, and respond to the current stimuli and exceed the future changes.
Customer focus: the organization is able to understand the customers and respond their needs and to be prepared to supply their demanding needs. Indeed the customer focus is a level at which the organization is conducted toward the customer satisfaction.

Organizational learning: this index measures the signals that the organizations receive and interpret; and the opportunities that the organizations create to encourage the creativity, knowledge and abilities.

4. Mission: it could be said that the most important feature of the organizational culture is its mission. The organizations that don't know where they are and what is their situation will be in a wrong path. Successful organizations have a clear idea of their own goals and direction so that they clearly define their organizational and strategic goals and the mission of themselves. Most problematic organizations are those who have to change their mission. When an organization changes its mission, then it has to change its strategy, structure, culture and behavior as well. In such conditions, a strong leader specifies the mission of the organization and creates a culture that supports that vision.

Strategic direction and intent: clear strategic intents show the direction of the organizational goals so that everyone can make himself participate in that area or industry.

Goals and objective: goals are tied to the mission strategy and the perspective of the organization and specify the direction of the work of every individual in the organization.

Vision: the organization has a common vision about the future. Vision illustrates the core values of the organization, makes the hearts of the human resources closer to each other, and simultaneously specifies the directions.

Constant – flexible spectrums and internal-external concentration: as it is obvious from the Denison’s model, this model has two horizontal and vertical axes that divide the model into four parts. The vertical axis contains the amount and the kind of concentration in organizational culture. This axis ends up with internal concentration in one side and with static culture in the other side. The horizontal axis, which mentions to organizational flexibility, ends up with static culture in one side and with flexible culture in the other side (Denison, 2000).

Many researches have mentioned to the effects of organizational culture on employee’s creativity, which these effects can lead to organizational performance development. Some of the researches that have been conducted in this context will be referred in the following.

Naranjo, Sanz, Martins and Terblanche (2010) found in a research entitled “organizational culture determinants of innovation in manufacturing” that organizational culture is a key factor in increasing or preventing creativity and innovation. Adhocratic culture increases new products and services and hierarchical culture prevents innovation in manufacturing.

Castiglione (2008) stated that the flourishing field of the potential capacity of the individual’s creativity appears when the organization’s culture accepts it.

Keskin (2006) in a research entitled “leadership orientation and innovation capabilities in small and medium enterprises” founded that organizational culture can be used in order to promote and support creativity and innovation.

Arbion, Azizi, Shoghi, Dehghan Najm Abadi (2012) found in an investigation entitled “explaining the relationship between organizational culture and employee’s creativity” that there is a significant
relationship between organizational culture and its dimensions (individual initiative, risk-taking, guidance and leadership, consistency, management protection, control, identity, reward system, compromise with conflict phenomenon and communication model), and employee’s creativity.

Ahmadi, Mobaraki, Daraie, Salamzadeh (2011) stated in their investigation that there is a significant relationship between organizational culture and its dimensions, and employee’s creativity. Generally, organizations can help the employees to increase their creativity through agreement on the values and beliefs within the organization (organizational culture), adaptation to changes, coordination in work and alignment of individual and organizational objectives, and planners cannot establish the basis and criteria of creativity development without considering organizational culture.

Jalily (2007) found in a research entitled “the relationship between organizational culture and organizational creativity from the perspective of the principals and teachers of the secondary schools in the four areas of Shiraz” that organizational creativity is vital for any organization and organizations should provide suitable conditions in this context. They also stated that organizational culture has an important role in the meantime, and creating and encouraging creativity in organizations demand the existence of the culture of creativity and innovation in the organizational management. Generally, the results showed that organizational culture affects all aspects of the organization, the management tasks, and the ways of guiding and educating the employees.

Hence, after reviews of the research literature, we are looking into the issue that do the organizational culture and its dimensions have an influence on the employee’s creativity. In this regard, the main hypothesis and sub-hypotheses of the research are as follow:

**Main hypothesis (Hₐ):** Organizational culture affects the employee’s creativity.

**First sub-hypothesis (Hₐ₁):** Involvement affects the employee’s creativity.

**Second sub-hypothesis (Hₐ₂):** Stability affects the employee’s creativity.

**Third sub-hypothesis (Hₐ₃):** Consistency affects the employee’s creativity.

**Fourth sub-hypothesis (Hₐ₄):** Mission affects the employee’s creativity.

The theoretical framework of the research is shown in figure 2.

![Figure 2: Conceptual model of the research](image-url)
regard to the type of its collected data. Accordingly, we planned and distributed a series of questionnaires in order to collect the opinions of the employees of the metal industry of Iranian Kaveh Industrial City, and the collected results were recorded. Since in this research the causal relationship was going to be studied, the methodology of the research is causal with regard to the relationship between the variables; and we have used the structural equation model to come to a comprehensive analysis of our conceptual model. This model is the best one for analyzing the researches in which the observed variables have some measurement errors and the relationship between their variables is complicated. Using this method, one can measures the precise of the factors or observed variables on one hand, and study the causal relationship between the latent variables and the scale of explained variance on the other hand (Kalantari, 2009, p. 34). Structural equation model encompasses two models: measurement model and the structural model; and the variables of the model are divided into two groups: latent variables and observed variables. In this research, leadership style and organizational culture are latent variables and the transformational leadership style and transactional leadership style are the observed variables that are considered as the indexes of the leadership style. On the other hand, in this research the involvement, consistency, compatibility, and mission are the observed variables that act as the criteria for measuring the organizational culture.

**Statistical population, sampling method, and sample size**

The population of the research contains all employees in the companies of metal industry in the Iranian Kaveh Industrial City, which includes 4700 employees. The companies of the metal industry in the Iranian Kaveh Industrial City (36 companies) were divided into 4 groups: aluminum metal manufacturing companies, non-aluminum metal companies, household appliances, and automobile.

Relying on the relative stratified random sampling method, 12 companies out of the 36 active companies in the metal industry were selected as the sample. Then using the Cochran formula, we specified the sample size for our 4500 subject population. To use the Cochran formula it is necessary to consider its assumptions. The assumptions of the Cochran formula include: p=q=50% (on the basis of probabilistic method); z is the standard statistic for normal distribution that is equal to 1.96 at the confidence level of 95%; d is the maximum allowable error (equal to 5% for this research); and N is the number of the employees in all relevant companies. The sample size (n) is calculated according to equation 1 on the basis of the Cochran formula (Saraei, 2000):

\[ n = \frac{z^2pqN}{Nd^2 + z^2pq} \]  

(equation 1)

Thus using the equation 1, considering the number of the statistical population (4700), 355 subjects were selected as the statistical sample. At the last step, regarding the number of the employees of each company and the total sample, we calculated the sample of each company separately. It is to be mentioned that 370 questionnaires were distributed among which the number of 360 questionnaire were completed and got back (response rate of 97%), and five questionnaires were removed due to their incompleteness. Thus, the statistical operation was conducted on 355 subjects.

**Data collection instrument; reliability and validity**

In order to evaluate the creativity of the employees, Torrance creativity questionnaire was used (1959) that was localized by Rezaei and Manouchehri (2008). This questionnaire was measured and confirmed in more than 35 places in the world. The questionnaire included 60 questions, which 16 questions were
related to fluency, 11 questions were related to flexibility, 22 questions were related to innovation and 11 questions were related to elaboration.

On the other hand, Denison’s standardized questionnaire for organizational culture (2000) with a five-point Likert scale was used in order to measure the organizational culture. This questionnaire included 60 questions, which 17 questions were related to involvement, 14 questions were related to stability, 14 questions were related to adaptability and 15 questions were related to mission.

In order to measure the reliability, a prototype including 35 questionnaires of each organizational structure and creativity questionnaire were pre-tested and then, the reliability was measured using the data obtained from the questionnaires and PLS statistical software. In the PLS method, item reliability was used for this purpose (Rivard and Huff, 1988). The item reliability was calculated using the measurement of factor loadings through calculating the correlation value of the indices of a structure with the structure. The reliability of the measurement model is confirmed when the value is equal to or more than 0.4 (Hulland, 1999). In the present study, the results of the item reliability showed that most of the questions owned a value more than 0.4 for the loading factors and the rest of the questions that had not this characteristic were removed (one question in organizational culture and two questions in creativity).

The validity of the questionnaires was investigated using convergent and divergent validity of the structural equation modeling. The Average Variance Extracted (AVE) was used in order to check the convergent validity and the results are shown in table 1.

<table>
<thead>
<tr>
<th>Elaboration</th>
<th>Innovation</th>
<th>Flexibility</th>
<th>Fluency</th>
<th>Mission</th>
<th>Adaptability</th>
<th>Stability</th>
<th>Involvement</th>
<th>Variability</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.701</td>
<td>0.767</td>
<td>0.716</td>
<td>0.709</td>
<td>0.622</td>
<td>0.602</td>
<td>0.611</td>
<td>0.652</td>
<td>AVE</td>
</tr>
</tbody>
</table>

The criterion value for the acceptance level of AVE is 0.5 (Hulland, 1999). As it is shown in table 1, all AVE values for the structures are higher than 0.5 and these values confirms the convergent validity of the research questionnaire at an acceptable level.

In divergent validity, the difference between the items of a structure was compared to the items of other structures of the model. To do this, the square root of the AVE in each structure is being calculated against the values of the correlation coefficient between the structures. In this regard, we will need a matrix that the main diagonal of it includes the AVE coefficient of each structure, and the values of the upper and lower of the main diagonal includes the correlation coefficients between each structure and the other structures. This matrix is shown in figure 2.

<table>
<thead>
<tr>
<th>Structures</th>
<th>Fluency</th>
<th>Flexibility</th>
<th>Innovation</th>
<th>Elaboration</th>
<th>Involvement</th>
<th>Stability</th>
<th>Adaptability</th>
<th>Mission</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fluency</td>
<td>0.709</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
In this research, the root square of the AVE of each structure was higher than the correlation coefficients of that structure against the other structures (values of the column and row of that same structure), and this fact showed the acceptable divergent validity of the structures.

**Findings**

At this point, the casual relationship between the organizational culture and its dimensions, and the employee’s creativity was measured in terms of structural models. As it is obvious from figure 3, there is a significant and positive relationship between the organizational culture and its dimensions, and the employee’s creativity. The dimension of involvement has the strongest impact on the employee’s creativity.
Figure 3. The casual impact coefficients of the research model

The output of the PLS software proves the main hypothesis and the sub-hypotheses of the research, which are shown in table 3. Since all t-values are more than 1.96, the hypotheses are confirmed.

<table>
<thead>
<tr>
<th>Hypotheses</th>
<th>Standardized coefficients</th>
<th>t-value</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational culture → Creativity</td>
<td>0.70</td>
<td>4.439</td>
<td>confirmed</td>
</tr>
<tr>
<td>Involvement → Creativity</td>
<td>0.34</td>
<td>24.911</td>
<td>confirmed</td>
</tr>
<tr>
<td>Stability → Creativity</td>
<td>0.10</td>
<td>9.161</td>
<td>confirmed</td>
</tr>
<tr>
<td>Adaptability → Creativity</td>
<td>0.30</td>
<td>18.988</td>
<td>confirmed</td>
</tr>
<tr>
<td>Mission → Creativity</td>
<td>0.30</td>
<td>19.328</td>
<td>confirmed</td>
</tr>
</tbody>
</table>

**Conclusion**

Generally, today’s world is full of complexities that confront organizations that face with numerous problems in the context of development and promotion and managers as planners, organizers and leaders with numerous challenges. This issue is more obvious in our society because of specific problems and limitations. Our current economy demonstrates the low ability of the organizations in dealing with the organizational issues and problems. In the meantime, the role of creativity and organizational culture as important factors affecting productivity and efficiency are prominent and have impact on the organizational development, increasing the quality of products and services, being successful in competition, increasing the employee’s motivation, job satisfaction, reducing costs, the scrap and waste of resources, and the variety of productions, and they also encourage pragmatism. Therefore, more study and investigation is needed (Shoghi and Nazari, 2012).

Investigations also demonstrated that culture affects formulation of goals, strategies, organizational performance, motivation, job satisfaction, creativity and innovation, entreprenureship, the way of decision-making, the level of employee participation in affairs, the level of satisfaction and commitment and the level of anxiety. Studies also stated that excellent and successful organization have stronger and more efficient culture (Abzari and Delavi, 2006).

Therefore, in the present circumstances that organizations deal with issues such as rapid changes in technology, complex competition, rapid growth in the number of new competitors, the variety of customer’s needs and demands, and general desire to enhance efficiency and productivity, businesses can have competitive strength that support organizational entreprenureship, which is determined as a factor of stimulation and strengthening innovation and competitiveness, and the factor of balance in dynamic economy, by taking an active and impressive role (Zheng; Yang and Mclean, 2009).

Considering that organizational culture is one of the major infrastructures of creativity, managers can create appropriate culture that helps the organization with efficiency and productivity and lead to the
employee’s job satisfaction. In this regard, the relationship between the organizational culture and the employee’s creativity was studied in metal industries of Kaveh industrial city and the information and results are in the following.

The findings showed that there is a significant and positive relationship between the organizational culture and the employee’s creativity in metal industries of Kaveh industrial city, and among the dimensions of organizational culture, involvement had the highest correlation with the employee’s creativity. It means focuses on empowering, team making and capabilities development can increases the employee’s creativity.

Generally, organizations can help the employees to increase their creativity through agreement on the values and beliefs within the organization (organizational culture), adaptation to changes, coordination in work and alignment of individual and organizational objectives, and planners cannot establish the basis and criteria of creativity development without considering the organizational culture. Because the flourishing field of the potential capacity of the individual’s creativity appears when the organization’s culture accepts it and in fact, the organizational culture is a key factor in increasing or preventing creativity and innovation. Organizational culture is as a factor that affects all aspects of the organization, the management tasks, and the ways of guiding and educating the employees.

Organizational culture can lead to responsibility taking of the employees through the employee’s empowerment (that means to make the employees to feel responsible with giving freedom, initiative and ability to handle their work) and this leads the employees to make decisions on the matters concerning them and have more freedom in solving problems creatively. Since having knowledge with respect to issues is one of the tools in the employee’s creativity, organizations can develop their employee’s capabilities in order to stay in the competition. Organizations can also lead the employees to creativity by forming work teams, because team working is a way to creativity and the employees can be creative in their concerning works using techniques of fostering creativity such as brainstorming.

Continued process of change is essential for creativity. Therefore, organizations with powerful culture can find ways to meet changing needs, better understanding of the environment, respond to the current stimulus and outrun the coming changes. Customers are the most important factors in the understanding of market changes. Therefore, organizations with customer orientation understand the customers better and respond to them, and are seeking to meet their future needs by providing creativity and innovation in their products and services. Organizational learning is another factor that affects organizational culture and can play an important role in the employee’s creativity. Organizational learning measures the amount of peripheral symptoms that organizations receive, translate and interpret, and the opportunities that they provide to encourage creativity, knowledge style and capabilities development.

According to the Denison’s model, organizational culture can be measured in two parts of internal or external concentration and flexibility or consistency. Organizations that are more focused on the external environment (concentration on view, targets and objectives, strategic orientation, and organizational learning) and are more flexible (concentration on capabilities development, team making, empowering, change creation and customer focus) own a culture that promotes creativity.

The results and findings of the present study are in harmony with the findings of the researchers such as Arbioon et al. (2012), Ahmadi et al. (2011), Mogheli and Maleki Tabas (2009), Naranjo et al. (2010), Valencia et al. (2010) and Dawson and Claudia (2009). In this regard, Seied Naghavi and Abbas pour
(2010) stated that employee’s empowerment with the influence of organizational culture affect the employee’s creativity. Jalily (2007) found that organizational creativity is vital for any organization and organizations should provide suitable conditions in this context. He also stated that organizational culture is of important factors that has an important role in this meantime. Keskin (2009) demonstrated that organizational culture could be used to support and develop innovation and creativity. Castiglion (2008) stated that the flourishing field of the potential capacity of the individual’s creativity appears when the organization’s culture accepts it.

**Recommendations based on the findings**

- Managers should delegate responsibilities to their employees to make them feel independent and free in their activities. On the other hand, this lead to promotion in organizational decision making, because the employees are the closest ones to the locations of decisions and know the issues better and can solve them in better ways.

- Organizations should try to make an atmosphere that the employees could be risky in it and they should encourage the employees to be risky and support them in tough situations. It is obvious that standing in the current circumstances, whatever the situation may be appropriate, can not lead to mutation in organizational affairs and the employees should take risks to pass the current situation. Therefore, training risk taking employees should be one of the organization’s priorities in order to get to new perspectives.

- To use Management By Objective (MBO) in planning in order to make the employees aware of the objectives and increase their participation and sense of responsibility in order to obtain more objectives

- The employees should be encouraged to team working and trained within the work in order to deal with the conflicts between the groups and within the groups. It should be trained to the employees and the managers that they cannot promote without constructive criticism. Therefore, they should tolerate criticism.

- To implement the system of knowledge management in the organization and use innovative and applicable ideas in the context of knowledge management such as storytelling in the organization

- Senior management of the organization should have commitment to creativity in a way that be sensitive to the concept of creativity and count it as one of the major factors in development and survival of the organization

- Adherence to traditional ways of working and views must be avoided and these methods and procedures should be evaluated from different perspectives in order to change and be consistent with the external environment dynamically.

It is proposed to establish research and development units(specific units for innovation and creativity) and give more freedom to the employees to carry out creative activities.

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