

THE RELATIONSHIP BETWEEN ORGANIZATIONAL CREATIVITY AND CITIZENSHIP BEHAVIOR OF HIGH SCHOOL PRINCIPALS OF EDUCATION AND TRAINING ORGANIZATION IN MAZANDARAN PROVINCE (IRAN)

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Abstract

The main objective of this study is to identify the relationship between organizational creativity and citizenship behavior of principals. Research method is correlation that organizational creativity is the predictor variables and citizenship behavior is the criterion variable. Statistical population includes 171 managers of high school in West of Mazandaran Province (Iran) that 98 people are selected by using stratified random sampling from Krejcie & Morgan table. Organizational creativity questionnaire (Randsepp, Zarei, 2005) is with the five components and the distance scale and citizenship behavior questionnaire is with the distance scale of Likert. After to evaluate and confirmed the validity of the tools and reliability these tools is obtained 90% and 89% respectively. Descriptive statistics and inferential statistics of Pearson Correlation and stepwise regression are used to analyze data. Research results have shown that due to overall objective of the research, there is positive significant relationship between organizational creativity and citizenship behavior of principals. Because result obtained in a significant level $p=0.023$ is less than value of 0.05 and each component of organizational creativity such as failure tolerance, acceptance of ambiguity, encouraging new theories, conflict tolerance and low external control considering the obtained value are less than the alpha of 0.05 and have a positive and significant relationship and each of the components in organizational creativity can predict citizenship behavior of principals.

Keywords: Organizational Creativity, Citizenship Behavior, Principals of High School.

1. Introduction

Creativity in organizations can leads to improve the quantity and quality of services, reduce costs, reduce waste of resources, reduce bureaucracy, increase competitiveness, increase efficiency and productivity, employee motivation and job satisfaction (Sheikh Alizadeh,2006:27).

Making basis for creating a culture among humans is such effective factors in creating creativity of a society that everybody are trying to grow together and with the effect on each

other can help to progress of society. In this regard on the one hand organization principals heads the task of providing foster creativity and innovation as well as the proper use and directional of the talents and abilities of people as important that it is predispose to the development of the cultural, economic, social, and ... in the community and the other hand, requires a dynamic foster and utilization of creativity and innovation in their organizational levels (Hannan, 2003:47).

Organizations to survive and sustaining positive and constructive role need new thoughts, ideas and opinions because can ensure their dynamics by receiving new perspectives; otherwise, they will be doomed to decline and extinction. As resistance to various environmental changes caused removal or fade roles and even would not be able to maintain the current position. Nowadays flow of novelty and creativity and innovation in organizations is as a strategy for implementing an organization with a complex condition of its environment. In fact, nowadays, slogan of " will you be doomed, if you are not creative" is a serious warning for organizations (Alvani, 2007:229).

Predisposing and basis for creating a culture is one of the most important factors in creating creativity in the organization that employees are trying to grow talent and incidence of their intellectual data because by the influenced and influencing each other's thoughts and to complete ideas can help to the develop incorporated organization and the entire to develop community. Peace in environment of the organization for deep thinking of employees is the necessary conditions for the emergence of new thoughts. The creativity needs individual talents and the mental data and is dependent on the appropriate environment for the development of talent.

Nowadays the issue of change is one of the crucial issues that today's organizations, especially education and training organization involved in it and its life and survival know depends on it. Therefore, strategies are needed that directors and employees of each organization shown less resistance to accept change and innovation and accept useful and major changes easily (Karp, 2005).

Exploring quality and quantity of human resources show that human resources play an important role in developing countries. Training human resources of creative and innovative that have been ability of adapt and universal to changing circumstances of global and competitive world and can provide new ideas to do things and solve organizational problems and to start up new businesses, are one of the most important goals of modern organizations. Creativity is the only way to maintain survival in organizations. Creativity is factor that provides field of innovation and entrepreneurship and expands it. Organizations of creative and innovative that foster creative people provides suitable field for entrepreneurship. Entrepreneurs can use of any small factor to develop new and effective working conditions for the development and promotion of affairs.

For creativity like other natural concepts cannot provide an accurate definition. Psychologists usually define creativity as a form of problem solving that its characteristics is providing innovative solutions, new and useful for problems of scientific, artistic or practical. Creativity is the ability to integrate ideas in a unique way to make unusual among different ideas (Soleymanpour, 2007:127).

Lootanz (1992) Professor of organizational behavior; defined the creativity as combination of ideas and approaches individuals or groups in a new method.

Bazerman (1986) finds creativity as cognitive process of creating an idea, concept, product or new discovery. "Creativity means to solve the problem or series of big and small problems and in opinion of Rogers," creativity means to express exist and independence and the preservation of the human personality", creativity is creation and production of new

ideas and thought. In other words, creativity is referring to the power to create new ideas (Fishani, 2009:26).

Albresht (1987), creativity is activity of intellectual and rational to create new and innovative ideas (Fishani, 2009:27).

Attitudes caused by citizenship behavior is emotional and psychological state based on experience that applies dynamic influence upon the individual and prepared him to react a special way for some things and situations. Some of the important factors affecting the creativity of Sternberg view (2007) include:

1 - Knowledge: basic knowledge in finite context and to experience and expertise in many years

2 - Rational abilities: the ability to provide creative ideas through redefine and communicate in new issues

3 - Intellectual styles: creative people are generally the methods provided by the organization and senior management include innovative thinking styles

4 - Motivation: Creative people generally are motivated to act their ideas.

5 - Personality: Creative people are generally possesses personality characteristics such as resist against external and internal pressures and resist against the temptation of conform.

6 - Environment: Creative people are generally more likely to emerge within a supportive environment.

The researchers determined that the major reason for the lack of effectiveness of creativity training programs is only emphasize of this program on creative thinking as one of six influential source of creativity, where other factors play a significant role in the success and failure of innovative educational programs. George Fanler in book of art and science of creativity, four stages had mentioned: preparation, latency, illumination, and prove (Klijn, 2010).

From this perspective, first the creative people familiar with the problem or opportunity and then by collecting information is involved relevant problem or opportunity. Creative people focus on the issue at a later stage, at this stage could not be found concrete actions and person attempt to organize thoughts, ideas, experiences and his/her previous backgrounds to achieve an idea. Person deep involvement (conscious and unconscious) providing opportunities (for thought on the issue) will led to the creation and emerge new and innovative ideas. Finally creative person seeking to prove qualify and the potential of their ideas (Aghaei Fishani, 2001:98).

Batmanovargan (1983) used the term organizational citizenship behavior for the first time and know it as actions of some employee to improve productivity and solidarity and cohesion in the workplace that is beyond the requirements of the organization.

Good organizational citizenship is an ideas and it consists various behaviors of employees such as to accept and to undertake additional duties and responsibilities, follow the rules and procedures of the organization, maintaining and developing a positive attitude, patience and tolerance of dissatisfaction and problems at work. Based on organizational theories certainly organizational citizenship behavior helps to compete and performance of organizations. Addition interest and willingness to citizenship behavior due to increase global competition, the importance of innovation, flexibility, productivity and responsiveness to external conditions is continuously increasing (Saadat, 2005:66).

7 – Conscientiousness

8 – Kindness

9 - Attitudes and accurate insight

10 - Priority the interests of society to their interests (Daneshpajoh, 2006:47).

Martens (2002) did a research with title “Organizational change in a bureaucratic organization”. The results obtained from this study was that design and implementation of educational processes is in support from organizational change processes that indicating the attempt to change the behavior at all levels of organization.

Franz (2002) done a research with title “Transformative Learning in Extension Staff Partnerships: Organizational Change”. Obtained results showed that individuals with greater autonomy think more transparent and explicit in decision-making and transferring these results to other parts will changed range expansion.

Clarke et al (1996) did a research with title “Faculty Receptivity / Resistance to Change, Personal and Organizational Efficacy, Decision Deprivation and Effectiveness in Research Universities”. This study showed that the official male faculty members and older have more likely to resist change and also acceptance and resistance levels directly correlate with the amount of innovation. Another result of the research was that there is a direct correlation between exclusion from decision-making of university faculty members and their understanding of organizational efficiency.

In another study, Hennessy and Mabile (1989) noted that social factors, family and educational in environment play a major role in creative work. There is a strong correlation between creativity and personal motivation that certain aspects of the environment determine much of this tendency. Oscar Buentello & et al (2008) in University of Texas in U.S.A examined the relationship between organizational citizenship behavior and total quality management. The results of this study showed that total quality management plays a mediatory role between performance and organizational citizenship behavior; this means that citizenship behaviors do not improve organizational performance, but existence of total quality management cause that organizational citizenship behavior improves performance (Kim, 2008).

Rex P Gato(2005) “In his study with title "How to lead and manage organizational change” conducted that employees' resistance to change can be one of the following reasons:

Past successes, it means that if people have been successful in the past, may not wish to change unknown future.

- A sense of familiarity with the methods and existing things.
- A sense of safety and security
- It is created a level of confidence and through the ages, standards and competition

(Santos, 2006).

Ismail (2005) had run a study with title “Creative Climate and Learning Culture: Their Contributions towards Innovation within a Property Developer “and achieved the conclusion that learning and creativity environment together influence to create innovation. Accordingly, the overall goal of this research is to investigate the relationship between organizational creativity and citizenship behavior of high school principals of education and training organization in Mazandaran province (Iran).

2. Research Hypotheses

- 1- There is relationship between organizational creativity and citizenship behavior of principals.
- 2- There is relationship between failure tolerance and citizenship behavior of principals.
- 3- There is relationship between acceptance of ambiguity and citizenship behavior of principals.
- 4- There is relationship between new theories and citizenship behavior of principals.
- 5- There is relationship between tolerance of conflict and citizenship behavior of principals.
- 6- There is relationship between external control and citizenship behavior of principals.

3. Research Methodology

The research method is descriptive from correlation type. Its statistical population includes all principals of high school of education and training organization in Mazandaran province that high school principals are a total of 171 people. A total of 98 people are selected by simple random sampling. Tool of collecting data is questionnaires of organizational creativity and citizenship behavior. After to evaluate the validity of the tools, reliability of mentioned questionnaires are obtained 90% and 89% respectively. Therefore, to analyze the data obtained is used inferential statistics, Pearson correlation and multivariate data analysis methods in addition to descriptive statistics.

4. Research Findings

Main hypothesis: There is significant relationship between organizational creativity and citizenship behavior of principals.

To investigate this hypothesis is used a Pearson correlation test that its results are shown in the following tables:

Table 1. Descriptive statistical related to indicators of research

Variables	Sample Size	Mean	Standard Deviation	Correlation Coefficient	p
organizational Creativity	90	89.3833	9.62182	.293*	.023
citizenship behavior	90	96.3833	7.90038		

According to the results of the above table, it is determined because significance level of the test ($p=0.023$) is less than $\alpha=0.05$, Therefore third sub-hypothesis is confirmed. In result, there is a significant relationship between organizational creativity and citizenship behavior of the principals. Considering the correlation coefficient between these two variables is 0.293, it is concluded that this relationship is positive and weak significant.

First sub-hypothesis: There is relationship between organizational creativity after failure tolerance and citizenship behavior of principals.

To investigate this hypothesis is used a Pearson correlation test that its results are shown in the following tables:

Table 2. Means and standard deviation and correlation coefficient between the variables of failure tolerance and citizenship behavior

Variables	Sample Size	Mean	Standard Deviation	Correlation Coefficient	p
Failure tolerance	90	13.4333	2.14213	.315*	0.014
citizenship behavior	90	96.3833	7.90038		

According to the results of the above table, it is determined because significance level of the test ($p=0.014$) is less than $\alpha=0.05$, therefore first sub-hypothesis is confirmed. In result, there is a significant relationship between organizational creativity after failure tolerance and citizenship behavior of the principals.

Second sub-hypothesis: There is relationship between organizational creativity after acceptance of ambiguity and citizenship behavior of principals.

To investigate this hypothesis is used a Pearson correlation test that its results are shown in the following tables:

Table 3. Means and standard deviation and correlation coefficient between the variables of acceptance of ambiguity and citizenship behavior

Variables	Sample Size	Mean	Standard Deviation	Correlation Coefficient	p
Acceptance of ambiguity	90	14.6833	2.02937		
citizenship behavior	90	96.3833	7.90038	.210	0.107

According to the results of the above table, it is determined because significance level of the test ($p=0.107$) is greater than $\alpha=0.05$, therefore second sub-hypothesis is rejected. In result, there isn't a significant relationship between organizational creativity after acceptance of ambiguity and citizenship behavior of the principals.

Third sub-hypothesis: There is relationship between organizational creativity after encouraging new theories and citizenship behavior of principals.

To investigate this hypothesis is used a Pearson correlation test that its results are shown in the following tables:

Table 4. Means and standard deviation and correlation coefficient between the variables of encouraging new theories and citizenship behavior

Variables	Sample Size	Mean	Standard Deviation	Correlation Coefficient	p
Encourage new theories	90	33.6500	3.37400		
citizenship behavior	90	96.3833	7.90038	.262*	.043

According to the results of the above table, it is determined because significance level of the test ($p=0.043$) is less than $\alpha=0.05$, therefore third sub-hypothesis is confirmed. In result, there is a significant relationship between organizational creativity after encouraging new theories and citizenship behavior of the principals. Considering the correlation coefficient between these two variables is 0.262, it is concluded that this relationship is positive and weak significant.

Fourth sub-hypothesis: There is relationship between organizational creativity after tolerance of conflict and citizenship behavior of principals.

To investigate this hypothesis is used a Pearson correlation test that its results are shown in the following tables:

Table 5. Means and standard deviation and correlation coefficient between the variables of tolerance of conflict and citizenship behavior

Variables	Sample Size	Mean	Standard Deviation	Correlation Coefficient	p
Tolerance of	90	9.4833	1.50132		

conflict				0.624*	0.000
citizenship behavior	90	96.3833	7.90038		

According to the results of the above table, it is determined because significance level of the test ($p=0.000$) is less than $\alpha=0.05$, therefore fourth sub-hypothesis is confirmed. In result, there is a significant relationship between organizational creativity after tolerance of conflict and citizenship behavior of the principals. Considering the correlation coefficient between these two variables is 0.624, it is concluded that this relationship is positive and strong significant.

Fifth sub-hypothesis: There is relationship between organizational creativity after low external control and citizenship behavior of principals.

To investigate this hypothesis is used a Pearson correlation test that its results are shown in the following tables:

Table 6. Means and standard deviation and correlation coefficient between the variables of organizational creativity and citizenship behavior

Variables	Sample size	Mean	Standard deviation	The correlation coefficient	p
Low External control	90	96.3833	3.03296		
citizenship behavior	90	96.3833	7.90038	.362*	0.004

According to the results of the above table, it is determined because significance level of the test ($p=0.05$) is less than value of the alpha in test 0.05, therefore fifth sub-hypothesis is confirmed. In result, there is a significant relationship between organizational creativity after low external control and citizenship behavior of the principals. Considering the correlation coefficient between these two variables is 0.362, it is concluded that this relationship is positive and moderate significant.

Table 7. ANOVA of organizational creativity

	Sum of squares	df	Mean square	F	sig
Between groups	185.017	3	61.672	701	0.591
Within groups	6170.16	56	94.235		
Total	5261.171	59			

According to the results of the above table, it is determined because significance level of F statistics on indicators of organizational creativity ($\text{sig}=0.591$) is greater than $\alpha=0.05$, Therefore it can be said that organizational creativity in different age groups doesn't have significant difference.

5. Conclusion and Recommendations

Nowadays there are many conceptual and empirical linkages in the relationship between organizational creativity and citizenship behavior and organizational effectiveness. Four trends and attitudes determine the importance of organizational citizenship behavior:

1 - Global competition in the case of human capital particularly organizational support from innate initiatives of employees increasingly has increased important of organizational citizenship behavior.

2 - The second factor is related to a group oriented organizations that organizations have greater need to citizenship behavior.

3 - The third factor is organizational performance, and in particular the role of the employee's innate innovation in reducing the number of employees and miniaturization in order to adaptability with willingness to change for the emergence and further promote the vital efforts of organizations

4 - Service to customer and customer satisfaction is emphasized.

In general, citizenship behavior helps to the effectiveness and efficiency of organizations through resource development, innovation and adaptability. In this study, with the exception of existing hypotheses, results present separately.

Main hypothesis of research: There is relationship between organizational creativity and citizenship behavior of principals.

According to results obtained because significance level of tests $p=0.293$ is lower than $\alpha=0.05$, thus main hypothesis is confirmed. Therefore, it can be say that organizational creativity can predict citizenship behavior of principals in high school of west Mazandaran province. This result coordinate and consistent with research of Morion (1996) that emphasized on citizenship behavior and research of Vasegh (2006) and Toureh (2012) and Gilson (2004) has focused on positive relationships between the creativity dimensions on citizenship behavior.

First sub-hypothesis: There is relationship between organizational creativity after failure tolerance and citizenship behavior of principals.

According to data obtained of current research show that significance level of tests $p=0.014$ is less than $\alpha=0.05$, thus hypothesis is confirmed and organizational creativity after failure tolerance can predict citizenship behavior of principals. This result coordinate and consistent with research of Amabil (1988) and Skarbantlo(2008) and Ismail (2005) emphasized on citizenship behavior and research of Keramat (2008) because creativity variables has an important contribution on organizational behavior.

Second sub-hypothesis: There is relationship between organizational creativity after acceptance of ambiguity and citizenship behavior of principals.

According to data obtained of current research, because significance level of tests $p=0.107$ is greater than $\alpha=0.05$, thus second hypothesis is rejected.

Third sub-hypothesis: There is relationship between organizational creativity after encouraging new theories and citizenship behavior of principals.

According to data obtained of current research, because significance level of tests $p=0.043$ is less than $\alpha=0.05$, thus hypothesis is confirmed. It means that encouraging new theories can predict citizenship behavior of principals. This result consistent with research Ismail (2005) and Skarbantlo(2008) and Toureh (2006) and Vasegh (2006) because research variable in creativity is considered the root causes in the formation of principals citizenship behavior.

Fourth sub-hypothesis: There is relationship between organizational creativity after tolerance of conflict and citizenship behavior of principals.

According to data obtained of current research, because significance level of tests $p=0.000$ is less than $\alpha=0.05$, thus hypothesis is confirmed. It means that tolerance of conflict can predict citizenship behavior of principals. This result consistent with research of Poodsakef(2000) , Morion (1996) , Vasegh (2006) and Esmi & Keramat (2008) that confirm creativity variables and its influence has focused on organizational behavior of principals and as a basis for citizenship behavior.

Fifth sub-hypothesis: There is relationship between organizational creativity after low external control and citizenship behavior of principals.

According to data obtained of current research, because significance level of tests $p=0.004$ is less than $\alpha=0.05$, thus hypothesis is confirmed. Thus low external control can predict citizenship behavior of principals. This result is consistent with research of Keramat (2008), Gilson (2004), Gertzel, Kertagenberg (1972) and Skarbantlo (2008). Root causes of the evolution in citizenship behavior are to create creativity dimensions and components depend on creativity. Organization principals with enact appropriate policies and strategies should try in order to become more prosperous organizational creativity and citizenship behavior in organization that can be named Some examples of actions.

1- Some researchers believe those who appear signs of good citizens in the areas of personal life, to as degree tend to be good organizational citizens. Accordingly, education and training organization must designed process of recruiting and employ their force so that individuals with organizational citizenship behavior recruit to organizations.

2 - It is recommended that principals should embrace from challenges and changes in the organization.

3 - Teachers through supportive climate can prevalent a climate with accountability, open climate of trust and mutual respect, according to teachers' professional values and emotional support.

4- It is recommended to high school principals that create an open organizational environment and teachers and employees have free to perform duties.

5 – Teachers by identifying goals of school, promote collective spirit and efforts to achieve collective agreed goals, high performance expectations from teachers, providing models of good practice in schools, mental stimulation, and teachers rethink works, individual support from teachers and however, their performance monitoring can guide teachers.

6 - Principals must provide at various ways to job satisfaction of teachers. Teacher satisfied are very enthusiastic to investment and additional expenditure for students.

7 - It is recommended in initiatives is done multilateral support and develop methods for participatory decision making.

8- Principals should try to find the appropriate strategies for the creation and development of creative educational organization.

9 - Increasing productivity of employee and management.

10 - The use of organizational resources for higher value creation

11 - Spend resources for jobs that aren't merely retention

12 - Preparing field for better coordination within and between groups

13 - Increasing the ability of organizations to attract and retain qualified personnel

14 - Empowering organizations to more consistent with changes

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