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# EXAMINE AND CLARIFY THE ROLE OF SOCIAL WELFARE ORGANIZATIONAL MANAGER'S COMPETENCE IN CREATING EMPLOYEE'S CREATIVITY AND INNOVATION IN THE AHVAZ AMIRALMOMENIN HOSPITAL

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**ABSTRACT**
This aim of study is to examine and clarify the role of social welfare organizational manager's competence in creating employee's creativity and innovation in the Ahvaz Amiralmomenin Hospital. Methods in this study were descriptive and survey methods in this study population consisted of all managers of Social Welfare and employees of Ahvaz Amiralmomenin Hospital. The probability sampling method using Cochran formula as the sample size was 198. The error rate was considered in the formula 0.05. Site suitability questionnaire to collect information from a researcher-made questionnaire, questionnaire Torrance creativity and innovation Siegel and Kaymr questionnaire was used. The reliability of the questionnaire was determined using Cronbach's alpha. To analyze the data, descriptive statistics and inferential statistics such as Pearson correlation test, multivariate regression analysis was used. The results showed that there is a relationship between merits of individual managers, administrators, social competence, knowledge and professional skills of executives, managers, skills, personality traits, directors, manager's insight, professional reputation and credibility of directors and general manager and staff's creativity and innovation of Ahvaz Amiralmomenin Hospital. The results show that the variables managers' skills, character and reputation management professional managers have the greatest impact on the level of creativity and innovation of employee's Ahvaz Amiralmomenin Hospital.

*Keywords: Management Competence, Creativity, Innovation, Social Security*

**INTRODUCTION**
Human resource management in recent years to assess competencies as a tool to determine the strengths and weaknesses of the organization and the tendency is to identify susceptible individuals. Thus, competency-based assessment for selection and appointment, promotion, and development and educational outcomes approach has considerable merit in human resource management is not a new approach. The merits of the approach started around 1970 and since then, has been rapid development and application. David McClelland, a prominent psychologist at Harvard University, in describing the idea of merit is known in the literature of human resources. He later argued that traditional intelligence tests, as well as other conditions such as qualification, to predict job performance are doomed to failure.
Mac llnd arguments in opposition to the growing dissatisfaction with traditional approaches to test intelligence and job analysis for the selection of personnel, the plan was to test the merits.
Mac llnd In his research, he concluded that the competencies such as interpersonal sensitivity, positive aspects and intercultural management skills, intelligence officers and senior officials from the usual logged. Over the years, proved to be competency-based approaches, as more important tool for corporate functions, including manpower planning, succession planning and performance evaluation is to count. The main reason for choosing this approach is as follows standards they can identify the skills, knowledge, behaviors and capabilities to meet current and future needs to provide staff selection. They can develop individual and Group plans to close the gap between existing competencies and qualifications

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required to carry out a project, focus on job role or organizational strategy. Competence can be defined as follows:

Knowledge, skills, abilities and other characteristics related to employment (e.g., attitudes, behavior and physical abilities) that specific, identifiable and definable, and they may have on its staff or to perform an activity in a specific business area or important (Draganids and Mentaz, 2006).

Also today, the most important variables in enterprise management process, creativity and innovation that has attracted the attention of the administrators. The view of some scholars, including Baron (2003), creativity, emotional and cognitive components of a structure is interwoven (Kazemi, 2010). Sternberg (1988) also suggests that the concept of creativity is single sided and believes that the ability of multidimensional cognitive and emotional factors are creativity. Sternberg defines creative thinking as the manner of unusual and unique way to introduce. He also thinking styles, knowledge, character and environment in influencing creativity knows (Grigorenko, 2000). So overall, this study examines the role of social competencies of in creating creativity and innovation among employee's Ahvaz Amiralmomenin hospital.

### Background of the Study
*Internal Record*

Niknami and colleagues (2009), the research aims to design and evaluate the causal model of creativity and innovation management education in elementary schools, junior high and high school in Tehran began. The study, all the principals of elementary, middle and secondary areas of nineteen districts of Tehran in the 89-88 academic year has been the management. The results showed that A) the principles of creativity and innovation in Tehran in average. B) variables of organizational culture, organizational commitment, organizational learning and knowledge management, creativity and innovation as factors affecting school principals in Tehran on average. C) Organizational culture, knowledge management, organizational learning and organizational climate have the most to the least effect on innovation and creativity is the managers. D) There is a direct effect, positive and meaningful relationship between organizational culture, organizational commitment, organizational learning and knowledge management change in principals' creativity Tehran. And) between creativity, organizational culture, organizational commitment, organizational learning and knowledge management has a direct effect relationship, innovation varies significantly with school principals in Tehran. E) The causal model of creativity and innovation in Tehran principals fit. Therefore, it can be said to enhance creativity and innovation in schools to strengthen the organizational culture variables, organizational commitment, organizational learning and knowledge management pay.

Jalilian *et al.,* (2009), research has investigated the role of knowledge management in public organizations to promote creativity Case Study: carried in Yazd Shahid Sadoughi Hospital. The findings suggest that a knowledge organization requires a different management approach and the results of this study indicate that organizational creativity is positively correlated with organizational knowledge management and its processes and organizational knowledge management can improve and promote creativity among employees in organizations. Abdullahi (2010), examine the role of creativity and innovation competencies of managers and organizations. Results showed that the organizational world of today's creative director, creative agency, creative employees who are creative sides of a triangle without any innovations to the destination does not appear. Appropriate organizational structure, support and encourage managers to unveil two basic elements of creativity. Terms and conditions and creativity are vital that organizations should provide it to achieve the desired objectives. Tabibi *et al.,* (2010), scholarly communication management competency and efficiency of teaching hospitals of Tehran University of Medical Sciences, respectively. The results showed that there was significant relationship between competency managers with occupancy rate. Therefore, managers need to promote awareness and education administrators should be given to improve the index. Yeganegi (2010), in the title role of management competence in management effectiveness (Case Study in Qazvin Telecommunication Company) did. Results of the study showed that between the individual and social competence and effectiveness of management executives associated with competencies of managers between all variables

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(individual and social dimensions) and effectiveness significant correlation exists between management skills, personality traits, attitudes and insights into the effectiveness of managers with significant correlations were observed, each of the following variables influence the prioritization criteria specified.

*Foreign Background Investigations*

Wall (2005), examines the structural relations of learning and knowledge management initiatives focused on elementary school teachers in the city of Liverpool. The results showed that the variable has a positive relationship management, knowledge, creativity and innovation is a direct and significant variable. Creativity variable has a positive relationship with innovation. Variables such as knowledge management, creativity and innovation have a positive and significant relationship between the variables of learning.

Charles Wood roofe (2006), research has done his competency management of their research concludes that the effectiveness of job competence.

Mc Lon (2006), in his study on the effects of organizational culture on creativity and innovation had been a private company. The results showed that the organizational culture has positive effects, direct and meaningful variables creativity and innovation. Also, the variable has a significant positive effect on creativity and innovation is changing. Achim (2006), in his study examines the relationship between creativity and innovation with the principles of organizational learning. The results showed that the variable has positive effects on organizational learning, creativity and innovation is a direct and significant variable. Also, the variable has a significant positive effect on creativity and innovation is changing. Hind (2008), in his study examines the relationship between knowledge management and innovation management and the role of higher education institutions. The results showed that the variable has positive effects on knowledge management, creativity and innovation is a direct and significant variable. The variable has a significant positive effect on creativity and innovation is changing. Two variables, creativity and knowledge management in general were able to explain 25% of variance in innovation.

Martin (2009), to investigate the relationship between organizational culture and structure of teacher's creativity and innovation in Tokyo 3478. The results showed that the organizational culture has a positive relationship, directly and significantly affected by factors of creativity and innovation. Creativity variable has a positive relationship with innovation. Suneh (2009), in his study examines the relationship between leadership styles and organizational climate of creativity and innovation. The study population was the elementary school teachers in Hong Kong. The results showed that leadership style variable has a positive effect, directly and significantly on variables such as teachers' creativity and innovation. Climate change impacts are positive and significant variables creativity and innovation. Also, the variable has a significant positive effect on creativity and innovation is changing. George (2009), in their study examines the relationship between organizational learning and innovation and creativity of the employees of an industrial plant. The results showed that the positive effects of financial or other variable, direct and meaningful innovation, creativity variables.

## MATERIALS AND METHODS

*Methodologies*

The method of this research is descriptive and survey methods. Any research will undoubtedly take its own way. Quite clearly, the research does not take place within a unique way but any investigation or may be done by two or more methods or vice versa can be found in a study of a combination of two or more methods may be used.

In this paper, the use of books, theses, documents, articles, websites, a questionnaire was also used and the use of a questionnaire survey and field research is presented. In a conventional survey researcher selects a sample of the population and a standardized questionnaire to them to be able to respond to it. You can navigate to targets descriptive, explanatory and exploratory use. The survey is mainly used in studies in which the individual is the unit of analysis. Survey probably is best for those social researchers Interested in collecting baseline data to describe very large populations that cannot be directly observed them (Earl Babbie).

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## The Population

The population in this study consisted of all managers of Social Welfare Hospital, and staff of Ahwaz Amiral Momenin Hospital based on the data obtained from 130 directors and deputies of the Social Welfare and 720 numbers of staff of Ahvaz Amiralmomenin hospital.

## Hypotheses

1. There is a significant relationship between professional knowledge and creation innovation ad creativity among managers and staff of Ahvaz Amiralmomenin hospital.
2. There is a significant relationship between manager's skills and creativity and innovation of staff of Ahvaz Amiralmomenin hospital.
3. There is a significant relationship between the characteristics of managers and creativity and innovation of staff of Ahvaz Amiralmomenin hospital.
4. There is a significant relationship between the manager's insight and creativity and innovation of staff of Ahvaz Amiralmomenin hospital.
5. There is a significant relationship between professional reputation of managers and creativity and innovation of staff of Ahvaz Amiralmomenin hospital.
6. There is a significant relationship between public reputation of managers d creativity and innovation of staff of Ahvaz Amiralmomenin hospital.
7. There is a significant relationship between competencies of managers of social welfare d creativity and innovation of staff of Ahvaz Amiralmomenin hospital.
8- There is a significant relationship between manager's individual competencies d creativity and innovation of staff of Ahvaz Amiralmomenin hospital.
9- There is a significant relationship between manager's social competencies d creativity and innovation of staff of Ahvaz Amiralmomenin hospital.

## Population

Generally there are two types of sampling and possible other probable one. Depending on the study population, sample size, homogeneity and heterogeneity, the research community, the researcher comes to sampling.

While some researchers from both probabilistic and non-probabilistic methods are used. The population in this study due to the structure of probability sampling is used. The study sample of 198 directors and deputies of the Social Welfare and staff of Ahvaz AmiralMomenin Hospital and the sample size using formula Cochran were selected using simple random sampling. The sample consisted of 97 employees and 97 director of the Ahvaz AmiralMomenin hospital.

## Variables

In this study, the independent variables affect or are the merits of individual managers, administrators, social competence, knowledge and skills of professional managers, management skills, personality traits, executives, insight managers, and credit managers are professionals and managers of public funds and the dependent variable or effective amount of creativity and innovation of staff of Ahvaz Amiralmomenin hospital.

## The Scope of the Study

In this study we investigate the spatial domain SSO and staff of Ahvaz Amiralmomenin hospital. And also the period of the summer 2014 semester research is intended.

## Data Collection

In this study, questionnaires were used to collect data. Given the lack of research and lack of resources and research, a questionnaire was developed and designed. "There are many ways to operationalize the variables in the research, there are many methods used in the research questionnaire. Although the questionnaire for the survey is essential and it is directly linked, in laboratory and field research and other activities related to data collection are also widely used (Earl, Babbie, 324). This study aims to develop a questionnaire to observe the maximum peak of the questionnaire has been developed. Principles such as the principle of precision, the principle of comprehensiveness, universality principle, the principle of mutual exclusion, of being mutually exclusive, refrain from partisan or additional questions, asking

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questions as appropriate, and short, the absence of negative questions, clarity, accuracy, and some of this compliance has been.

### Data Analysis

*First Hypothesis:* There is a significant relationship between professional knowledge and creation innovation and creativity among managers and staff of Ahvaz Amiralmomenin hospital.

Pearson correlation coefficient table to test the first hypothesis

| Pearson coefficient | | Creativity and Innovation | Knowledge |
|---|---|---|---|
| Knowledge | correlation coefficient | 1.000 | 0.611 |
| | Significant level | | 0.000 |
| | Number | 97 | 97 |
| Creativity and Innovation | correlation coefficient | 0.611 | 1.000 |
| | Significant level | 0.000 | |
| | Number | 97 | 97 |

As seen in the table can be used to test the first hypothesis because of quantitative variables and Pearson index is used. And by taking the (0.05) obtained significant level (0.000), the level of significance (0.05) is smaller so the hypothesis is confirmed. In other words, there is a significant relationship between the knowledge and professional skills and innovation of managers and staff of Ahvaz Amiralmomenin hospital. The Pearson coefficient equal to (0.611) and is positive, it means that increasing the knowledge and skills of professional and innovation of managers and staff Ahvaz Amiralmomenin hospital is more.

*The Second Hypothesis:* There is a significant relationship between manager's skills and creativity and innovation of staff of Ahvaz Amiralmomenin hospital.

Pearson correlation coefficient table to test the second hypothesis

| Pearson coefficient | | Creativity and Innovation | manager's skills |
|---|---|---|---|
| manager's skills | correlation coefficient | 1.000 | 0.796 |
| | Significant level | | 0.000 |
| | Number | 97 | 97 |
| Creativity and Innovation | correlation coefficient | 0.796 | 1.000 |
| | Significant level | 0.000 | |
| | Number | 97 | 97 |

Also, as can be seen in Table II for hypothesis testing because of quantitative variables and Pearson's correlation coefficient has been used. And by taking the (0.05) obtained significant because significant level (0.000), a significant level (0.05) is smaller so the hypothesis is confirmed. In other words, there is a significant relationship between the skills of managers and creating innovation among staff of Ahvaz Amiralmomenin hospital. The Pearson coefficient equal to (0.796) and is positive, it means that increasing the amount of creativity and innovation skills of managers and staff of Ahvaz Amiralmomenin hospital.

*The Third Hypothesis:* There is a significant relationship between the characteristics of managers and creativity and innovation of staff of Ahvaz Amiralmomenin hospital.

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Table Pearson correlation coefficient to test the third hypothesis

| Pearson coefficient | | Creativity and Innovation | |
| --- | --- | --- | --- |
| | | | Characteristics |
| characteristics | correlation coefficient | 1.000 | 0.751 |
| | Significant level | | 0.000 |
| | Number | 97 | 97 |
| Creativity and Innovation | correlation coefficient | 0.751 | 1.000 |
| | Significant level 0.001 | | |
| | Number | 97 | 97 |

As can be seen in Table III to test the hypothesis, because the parameters of quantitative indicators are used Pearson. And by taking the (0.05) obtained significant level (0.000), the level of significance (0.05) is smaller so the hypothesis is confirmed.

In other words, there is a significant relationship between the characteristics and creativity and innovation of managers and staff of Ahvaz Amiralmomenin hospital. The Pearson coefficient equal to (0.751) is positive, that is, increasing the characteristics of creativity and innovation of managers and staff of Ahvaz Amiralmomenin hospital.

*The Fourth Hypothesis:* There is a significant relationship between the manager's insight and creativity and innovation of staff of Ahvaz Amiralmomenin hospital.

Pearson correlation coefficient table for the fourth hypothesis testing

| Insight | correlation coefficient | 1.000 | 0.733 |
| --- | --- | --- | --- |
| | Significant level | | 0.000 |
| | Number | 97 | 97 |
| Creativity and Innovation | correlation coefficient | 0.733 | 1.000 |
| | Significant level | 0.001 | |
| | Number | 97 | 97 |

As can be seen in Table IV to test the hypothesis, because the parameters of quantitative indicators are used Pearson.

And by taking the (0.05) obtained significant level (0.000), the level of significance (0.05) is smaller so the hypothesis is confirmed.

In other words, there is a significant relationship between the vision and insight and innovative and creative of managers and staff of Ahvaz Amiralmomenin hospital.

The Pearson coefficient equal to (0.733) and is positive, it means that increasing the amount of creativity and innovation of managers and staff of Ahvaz Amiralmomenin hospital.

*The Fifth Hypothesis:* There is a significant relationship between professional reputation of managers and creativity and innovation of staff of Ahvaz Amiralmomenin hospital.

Table V Pearson for hypothesis testing

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| Pearson coefficient | | Creativity and Innovation | professional reputation |
|---|---|---|---|
| professional reputation | correlation coefficient | 1.000 | 0.554 |
| | Significant level | | 0.000 |
| | Number | 97 | 97 |
| Creativity and Innovation | correlation coefficient | 0.554 | 1.000 |
| | Significant level | 0.000 | |
| | Number | 97 | 97 |

As can be seen in Table V for hypothesis testing because of variables Pearson quantitative indicators is used. And by taking the (0.05) obtained significant level (0.000), the level of significance (0.05) is smaller so the hypothesis is confirmed.

In other words, there is a significant relationship between the professional credibility and creativity and innovation of managers and staff of Ahvaz Amiralmomenin hospital. The Pearson coefficient equal to (0.554) and is positive, it means that the professional reputation of innovation of managers and staff of Ahvaz Amiralmomenin hospital.

*The Sixth Hypothesis:* There is a significant relationship between public reputation of managers d creativity and innovation of staff of Ahvaz Amiralmomenin hospital.

Pearson's correlation coefficient to test the sixth hypothesis

| Pearson coefficient | | Creativity Innovation | and public reputation |
|---|---|---|---|
| public reputation | correlation coefficient | 1.000 | 0.599 |
| | Significant level | | 0.000 |
| | Number | 97 | 97 |
| Creativity and Innovation | correlation coefficient | 0.599 | 1.000 |
| | Significant level | 0.000 | |
| | Number | 97 | 97 |

As can be seen in Table VI because the levels of variables to test the hypothesis that some of the indicators used Pearson. And by taking the (0.05) obtained significant level (0.000), the level of significance (0.05) is smaller so the hypothesis is confirmed. In other words, there is a significant relationship between the general reputation and creativity and innovation of managers and staff of Ahvaz Amiralmomenin hospital. The Pearson coefficient equal to (0.599) and is positive, it means that the public reputation and creativity and innovation of managers and staff of Ahvaz Amiralmomenin hospital is high.

The seventh hypothesis: There is a significant relationship between competencies of managers of social welfare d creativity and innovation of staff of Ahvaz Amiralmomenin hospital.

Pearson's correlation coefficient to test the sixth hypothesis

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| Pearson coefficient | | Creativity Innovation | and Individual competencies |
|---|---|---|---|
| Individual competencies | correlation coefficient | 1.000 | 0.682 |
| | Significant level | | 0.000 |
| | Number | 97 | 97 |
| Creativity and Innovation | correlation coefficient | 0.682 | 1.000 |
| | Significant level | 0.000 | |
| | Number | 97 | 97 |

As can be seen in Table VII to test the hypothesis, because the parameters of quantitative indicators are used Pearson. And by taking the (0.05) obtained significant level (0.000), the level of significance (0.05) is smaller so the hypothesis is confirmed. In other words, there is a significant relationship between the individual competence and creativity and innovation of managers and staff of Ahvaz Amiralmomenin hospital. The Pearson coefficient equal to (0.682) is positive, that is, increasing the individual competence and creativity and innovation of managers and staff of Ahvaz Amiralmomenin hospital.

*Eighth Hypothesis:* There is a significant relationship between manager's individual competencies and creativity and innovation of staff of Ahvaz Amiralmomenin hospital.

Pearson's correlation coefficient to test the hypothesis VIII

| Pearson coefficient | | Creativity and Innovation | individual competencies |
|---|---|---|---|
| individual competencies | correlation coefficient | 1.000 | 0.827 |
| | Significant level | | 0.000 |
| | Number | 97 | 97 |
| Creativity and Innovation | correlation coefficient | 0.827 | 1.000 |
| | Significant level | 0.000 | |
| | Number | 97 | 97 |

As can be seen in Table VIII for hypothesis testing because of variables Pearson quantitative indicators is used. And by taking the (0.05) obtained significant level (0.000), the level of significance (0.05) is smaller so the hypothesis is confirmed. In other words, there is a significant relationship between the social competence and creativity and innovation hospital of managers and staff of Ahvaz Amiralmomenin hospital. The Pearson coefficient equal to (0.827) is positive, that is, increase social competence and creativity and innovation hospital of managers and staff of Ahvaz Amiralmomenin hospital.

## CONCLUSION
### Summary of Research
Managers often play a critical role in organizations. Effect of outstanding managers in revenue, profit and success of today's most successful companies are well marked and obvious. The rapid response to the threats and opportunities of the present age, the main task of a manager is to consider the organization's goals and always follow it, but this mission have different forms at different levels of management becomes. The senior management of the organization, this means ensuring that the vision and strategies to achieve organizational goals in a way that will make it possible over the coming years. Middle managers are comprehensive programs that target has been set by top management, design, commissioning and running. In fact, middle managers, supervisors and other employees under their direction and control and

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the link between senior managers and supervisors are responsible for (Leicester, translated Hashemi, 2001) The aim of this research is to investigate and explain the role of social competencies of managers and creating innovation in Ahvaz Amiralmomenin (AS) hospital. Methods the study was descriptive and survey methods in this study population, all managers and employees of the Social welfare and Ahwaz Amiralmomenin Hospital. The probability sampling method using Cochran formula as the sample size was 198. Site suitability questionnaire to collect information from a researcher-made questionnaire, questionnaire Torrance creativity and innovation Siegel and Kaymr questionnaire was used. To analyze the data, descriptive statistics and inferential examinations such as the Pearson correlation test, multivariate regression analysis was used.

The results showed that there is significant relationship between the merits of individual managers, administrators, social competence, Knowledge and professional skills of executives, managers, skills, personality traits, directors, managers insight, professional credit management and public credibility of creativity and innovation of managers in Ahvaz Amiralmomenin (AS) hospital the results show that the there is significant relationship between managers' skills, character and reputation management professional managers have the greatest impact on the level of creativity and innovation of managers in Ahvaz Amiralmomenin (AS) hospital.

*Recommendations for Future Research*
1. Research the researchers are able to offer political and economic indicators as one of the effective causes managers to examine the merits.
2. Researchers can also create innovation management competencies of employees in the case of the statistical community.
3. Researchers can also create innovation management competencies of staff in order to compare two or more organizations.

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