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EXPLAINING THE RELATIONSHIP BETWEEN CREATIVITY AND ORGANIZATIONAL ENTREPRENEURSHIP AMONG DEPUTIES OF THE SOCIAL WELFARE ORGANIZATION OF KERMAN

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ABSTRACT

Present research was conducted to determine the relationship between creativity and dimensions of organizational entrepreneurial among deputies of the Social welfare organization of Kerman. This research purpose has applied nature and its method is descriptive based on gathering data and correlation; also opinion polling and survey were used for testing hypotheses. The study sample consisted of 110 deputies of social welfare organization of Kerman who were chosen as samples. Required information is collected by a questionnaire based on conceptual model of research. The validity of the questionnaire was conducted with the approval of the relevant expert and reliability of the questionnaire is evaluated that was measured 0.85 by Cronbach's alpha. Kolmogorov-Smirnov test, Pearson correlation and Chi square test are used in order to data analysis. Result of this study confirmed that there is a meaningful and positive relationship between components of self-confidence, risk-taking, seeking independence and hard work and creativity and main hypothesis of this study that there is a relationship between creativity and entrepreneurship was also confirmed.

Keywords: *Entrepreneurship, Creativity, Organizational Entrepreneurship*

INTRODUCTION

Not only creativity forms origin of science, but also it is essential for all areas of life and health of mind and human spirit. If people are caught in repetitive and mechanical order, they will destroy. This is one of the threats that civilization suffer. Most of civilizations destroyed, not only because of repeated external threats, but mainly due to the decline of creativity. We can safely claim that none of complex human problems would be solved at any place and any time, except for those who are able to act creatively with continuous inclination of developing realities (Bohem, 1998). In fact, creativity is the basis of developed nations, such that not only identify their issues by use of creativity, but also seek the way to solve these problems through creativity.

In the changing and diverse world of today, the distinction is very impressive in organizations. Some organizations are seeking sustainable competitive advantage; therefore, they seek excellence strategies and some of them think to live and continue it; therefore, they are looking for survival strategies (Niaz, 2007). Hereof, enterprise and entrepreneurship act in order to further their development in the context of organizations that can be considered as one of the most important strategies. Entrepreneurship is a process through which organizations understand the opportunities and threats and organize various factors of production creatively to create value-added of goods and services (Moghadas, 2004).

Despite a long history of innovation in human life, due to the dramatic pace of technological change, global competition, and economic uncertainty (Mamford *et al.*, 1997; Oldham and Camingez, 1996), companies have found that creativity is a key and continual source of competitive advantage and creativity survival. These sustained competitive advantages appear in the form of ideas, products, and new services that directly result from creative thinking (Mac-fazen, 1998). Creativity is as essence of entrepreneurship and key factor in organizational success as well as development code and temporal and eternal happiness of mankind, yet it hasn't found actual position in academic and research circles (Samad

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Aghaee, 2004). Now, the argument here is that is there a link between creativity and organizational entrepreneurial. So the main question of this study is that is there a link between creativity and organizational entrepreneurial.

The Research Literature

Entrepreneurship

Since entrepreneurship is part of management concepts, it hasn't a definite and clear definition and complete understanding of it needs a multidisciplinary approach (Cochran, 1996). The term "Entrepreneurship" originally coined in French (Karbasi *et al.*, 2002). A quick look at history of concept and entrepreneurial area shows that entrepreneurship first introduced only in the field of music and entrepreneur is defined in Oxford dictionary 1897 as president or director of the National Institute of Music, i.e. someone who sees the provision of music entertainment (Samad, 2003).

Entrepreneurship is a process in which entrepreneur create job and new, creative and growing companies and organizations with new and creative idea and by identifying new situation and resource mobilization that is along with risk and it causes to introduce product or new services to society (Stevenson and Jarillo, 1990). Intense competition among companies and organizations, reducing the effectiveness of traditional management and rapid growth in the small business are means that organizations attach great importance to innovation, because they knew innovation as the only guarantee for the survival of competition. So they tried to encourage creative and entrepreneur's people who were the creators of new products and services to stay in organization and realize their ideas in organization. Pinchot called these people as organizational entrepreneurship. In 1985, he created "Entrepreneurship" word by combination Entrepreneurship, corporate and Intra and defined organizational entrepreneur as an individual that act in huge organizations as an independent entrepreneur and his activities consist of creation new units in organization, presenting products, services and new processes that lead the company towards growth and profitability (Ahmadpour, 1999).

Types of Entrepreneurship

Company Entrepreneurship

It is a process where a company is over to everyone is encouraged to entrepreneurship and all individual and group entrepreneurial activities are done quick and easy on a continuous basis. In this process, each staff serves in the role of entrepreneurs.

Independent Entrepreneurship

It is a process that entrepreneur pass all entrepreneurial activities from initial idea until presenting product to society by creating a new firm independently.

Organizational Entrepreneurship

Organizational entrepreneurship means entrepreneurship process within the organization and by using of some features such as spirit of perseverance, risk-taking, creativity and innovation in which a group of people within the organization became its development engines (Upton *et al.*, 1999). However organizational entrepreneurship has recently put as a concept in management literature, it is a concept which is connected to entrepreneurial approach of an organization and is rooted in entrepreneurship literature (Antonic and Hisrich, 2003).

Shomper knows most of organizational entrepreneurship activities as developing new goods and services, introducing new approaches of production, recognizing new markets, finding new resources and developing and improving organization (Samad, 1999).

This includes fostering entrepreneurial behavior in an organization that already established. In short, organizational entrepreneurship means that organizations can develop useful innovation by encouraging employees to think like entrepreneurs and give them freedom and flexibility for following their programs without putting them in bureaucratic quagmire (Stoner *et al.*, 1995).

It's possible that Entrepreneurial Organization be seen as people enabling system to use of creative process and enable them to apply and creation of techniques as planned and desired in a level of innovative activity (Echols and Neck, 1998).

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Feradi (1993) also believes that entrepreneurship is a process that product (services) or innovative processes will be created in an organizational by produce creating an entrepreneurial culture in an organization. Cornwall and Perlman (1990) believe that principles of corporate entrepreneurship is not limited solely to the for-profit and private sector, but same process can also be used for non-profit and NGOs organizations.

Creativity

Creativity is so much evident that perhaps this evident prevents clear definition of it. In Persian dictionary creation means create and nature. Creativity is the ability to combine ideas in unique ways or create a continuum between ideas (Zare'ee, 1994). Not only creativity formed the foundation and source of science, but also it is crucial for all areas of life and health of human. If people are caught in repetitive and mechanical order, they will be destroyed. This is one of the threats to civilization involved. Most civilizations that have disappeared, not only because of repeated external threats, but mainly due to the decline of creativity have gone. Can safely claim that none of complex human problems would be solved at any place and any time, except for those that are able to act creatively with developing and continuously institutional and improve ahead realities (Bohem, 1998). In fact, creativity is the basis of developed nations, as not only they identify their issues by using of creativity, but also seek only way to solve these problems through creativity.

Creativity not only through the development of products and processes to increase market share, but also it creates new markets (Bruce, 2004) and shaping the environment (Strenberg, 1989).

Staff's creativity help the survival of as (Amabil, 1996) that when staffs be able in their jobs, can present and apply new and useful idea about products, application, services or organization methods (Oldham, 2002). These ideas lead to increase in the likelihood that other workers have used these ideas in their jobs; in addition, they have developed these ideas and applying them to other employees to develop and carry on their work. So production and exploitation of new ideas enable organizations to match with variable situation of market, answer to treats and opportunities on time and develop (Nonaka, 1991; Oldham, 2002).

Increasing Creativity Techniques

- **Brain Activity:** In this way the issue is presented to a small group and they will be asked to respond quickly and impromptu and find an answer to it. Answers are written on a board so that all members of meeting can see them. It makes the mind more active members to pay and a spark from one mind will clear another mind.

- **Forced Association:** In this technique, mandatory association members have done mental trying to find a relationship between two fields that are not associated and familiar with each other and find new ideas in this way.

- **Morphological Analysis:** In this way, different aspects of the phenomenon will be identified, compared, and analyzed.

- **Speculative Excursion:** In this way, in creativity sessions combination and imagination work done in the public mind, by help of integration and metaphor. Hence this method is called integrating disparate methods.

- **Controversial Ideas Questions:** Controversial ideas questions can be designed in the possibility of substitution, possibility of increase or decrease, possibility of changing, possibility of combining, possibility of simulation, and possibility of other applications and lead individual to new ideas.

- **Nominal Group Technique 5-3-6:** In this way, unlike the brains moving way, people work together but apart from each other. In nominal group session, members of meeting notes their views on sheets of paper and with no clear idea who the designer is thinking and writing, ideas were exchanged and adjusted between members. One of nominal Group Technique is 6-3-5 method. In this method, 6 people are elected as meeting members and every one writes 3 new ideas about issue on 3 cards. These cards exchange between members of session so that each person sees three ideas of other people five times. Expressed ideas led to infuse newer ideas by the members of the meeting members and create a chain of thoughts.

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- **Bionics:** One technique of creativity and innovation that innovation has had a wide and successful application is imitation and modeling the nature.

- **Lateral Thinking:** Edward de Bono describes usual way of thinking as digging trenches clearly that individual deep it by increasing data and can't dig elsewhere while parallel thinking shift individual's looking to new points and new information and experiences don't add to previous thinking merely, but has changed it and create new template and structure (Alvani, 2000).

Research Hypotheses

Main Hypotheses

There is a significant relationship between creativity and entrepreneurship.

Sub-hypothesis

A- There is a significant relationship between creativity and confidence.

B- There is a significant relationship between creativity and risk.

C- There is a significant relationship between creativity and Independence seeking.

D- There is a significant relationship between creativity and hard working.

MATERIALS AND METHODS

The aim of this research is applicable and from gathering aspect it is descriptive, correlational and survey. Statistical society of this research of all higher education institutions managers of Golestan province consisted of 110 people, that given the limited number of them, all of them will be considered as examples that in this regard census method will be used. In this study, both questionnaires were used to collect data, one to determine indexes that cause entrepreneurship and other to study the relationship between creativity and entrepreneurship.

In this study, suitable inferential statistic methods like Pearson correlation coefficient and Chi- Square test are used for data analysis and checking research's hypotheses verify that all of these calculations are done by SPSS software.

Data Analysis

First Sub- hypothesis

There isn't a significant relationship between creativity and confidence. H0

There is a significant relationship between creativity and confidence.H1

Table 1: X2(Chi- Square) test

Variables	Amplitude	Chi- Square	Freedom degree	Significance level	Chi- Square Explainer
Creativity	110	47.825	9	0.000	21.666
Confidence	110				

In the first row of Table 1, 825/47 number has come that is our chi- square test statistic and calculated quantity is bigger than obtained value indicates of X2 table, error level of 0.000 and degrees of freedom 9, i.e., 666/21: 47.825>21.666, so H0 is rejected and research hypothesis is accepted. Also Pearson ranked correlation confidence is used for retest that results are shown in table 2.

Table 2: Pearson correlation confidence

Confidence	Creativity		
0.494	1.000	Creativity	Pearson Correlation
1.000	0.494	Confidence	
0.000	.	Creativity	Sig. (1-tailed)
.	0.000	Confidence	

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According to obtained correlation coefficient (0.494) and calculated significant level (0.000) it confirmed that correlation between creativity and confidence is significant so null hypothesis was rejected and the research hypothesis is confirmed

Second Sub-hypothesis

There isn't a significant relationship between creativity and risk. H0

There is a significant relationship between creativity and risk.H1

Table 3: X2 (Chi- Square)test

Variables	Amplitude	Chi- Square	Freedom degree	Significance level	Chi- Square Explainer
Creativity	110	21.319	9	0.001	19
Risk	110				

As you see in Table 3, in the first row of this table 21.319 number has come first that is our two chi-square test statistic and calculated quantity is bigger than obtained value indicates of X2 table, error level of 0.01 and degrees of freedom 9, i.e., 19: 21.319>19, so H0 is rejected and research hypothesis is accepted. Also Pearson ranked correlation confidence is used for retest that results are shown in table 4.

Table 4: Pearson correlation confidence

Risk	Creativity		
0.457	1.000	Creativity	Pearson Correlation
1.000	0.457	Risk	
0.000	.	Creativity	Sig. (1-tailed)
.	0.000	Risk	

Third Sub-hypothesis

There isn't a significant relationship between creativity and independence seeking. H0

There is a significant relationship between creativity and independence seeking.H1

Table5: Computer Output of X2(Chi- Square)test

Variables	Amplitude	Chi- Square	Freedom degree	Significance level	Chi- Square Explainer
Creativity	110	19.447	9	0.006	19
independence seeking	110				

As you see in Table 5, in the first row of this table 19.447 number has come first that is our chi- square test statistic and calculated quantity is bigger than obtained value indicates of X2 table, error level of 0.05 and degrees of freedom 9, i.e., 19: 19.447>19, so H0 is rejected and research hypothesis is accepted. Also Pearson ranked correlation confidence is used for retest that results are shown in table 6.

Table 6: Computer output of Pearson correlation coefficient

Independence seeking	Creativity		
0.257	1.000	Creativity	Pearson Correlation
1.000	0.257	independence seeking	
0.000	.	Creativity	Sig. (1-tailed)
.	0.000	independence seeking	

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Based on obtained correlation coefficient and calculated significance level (0.000) it is confirmed that correlation between creativity variable and independence -seeking is significant so null hypothesis is rejected and the research hypothesis is confirmed.

Fourth Sub-hypothesis

There isn't a significant relationship between creativity and hard working. H0

There is a significant relationship between creativity and hard working. H1

Table 7: Computer output of X2(Chi- Square) test

Variables	Amplitude	Chi- Square	Freedom degree	Significance level	Chi- Explainer	Square
Creativity	110	27.753	9	0.006	21.666	
Hard working	110					

As you see in Table 7, in the first row of this table 27.753 number has come first that is our chi- square test statistic and calculated quantity is bigger than obtained value indicates of X2 table, error level of 0.05 and degrees of freedom 9, i.e., 21.666: 27.753>21.666, so H0 is rejected and research hypothesis is accepted. Also Pearson ranked correlation confidence is used for retest that results are shown in table 8.

Table 8: Pearson correlation coefficient results

Hard working	Creativity		
0.357	1.000	Creativity	Pearson Correlation
1.000	0.357	Hard working	
0.000	.	Creativity	Sig. (1-tailed)
.	0.000	Hard working	

Based on obtained correlation coefficient and calculated significance level (0.000) it is confirmed that correlation between creativity variable and hard working is significant so null hypothesis is rejected and the research hypothesis is confirmed.

RESULTS AND DISCUSSION

First Sub-hypothesis

By attention to table 2 and since the correlation coefficient between creativity and confidence is equal to 0.494 and significant level is obtained lesser than (sig=0.05), so significance of the relationship between creativity and confidence will be confirmed. Thus it can be concluded that staff's confidence will increase by increasing creativity.

Second Sub-hypothesis

By attention to table 4 and since the correlation coefficient between creativity and confidence is equal to 0.457 and significant level is obtained lesser than (sig=0.05), so significance of the relationship between creativity and risk will be confirmed. Thus it can be concluded that staff's risk will increase by increasing creativity.

Third Sub-hypothesis

By attention to table 6 and since the correlation coefficient between creativity and confidence is equal to 0.257 and significant level is obtained lesser than (sig=0.05), so significance of the relationship between creativity and independence seeking will be confirmed. Thus it can be concluded that staff's independence seeking will increase by increasing creativity.

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Fourth Sub-hypothesis

By attention to table 8 and since the correlation coefficient between creativity and confidence is equal to 0.357 and significant level is obtained lesser than ($\text{sig}=0.05$), so significance of the relationship between creativity and hard working will be confirmed. Thus it can be concluded that staff's hard working will increase by increasing creativity.

Research Suggestions

1- According to the results of the first sub- hypothesis, since confident variable as one of the entrepreneurship variables has the greatest influence on of creativity and has got highest degree, to increase confidence and in the results entrepreneurship suggest that:

√ Strategic decisions made by organization managers, so clear their decision-making power also is one of the things that can help increase confidence and subsequently Entrepreneurship Development. Existence ability of organization managers and faith in the existence of such power causes managers to trust their own and make decisions that will lead to the development of entrepreneurship and denounces the attempt to implement it.

√ to build confidence in people, their power of positive thinking should have gone up to be able to take entrepreneurial actions.

√ Confidence can also increase with increasing commitment, because commitment is a combination of confidence and motivation that confident means individual's trust of his right job without need to supervision.

√ having complete faith in that they are able to ask for help from others when necessary, can help to increase confidence. Many people, with stubborn think that should do their dreams alone with no outside assistance and if they ask for help and companionship, their successful has smallest value and is not considered. This is the worst way to destroy achieved success and undermine confidence.

√ Also dividing work into smaller and easier targets is an excellent way to gain more confidence.

1- After confidence variable, risk variable is another factor that has the most influence of creativity variable. In this regard, the following recommendations are offered:

√ Organization and its high managers should prepare needed finance and organization situation to doing entrepreneurial activities with knowing this fact that financial and moral support strongly is effective in developing creativity and individual's tendency to innovate, to idea owners and fans practiced their abilities in this way in a suitable surface and far from any defect and growth and development organization with possible risks. So encourage sensible risk (Risks due to their studies, their defeat possibility is controlled to some extent and reduce) also is one of issues that managers must take into consideration. Managers must believe that introduction of any new work is being risk and in line with this belief they should prepare conditions to hazardous themselves and others and by giving them confidence, increase doing new jobs in people.

√ Opportunities integration as well as use of existing opportunities is of factors that can have a significant share in the risk-taking and entrepreneurship development. In other words, perhaps we can sense entrepreneurial as a kind of opportunity integration and appropriate utilization of opportunities. Opportunities that are worthless possibility from the view of most people due to lack of familiarity with entrepreneurship, but sometimes this worthless cases will became a very precious opportunity by a creative and risk taking person.

In this regard, it is recommended that organization manager take a part responsible for the analysis of environmental conditions and the activities of competitors and counterparts, in addition to create a units to study and analysis condition and organizational internal interactions in organizational chart, in this way, use of both internal opportunities to the best possible and bring the greatest benefit of situations where are in the external environmental and others may fail to development organization.

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2- Hard work is another variable that is in third rank of imbued with the creativity of variable as one of the indicators of entrepreneurial. So in that regard , it is recommended:

√ Consolidation of a sense of honesty and mutual trust among the organization and convert it to an organization's norms and values among people. The factor which leading to increase hard work variable in organization, also such sensory is key to organizational survival and lack of it is as end of organizational life. All the affairs of organization is built based on honesty and trust and the only factor that put a person in more location and privileges is type of practice and his hard work in organizing that distinguished him from the others.

√ By increasing this potential in people that obstacles can be removed and that success is the result of hard work and doesn't connected with luck and serendipity. Destroying such impressions that most of bad situations that people trapped in is because of bad luck and Push people to the hard-working.

3- After confidence indices, risk-taking, and hard work and in ranking of variables affected by Creativity, seeking independence index is put. In this regard it is proposed that:

√ Basically, entrepreneurial individuals are seeking employment opportunities that have maximum freedom from the constraints of corporate chains and they are raised in this way and like to put themselves in schedule. So the best method is that the balance between jobs and employment be observed in organization to people's seeking autonomy lead to entrepreneurship in organization.

√ The more people have skills, seeking independence increases. They gradually realize that the more you add to your skills, you will be able to better deal with work tasks. That is possible by holding various training courses in various fields to increase people's specialized knowledge, so should put a unit as training unit of human resources in organization chart for this and this hold required education courses based on educational needs seeking and familiarize people with different areas that can be helpful to improve activities and their final performance.

ACKNOWLEDGEMENT

We are grateful to Islamic Azad University, Kerman branch authorities, for their useful collaboration.

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