Educational creativity of teachers can be changed using a suitable management and leadership style of managers (standard-oriented and relation oriented)

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Abstract: Improvement and development of country depends on progress of management system of the society, in which the role of manager and employees are very special. The main cause of existentiality of managers and their basic responsibility are playing managing roles, decision-making, adopted thinking methods, and their innovation in educational system, especially in school level. Thinking methods of managers require more effective and better using of financial and human resources. To achieve organizational objectives, manager is expected to use management principals, adopt appropriate methods, and have suitable human relations and qualified operation to form creative and productive organization, an environment without any stress and tension. In this paper we reviewed the different ways of relationship between leadership style of managers and creativity of primary school teachers to create a bed for selecting the best management methods and increase creativity of primary school teachers via a main question "is there any meaningful relation between leadership style of managers and creativity of teachers?". We concluded that manager and his management styles are the most important factors of each organization. If a manger wants to be successful, he should use the best leadership style to interest employees to work environment and strengthen motivation in all employees.

1. Introduction

Significance of research:

Today, due to the importance of management role in organization and increasing number and quality of organizations, an efficient manger with good management style is regarded as an advantage in competition world. It's obvious that each organization requires an appropriate manager with good leadership style and best functionality.

The importance of management style and their function in organization is one of the main objects in policy making of each country.

Although managers can't achieve organizational objectives without using motivated and powerful human resource, wise and skillful management and leadership can solve problems of today's life.

Ability of manager to use facilities of organization to achieve its objectives can reflected understanding of society from that organization. Due to professional sensitivities and some benefits of management posts, their leadership styles and function is very important. This will improve organization and accelerates science and technology improvement. So, it's important to focus on sensitivity and importance of relation-oriented and standard oriented leadership style and their effect on teachers to improve human resources.

In another word, in educational environment such as schools, it should be enough notice on creativity and its improvement in children, because the base of creative thinking is formed in first years of the life and shows the importance of educational system.

Studies of Abedi [1] showed that environments which require innovative and creative behaviors and reward its learners can lead to creativity in different educational areas. Educational systems should motivate individual in group and social level. It can be said that the role of educational system and teaching and training system, especially leadership style of managers and their attitude toward teachers, is effective in evolving creativity of managers.

Finally, because of importance of creativity and its relation with management style, educational managers should be initiative in choosing leadership styles in educational environment to improve creativity of teachers and education of learners.

Theoretical and practical definition of variables

This study deals with relation between leadership style of managers and creativity of teachers. Leadership style and creativity as independent and dependent variable, respectively, were discusses. Both variables are quantitative and integrated. Their theoretical and practical definitions are as follow:

Management style of managers

Theoretical definition: leadership style is leadership pattern of manager to lead activity of others and organization [2].

Practical definition: management style of managers is score acquired from Lutanz's leadership style questionnaire.

Relation-oriented leadership style

Theoretical definition: this style focuses on characteristics, motivations and individual needs of employees in organization. It is based on the hypothesis that organization status depends on individuals working in organization than accurate performance of organization provisions and following organization expectations. It should not be considered that relation oriented style put less emphasize on organization objectives than standard oriented style, but in this style the most attention is on character and motivations of individuals. In this management style people are allowed to choose the best way of fulfilling tasks based on their own abilities [3].

Practical definition: score of relation oriented leadership style in this research is taken from Lutanz leadership style questionnaire and using scores 3, 5, 8, 10, 15, 18, 19, 24, 26, 28, 30, 32, 34, and 35. It is considered as a quantitative variable and integrated with interval scales.

Standard oriented leadership style

Theoretical definition: relying on rules, the style focus on organizational expectations and is based on the hypothesis that to reach organization objectives organizational tasks should be combined with appropriate guides and rules and employees should be asked to do their tasks. In this style, organizational rules are defined in a way that each person can do their own tasks and achieve expected results. Subordinates are forced to obey rules and manager determines these rules [3].

Practical definition: score of standard oriented leadership in this style is taken from Lutanz leadership style questionnaire and using scores 1, 2, 4, 6, 7, 9, 11, 12, 13, 14, 16, 17, 20, 21, 22, 23, 25, 27, 29, 31, and 33. It is considered as a quantitative variable and integrated with interval scales.

Creativity

Theoretical definition: a characteristic that is usually used to describe attitude. Important factors in defining creativity include flexibility in thinking, and undetermined thinking performance, but the most important think in creativity is initiation, initiation in solving a logic problem, a new process in chemistry, music, etc. From psychological view point, creativity is combination of new thinking using intuition of unknown resources [4].

Practical definition: score of creativity in this research is taken from Torrance creative thinking questionnaire and is discussed as a quantitative variable and integrated with interval scales.

In this research, relations, results and viewpoints of relation between leadership style of managers and

creativity of teachers are studied. Hence, managers and their leadership styles and the relation of these styles with creativity of managers are discussed. Leadership style of managers is relation-oriented and standard oriented. In relation oriented leadership style, managers focus on interpersonal and organizational relation, while in standard oriented leadership style, less focus is on human and interpersonal relations and mostly they rely on terms and conditions. In this research, relation between standard oriented and relation oriented leadership styles of managers and creativity of teachers are studied to determine if there is a meaningful relation between management style of managers and creativity of teachers.

Introduction to organization

Due to the expansion of societies and group life, people coordinate with each other to fulfill requirements and try to achieve their objectives. This coordination will cause formation of organizations; so organization is the born of group activities in which individuals gather together to achieve certain and common objectives. In addition to influence of a responsibility hierarchy, organizations use their mental, physical and material facilities to achieve a common objective to produce or serve needs of society [5].

Experts of organization science believe that to lead organizational activities and increasing its efficiency, some principles should be considered. Main principles include:

1. The principle of unity of purpose
2. The principle of unity of management
3. The principle of division of labor
4. The principle of flexibility
5. The principle of decision-making
6. The principle of coordination
7. The principle of hierarchy
8. The principle of field monitoring
9. The principle of discipline
10. The principle stability
11. The principle monitoring and evaluating
12. The principle authority and responsibility
13. The principle common responsibility of group.
14. The principle priority of public interests

It can be said the main important factors that mostly influence internal environment of organization are as follow:

1)Qualitative and quantitative features of human resources especially age, education, skill, marital status, etc. Complete recognition of human resources in organization is very important which is considered as weak or strength point of organization. Human resource capacities are case that is effective in determining or adjusting macro strategy of organization.

2)Type and nature of technology is one of the main factors in strategic decision making of production units. The importance of this factor in developing countries is more than developed countries because in these countries change or replacing new technology ensures costs but is influenced by foreign relations of the country.

3)Place of organization in life cycle is one of the main factors in organization. Organization behavior depends on level of organization life. Managers and employees of organizations have special situations based on management style and working morale. These characteristics are influenced by organization structure and organization culture, and affect structure and culture of organization. If these interactions won't be timely and appropriate, it will cause death of organization. Organizations have their own weak or strength according to their life cycle level.

Relation between management of human resources and level of organization life are classified in 5 levels:

a) Core of the activity is formed by idea of Entrepreneur manager.

b) In this level, areas of expertise grow, official structure of organization is formed and role of responsible or human resource manager emerges.

c) Level of organizational growth: In this level, expertise management role is emerged and highlights professional attitude toward human resource management.

d) Diversity of tasks necessitates focus and regional classification. In human resource management area employment, educational activities, welfare, rights and advantages coordinate with different parts of organization.

e) Called strategic integration, recommends flexibility in movements and coordination of organizational units. In this level strategic management of human resources is necessary.

4) Organization culture is general understanding of organizational situation by organization members. Organization culture is believes, norms, and dominated habits in organization that is formed in unconscious of employees and effect behavior of all employees. Norms and working habits of individuals in organization is sometimes constructive and sometimes preventive or destructive.

5) There are many definitions of organizational structure, one of which is about level of complexity and degree of centralization of options. Based on this definition, complexity of organization, centralization or decentralization of decisions on organizational relations, especially work division or formation of tasks and responsibilities and awareness of flexibility in organizational structure should be recognized [6].

Introduction to management

Management art is principle and scientific skills in lights of perception, insight and experience. Advocates of this view believe that working group, organizational condition and effective factors is very complex that makes control and predicting work results difficult. Complexity of management activities originates from psychological, sociological, cultural, economical and political issues. Solving problems in this complex situation necessitate insight, experience, conversance and scientific skills. Scientific methods are sometimes helpful and management theories also describe some complex aspects of organization, but management depends on situation and appropriate action. Scientific success in management depends on the fact that manager not only should have scientific knowledge, but be able to recognize how to use scientific knowledge in different situations and conditions.

Duties of managers

Management experts define duties of managers, especially managers who control affairs of macro organization, as set of actions and decisions to facilitate and coordinate work of other people. In this base, in macro organizations, macro group works in planning, coordinating and controlling, should be done. Manager has no more time to perform executive works, so, if management duties are defined as unexecuted performances, they can be classified according to Pour Sadegh [7]. The tasks include planning, organizing, staffing, leading, coordinating, reporting, and budgeting.

Duties of managers in teaching and training organization

If manager is defined as the source of organizational factors in coordinating accurate performance of plans, his duties can be known as complementary to main organizational principles. These duties, approved by many experts, are as follow:

1) Planning and designing teaching and training
2) Organizing
3) Predicting
4) Leading and managing
5) Creating morality
6) Accurate performance of requirements
7) Observing discipline of employees
8) Meeting and cooperation

Common approaches in management

In humanities and management science, using a theory or special approach, can express leadership style and performance of managers. Each theory and approach in humanities creates insights, limits and special ways.

Administrative management theory (classic theory of organization)

Among industrial managers and administrative officials who try to describe their knowledge, Henry Fayol is well known and his analysis of organization activity and management has stable effect on thinking area of management. He described management tasks and determined some principles on it.

Five function or management task include: planning, organizing, leadership, coordination and observing. Fayol believes planning and organizing is preparation to organizational operation. Coordination and observing is to evaluate real operation based on predetermined criteria.

Different types of leadership style

The way a leader uses his influence to achieve objectives is called leadership style. There are two management styles:

a) *Organization oriented style:* relying on organization, this style focuses on organization expectations and is based on the hypothesis that to achieve organizational objectives, different guidelines and orders can be combined with organizational duties and ask employees to follow the instruction. If the employees follow clearly defined instructions and organizational roles, organization can achieve its objectives.

b) *Human oriented style:* This style focuses on characteristics of human and individual needs and motives of employees. It's based on the hypothesis that status of organization mostly depend on its individual than accurate performance of organizational rules and obeying organizational expectations. It believes the best way to achieve organizational objectives is focusing on characteristic and motives of individuals. They let individuals to choose the best way to do their tasks based on their own capacities.

Leadership and behavior style of organization

Organization behavior is closely related to leadership style because occupational replacement and human capitals is related to leadership style. Leadership style has always negative relation with dismissal and absence from work and can create compatible and incompatible process of organizational behavior [7].

In another word, organization behavior increases tendency to group work, decreasing conflicts, significant increase of group power to solve problems and help to create motivational system based on findings and realities of psychology, etc. [8].

Introduction to creativity

Creativity is a mental process that is defined by creating new concepts or association among concepts or ideas. In one view, creative thinking is both innovative and proportional. Todays, creativity is creating a new thing. Although it seems a simple phenomenon, in fact it's very complex and is studied in psychology, social psychology, artificial intelligence, philosophy, history, economic, etc. [1].

In last three decades, some experts try to have a comprehend definition of creativity. Guilford, after many researches, concluded that mental abilities of human can't be summarized in one aspect, and call it intelligence or something like that. Using developed statistic methods and computers, he found that intellectual forces of human can be divided into 150 separate factors, each can be measured separately. He believes some of these features are directly affecting creativity. These features include:

1) Fluency of stream of thought
2) Flexibility of intellectual forces
3) Originality of think and decision

Gilford believes these three features constitute divergent thinking or unusual thinking. People with divergent thinking are different in thinking and practice and are away of custom. Divergent thinking is scattering from a common place that is custom and tradition of society and convergent thinking is getting close to that point. Gilford believes creativity is divergent talent, offering objectives and new and unique solutions, new thinking and deviation from common believes.

Torrance [9], one of the founders of creativity in U.S., defines creativity as:

– Reviewing
– Rectifying errors
– Speaking and listening to a cat
– Entering to deep waters
– Exiting closed doors
– Connecting tuning fork to sun
– Eagerness to understanding
– Being happy
– Building exceptional palaces
– Welcoming to future [4].

Individual differences in creativity

Torrance [9], by preparing creative thinking tests based on intellectual test pattern, show that there are individual differences in creativity. Building on Guilford's work, Torrance developed the Torrance Tests of Creative Thinking in 1966. They involved simple tests of divergent thinking and other problem-solving skills, which were scored on Fluency, Originality and Elaboration. Creative thinking test of Torrance [10] is also a psychometrics research tool used widespread in this major. This test show appropriate reliability but average validity. In the other word, there is less correlation between scores of the test in children and teenagers and creativity in adults.

Creativity and academic progress

Many researches have been carried out to find relation between intellect and creation. Results of these studies show there is not much correlation between

score of the test taken from creativity evaluation tools. Torrance [9] measured average correlation between scores of IQ test and scores of creativity test in 187 researches as +0.20.

Relation between academic progress test scores and creativity test is not significant, so creative people can't be selected based on their academic scores. Furthermore, there is very little relation between classification of creative students and their scores. Torrance [10] reported that teachers are able to judge about creative abilities of their students and recognize them. Although there is little relation between academic progress and IQ scores, but it's not expected to find creative people among people with less intelligence.

Creativity theories

Undoubtedly, heritage, intellectual and socio-cultural factors are effective in talents and growth of creativity. It can be said that creativity is a talent taken from complex interaction of heritage and environment. Nowadays, psychologists have different ideas about role of training environment as effective factor in creativity.

Freud believes that conflict is the cause of creation of new thoughts. He believes as conflict causes protective behavior or unusual behavior, it has the main role is creating new ideas and thoughts. When physical tendencies or tendency to invasion and attack get away from conscious part of mind due to conflict with social norms, they enter unconscious part of mind and start activity. These activities emerge as practical or artistic activities. As whole, Freud believes that:

1.   Conflict is source of creativity
2.   Creative thinking is the best form of free imagination and plays of childhood
3.   Creation of new thoughts and ideas is effective in decreasing stress of conflict
4.   Creative people usually accept new thoughts and ideas, while unusual people never accept them
5.   Childhood experiences are effective in creating new thoughts and ideas. These thoughts are continuation of those experiences or replace them.

Human theories on creativity mostly focus on positive aspect of human nature, his tendency to progress and development. Rogers believe that humans are naturally tended to grow and change positively. He defines the most important aspect of character as interaction between self and reality and between self and ideal self.

He believes all people with complete role and functionality, are creative, because with complete action can show more compatibility in serious changes of environment. These people are so creative that can cope with sever changes such as war or natural disasters, their behavior is spontaneous and in replying

strong stimulus of environment are changeable, expansible and thriving [11].

Some researchers use social view to measure creativity. Personality traits such as independency, self-confidence, attraction to complexity, aesthetic orientation, and risk accepting are used as scales of creativity.

REVIEW OF LITERATURE

In the research "Investigating Relation between Creativity, Emotional Intelligence and Self-Esteem" Mirzaee [12] found that there is a positive meaningful relation between creativity, emotional intelligence and self-esteem, increasing creativity will increase emotional intelligence and self-esteem and vice versa.

Khanlou [13] in his research "Investigating Relation between Leadership Styles and Personality Traits of Managers and Organizational Health" found a meaningful relation between human and cognitive leadership style and eccentric personality traits with organizational health. When a manager uses human and cognitive leadership style and is eccentric, his organizational health will increase.

Najafi [14], in his research "Investigating Relation between Thinking Methods of Managers and Their Functionality" found positive meaningful relation between divergent thinking method and duty oriented leader ship style. He also found meaningful relation between convergent thinking method and relation-oriented leadership style. Increasing divergent thinking method will increase technical leadership style and increasing convergent thinking method will increase human leadership style.

Lawrence and Lorsh [15], in their research on observing methods and organizational health, study observing methods in plastic, food and cartoon industry. They found a meaningful relation between organizational health and observing methods.

In a research on observing methods and their relation with functionality of employees and organizational health, Jeraldbell [16] found a meaningful relation between observing methods of managers and their functionality. Managers, who use organizational observing method, receive better functionality of their employees and save organizational health.

In his research "Investigating Relation between Creativity and Emotional Intelligence and Efficiency of Managers", Robinson [17] found a positive meaningful relation between creativity, emotional intelligence and efficiency of managers. Managers with high creativity have higher emotional intelligence in work environment and organization, and their efficiency is higher than managers with lower emotional intelligence.

Takmoora [18, 19] in his research on predicting creativity and emotional intelligence intellect found

that increasing intellect will increase emotional intelligence and creativity and vice versa and those with lower intelligence has lower emotional intelligence and creativity.

In the research "Investigating Leadership Style of Managers and Their Functionality in Ohio University", Grill [20], found that managers with divergent leadership style, have higher cognitive functionality and managers with convergent thinking, mostly use human functionality. Technical functionality has no meaningful relation with leadership style of managers.

In a research "Relation between Creativity and Leadership Style of Managers in Human, Cognitive and Technical Area" Lavan [21] found a meaningful relation between creativity and leadership style. Findings of the research show a positive meaningful relation between creativity and technical and cognitive leadership.

Karlo [22] in his research on relation between leadership styles and function of managers and creativity and personality traits, found a meaningful relation between leadership style and personality traits. He found a positive meaningful relation between standard oriented leadership style and creativity.

We concluded that manager and his management styles are the most important factors of each organization. If a manger wants to be successful, he should use the best leadership style to interest employees to work environment and strengthen motivation in all employees [23, 24].

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