

## The Effect of Attitudes on Managers Creativity

<sup>1</sup>\*Azita Sherej Sharifi and <sup>2</sup>Maryam Charraikh

<sup>1</sup>Department of Accounting, Nowshahr branch, Islamic Azad University, Nowshahr, Iran

<sup>2</sup>Management Department, Tabarestan Education Institution, Chalous Branch, Iran  
E-mail: B.Charraikh1@gmail.com

**\*Corresponding Author:** Azita Sherej Sharifi

E-mail: sharifi@iauns.ac.ir and sharifi\_1258@yahoo.com

**Abstract:** The most important principle for organization is permanence and development. Today, for permanence in the stage of competition, creativity is vital and important work [2] one of the effective factors in creativity is manager's organization attitude. One of the unique characteristic of human is his enjoyment from attitude. Human being could rule over the variable and complex environment by his thinking and continuing his life. People think with their especial style about circumstances facts [5] if we acquaint with people's attitude, we can better find how the other think do. This fact will help us to communicate with others and this makes us possible to express our thought as this can be compatible with their attitude. This article studies the relationship between the kinds of attitude and managers organizational creativity in Islamic Azad Universities in Tehran Province. The researcher method was a kind of correlation and collected data and information were done by questionnaire and its results was analyzed by descriptive and inferential statistics and SPSS software was used for test. The results show that the emphasis of the main hypothesis to confirm with two secondary hypotheses, it means, there are meaningful relation between synthetic attitude and functional styles with managers organizational creativity and there are not meaningful relation between analytical, realist idealist thinking styles.

[Azita Sherej Sharifi and Maryam Charraikh. **The Effect of Attitudes on Managers Creativity.** Life Sci J 2012;9(4):3044-3051] (ISSN:1097-8135). <http://www.lifesciencesite.com>. 447

**Keywords:** Attitude Style, Organizational Creativity, Managers

### 1. INTRODUCTION

In educational matters, attention to the attitude has the most important. Because the aim of the education is to give power the person on logical, clear attitude in order to solve the problems and life difficulties and organizing the last experiences and then to get success for the future.

Also in managerial studies, discussion about attitude style, manager's perception methods has earned marked the especial centre to its [1]. Vailez in (1992) expresses in a definition of thinking style: Thinking style is personality behavioural models to appear in organizational activities and work, continually and others to know him by virtue of it. The effective varieties on the forming

of attitude styles to consist of culture, age, sex, the parent's attitude style job [7].

Thinking style is an idea to express about people, things or events. In the other words, it is the reflected feeling of people about one thing [5].

In this article, the aim of attitude style is a tool for compatibility of a person with his environment and doing more activity. It was derived of Harrison and Branson definition. Thinking helps to people to be compatible with the work environment. If managers in an office have a good behaviour with his staff, possibly, the positive attitude will create in them (with regard to supervision and organization). Positive attitude to be caused the compatibility of people with environment, the organization of their work place and it prepares the base of their next behaviours.

About (2002) that, analytic thinking was identifies in it. The people with synthetic attitude style believed each person has especial theory and view point for himself and there are not two people that reality to be the same for them. People with synthetic attitude style to leave an impression on high standard and aims and they have worth attitude to manager and human.

In the role of manager, an organization is seeking for argument and uniformity between people. Functional people often to present much with the nature and speed in success with the others attitude. They, people, do not have long term and the great programs but they intend to be short term and functional thinkers to have step by step approach to the life. Annalistic people apparent are calm, exacting and possibly cold and rarely predictable. They see the world regular and logical. Realistic people intend to have powerful and honesty appearance, their most important strategy is experimental discoveries which are realistic construction [10].

One of the arguments about attitude discussion is creativity. Taylor (1988) says: Creativity is the forming of experiences in organization which is new. Gilford would have known creativity with divergent attitude (to get new approaches for solving problem) a synonymous against convergent attitude to get a correct answer.

Attitude style is a point view to express about people, things or events. In other word, it's reflecting of the kind of people feeling about one thing. [4]

In this article, the aim of creativity is the ability of different ideas in a unique method to have an unusual communication between different ideas [9]. Organizational creativity consists of presentation of thinking, a new design in order to improve the quality or quantity of organization and innovation. Increasing creativity in an organization can be led to the increasing quantity and service quality and reducing costs and

preventing of losing resource, reducing bureaucracy, increasing competition, increasing productivity, motivation and occupational satisfaction in staffers[8]. The business College of Harvard University knows 3 elements of related skills to the area or matter and related skills to motivation and creativity as the main part of creativity. The first element of related skills to the area or subject consist of attitude, knowledge, recognition to the reality, the principle and viewpoint of its subject that this obtains by realist brilliant, Experian and training in its area. Creativity consists of the element and different section. Teresa Amiable, the chancellor of Harvard University of business of college researches canter express about the second principle. It means:

The related skills to creativity: If a person to obtain creativity skills (like the answer of question) he can uses the new method of subject skills or he increases them or he obtains the better method of subject skills or he increases them or he obtains the better methods for their using.

The third element is related skills in motivation which is one of the most parts of creativity and determines that what will exactly do the staffers [3]. Acquaintance of person with attitude style can develop his strategies in decision-making and the question response and it is caused to reduce the false decisions. From the highest level of governmental organizations to the lowest degree of educational staff in an institute to need educational manager with the correct attitude, logical, useful and creativity styles[6].

The aim of this research is to investigate the relationship between the kind of attitude style and the organizational creativity of managers in Islamic Azad University branches of Tehran Province and evaluation and measurement of each variable in this organization.

**TABLE 1: LITERATURE REVIEW OF RESEARCH.**

| <b>Researcher(S)</b>           | <b>Year</b> | <b>Title</b>   | <b>Method</b>      | <b>Results, Findings</b>   |
|--------------------------------|-------------|--|--------------------|--|
| <b>Zhang</b>                   | 2006        | The Study Of Attitude Relation And Creativity In 371 Men(18-19 Years Old)  | Regression         | Attitude Style Has Direct Relation With Total View Point And Attitude Style Has Negative Relation With Minimum Viewpoint.  |
| <b>Kiong Park &amp; Hipark</b> | 2005        | The Study Of Relationship Between Science Talent And Attitude Styles In Globe  | Regression         | The Comparison Of Attitude Styles Can Be The Important Component Of Science Talent.  |
| <b>Chaohoang</b>               | 2002        | The Comparison Of Teachers Attitude Styles And Female And Male Students  | Casual-Comparative | Teachers And Female Students Prefer Synthetic And Analytic Style Than His Male Competitor And Also Male Teachers Prefer Synthetic And Pragmatist Style Than Female Teachers.                             |
| <b>Mohammad Moghimi</b>        | 2008        | The Study Of Relationship Between Management Compatibility And Attitude Style In Governmental Organizations Managers | Regression         | There Are Relationships Between Attitude Styles And Managers Compatibility And In Attitude Styles Many Manager Conducts On Based Pragmatism And Combinational Attitude Style In Management Organization. |
| <b>Fakhri Al Sadat Hoseini</b> | 2007        | The Study Of Creative Management Role In An Important Teacher Teaching Method In High School                         | Case Study         | There Are Relationship Between Creative Management And Preparation And Performance Of Teachers Curriculum Design   |
| <b>Zahra Fathi</b>             | 2006        | The Study Of Teacher's Attitude About Female Managers Of Managerial Styles   | Case Study         | There Are Meaningful Relations Between Attitude Styles And Managers Compatibility. Often High School Female Managers Have Consultative Style And The Other Style Have A Low Ratio.                       |

## 2. RESEARCH HYPOTHESIS

Main hypothesis:

- 1-There are relationship between managers of organizational creativity and the kind of attitude styles.
- 2-There are relationship between managers of organizational creativity and synthetic attitude style.
- 3-There are relationship between organizational creativity and analytic attitude style.
- 4- There are relationship between organizational creativity and realist attitude style.
- 5- There are relationship between organizational creativity and synthetic attitude style.

### A. Materials and Methods

This research is on based the aim of applied type and according to the method of correlation-descriptive statistical universe was formed by all managers of Islamic Azad university branches in Tehran province. According to received statistics, the number of managers who took up in these organizations is 259 subjects that the sample calculated 202 subjects by using Morgan and Korjsi table. The data was collected by questionnaire among samples. The answer of all

dependent and independent variable in questionnaires had selected validity because the view of experts was applied in this field. Alfa Cronbakh coefficient which calculated by SPSS Software is equal 0/91 and calculated the end coefficient for each component is more than 0/7 , so it is concluded that questionnaire has a suitable ending.

### B. Results and Discussion

This article is to intend to investigate the relation of the type of managers' attitude style and its organizational creativity. For this purpose, one main hypothesis and 5 secondary hypothesis was designed. In referential static, for the main hypothesis test from multi regression was used step by step method and correlation coefficient was used for investigating secondary hypothesis .In the main hypothesis was claimed that there is meaningful relation between the kind of attitude styles and managers organizational creativity. The result of correlation coefficient has been done between variables of attitude style and organizational creativity.

**TABLE 2: THE OPPOSITE CORRELATION FOR ORGANIZATIONAL CREATIVITY AND PREDICTED VARIABLE ATTITUDE STYLES.**

| Variable                    | 1            | 2           | 3            | 4      | 5           |
|-----------------------------|--------------|-------------|--------------|--------|-------------|
| Organizational creativity   | **<br>-0/469 | -0/010      | **<br>-0/353 | -0/003 | 0/060       |
| Predicted variables         |              |             |              |        |             |
| 1-synthetic attitude style  | -            | **<br>0/207 | *<br>-0/133  | -0/044 | -0/112      |
| 2-Idealist attitude style   | -            | -           | *<br>0/131   | 0/031  | -0/011      |
| 3-Functional attitude style | -            | -           | -            | 0/056  | *<br>-0/099 |
| 4-Analytic attitude style   | -            | -           | -            | -      | *<br>0/144  |
| 5-Realist attitude style    | -            | -           | -            | -      | -           |

$P^* < 0/05$      $p^{**} < 0/01$

According to Table Data, the research hypothesis can be investigated.

Main hypothesis: There are relationship between the kind of managers' attitude style and their organizational creativity. The data shows there are meaningful linear relation between dependent variable of organizational creativity and functional and combinational attitude styles but there are not meaningful and linear relation between organizational creativity with synthetic attitude styles, analytic and realist style ( $r=0/353$ ) The most correlation belongs to the positive correlation of organizational creativity with functional attitude style ( $r=0/469$ ).

1-There are meaningful and negative correlation between combinational attitude style with organizational creativity ( $r=-0/469$ ,  $p=0/000$ ).

2-There are not meaningful correlation between synthetic attitude style with organizational creativity ( $r=-0/010$ ,  $p=0/441$ ).

3-There are meaningful and positive correlation between functional attitude style and organizational creativity ( $r=0/353$ ,  $p=0/000$ ).

4-There is not meaningful correlation between realist attitude styles with organizational creativity ( $r=0/003$ ,  $p=0/483$ ).

5-The summary for regression analysis has shown in Table2 in step by step method for predicting creativity on based attitude styles ( $r=0/060$ ,  $p=0/197$ ).

**TABLE 3: THE SUMMERY OF REGRESSION ANALYSIS FOR CREATIVITY PREDICTION ON BASED ATTITUDE STYLES (N=202).**

| step | Predicted variable           | R     | R <sup>2</sup> | $\Delta R^2$ | SED    |
|------|------------------------------|-------|----------------|--------------|--------|
| 1    | Combinational attitude style | 0/469 | 0/220          | 0/216        | 24/767 |
| 2    | Functional attitude style    | 0/353 | 0/306          | 0/299        | 23/416 |

The above Table shows the summery of the model

As it is seen, the model in the first step has initiated the score of combinational attitude style and this variable could explain about 0/22 variance away. In the other word, this variance has increased about 57 of variance.

(F) Variance analysis in each two models in %1 level is meaningful. It means: There are meaningful different between two variance of combinational attitude style and functional attitude style in creation of organizational creativity.

**TABLE 4: STEP BY STEP REGRESSION ANALYSIS COEFFICIENT FOR PREDICTION OF ORGANIZATIONAL CREATIVITY ON BASED ATTITUDE STYLES.**

| Model | Variance                     | B       | SED    | B      | t      | p     |
|-------|------------------------------|---------|--------|--------|--------|-------|
| 1-    | Basic number                 | 250/613 | 8/746  | -      | 28/655 | 0/000 |
|       | Combinational attitude style | -1/337  | 0/178  | -0/469 | -7/512 | 0/000 |
| 2-    | Basic number                 | 197/136 | 13/563 | -      | 14/535 | 0/000 |
|       | Combinational attitude style | -1/224  | 0/170  | -0/430 | -7/214 | 0/000 |
|       | Functional attitude style    | 0/836   | 0/168  | 0/296  | 4/976  | 0/000 |

According to above results and F meaningful in variance analysis table and T in above tables, regression equation can be written for model 1 as below:

$$y = a + b_1x_1$$

Which by coefficient substitution in above formula of equation, the prediction of organizational creativity=250/613+ (-1/337) (combinational attitude style).

According to gradient quality in above formula, whatever the rate of combinational attitude style is least, the most quantity will predict for creativity of organization. Also,

according to the model 2 in above table, regression equation as follow:

Organizational creativity=basic quantity + gradient (combination attitude style) +gradient (functional attitude style).

Organizational creativity=197/136+ (-1/224) (attitude style) + (0/836) (fundamental attitude style).

According to the gradient quality, whatever the quantity of combinational attitude style to be the least than functional attitude style, the best components are for prediction of organizational creativity.

According to the results from table 3, the quantity of standard coefficient is related to -

0/469 combinational attitude style and standard coefficient of 0/296 fundamental attitude style shows that combinational attitude style have more effect on organizational creativity ,functionally, and inversely. And in lieu of one unite addition in combinational attitude style to -0/469 amount reduces from organizational creativity and in lieu of one unite addition in functional attitude style to 0/296 amount is added to organizational creativity.

As it is seen, Amount in functional and combinational attitude style is in order 4/974 and -7/512 and this numbers show that correlation between combinational attitude style and organizational creativity is inverse and meaningful and correlation between functional attitude style and organizational creativity is directly meaningful.

### 3. CONCLUSION

This article was presented by 5 components model of Bramson, Herison attitude style (combinational attitude style, synthetic ,functional, analytic, realist) as predicted variable which the results show the main hypothesis claim to be confirm with two secondary hypothesis. It means: There are meaningful relation between combinational attitude style and functional style with managers' organizational creativity and synthetic, realistic and analytic attitude style are not meaningful relationship with organizational creativity. For this viewpoint, it is compatible with Mohammad Moghimi article (2008) which is under the title "The study of relationship between management compatibility and attitude style in governmental organizations and the received results and confirmed hypothesis is the same with their research while this article has been done in educational environment and it is led to improvement of educational development process and it is a factor to develop the educational organization and it will be effective beyond favourable social changes and conscious attempt.

### 4. SUGGESTIONS

Recognition of people's attitude style at the beginning of selection of job is caused to be easy forming toward organization aims. So, it is better the mentioned organization to prepare arguments in this connection.

-It is suggested to pay attention in occupying people in jobs and different positions in functional and combinational attitude style in order to be selected the best people by this way and; however, the strong present and satisfaction of staff to be considered.

-Recognition of managers with functional and combinational attitude styles and encouraging them by giving more freedom and interfering them in decision making which is related to creation of creative place in universities.

-To be acquainting managers with philosophy of organizational creativity, purposes, characteristics and its positive results by celebrations, articles and encouraging managers to collecting information in this connection and its publishing in related publication to the universities.

-Educational courses to be hold for acquainting with the kinds of attitude style for all staff and the suitable condition in an organization to be prepared that all attitude styles to have the development opportunity and its attitude characteristics.

### REFERENCE

- [1] B. [Allan](#), [L. Bernardo](#), [Z. Fang](#). "The Relationship Between Thinking Styles And Level Of Externality: A Study Of Turkish Female Preschool Student Teachers [Social Behaviour And Personality](#)". *An International Journal*, Vol. 36, No. 4, pp. 519-528(10), 2008.
- [2] S. Atashpour, H. Aghaei. "An Assessment of the Thinking Styles of Internet Users", *VII European Conference on Psychological Assessment, Malaga (SPAIN)*, 2004, pp.79-83.
- [3] L. Chao, J. Haung. "Thinking Styles Of School Teachers And University Students In Mathematics", *journal of Psychology* .Vol. 27, No. 12,p. 931, 2002.
- [4] M. Haghighi, "Organizational Behavior Management", Tehran: *Samt Publication*, 2008, pp.109-112.

[5] A. Harrison, R. Bramson. "The Art of Thinking". *Berkley Publishing Group*, 2002, p 53.

[6] A. Hashemi. "The Study of Relationship Between The Kind Of Attitude With High School Managers Creativity In Lamord Province".

PrivateWebsite.Www.Dr\_Hashemi.Com, 2009.

[7] M. Moghimi. "The Study of Relationship Between Thinking And Management In Managers" *Governmental Organizations. Public Management Publication* First Published, 2008, pp. 87-90.

[8] M. Moghimi. "Management and Organization, Research Approaches", Tehran: *Termeh Publication*, 2006, p 185.

[9] M. Kairton. "Creativity at Work". *R&D Management Journal*, Vol, 20, No. 2, pp. 183–184, 2007.

[10] K. Soo, P. Kyung-Hee, C. Ho-Seong. "The Relationship between Thinking Styles and Scientific Giftedness in Korea". *Journal of Secondary Gifted Education*, Vol.16, No.2-3, pp. 87-97, 2005.

11/24/2012