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The organizational creativity skills of sports directors based on some demographic variables

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Abstract

This study dealt with the perceptions of the staff working in five of the Provincial Directorate of Sports about organizational creativity skills of directors based on some demographic variables. The participants of the study were chosen from the Provincial Directorate of Sports in different cities. The positions they held in the organizations were as follows: 54 managers, 55 civil servants and 63 trainers. 38 of them were women (21.9%) and 135 were men (78.1%). Data were collected using a demographic information form prepared by the researcher and the organizational creativity perception scale. The data were analyzed through nonparametric methods using Mann Whitney -U test and Kruscal Wallis test. The study revealed that younger participants had higher senses of organizational creativity perception. Those who are new in the organizations were also found to be more creative. The staff with higher levels of education had higher levels of organizational creativity perception. The study also revealed that the managers were higher levels of organizational creativity perception than the trainers, the trainers than the civil servants and the males than the females.

Keywords: Perception, organizational creativity, sports manager, trainer

Introduction

In the present century and in the information society, human resources and the information related to these sources have a strategic importance from the point of competitive capacity of corporations. In today's world, use of technology is sine qua none of any corporation and it is no longer in the hands of a small group, which means all technological facilities and equipment are accessible for all rival parties. What creates distinction and perfectness is human, his ideas, experience, knowledge and his sense of devotion (İnce, 2005). Another basic factor is that of change. Considering that information multiplies at a very unpredictable speed, change is inevitable

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and a compelling phenomenon for corporations and in society (Bentley, 1999). In order to keep up with rapid technological and scientific changes and developments, and to ensure continuity, corporations have to make changes in their administrative, functional and operational bodies.

As in all other areas, there is also a rapid alteration in human life. Man, with science, technology and culture, has created unprecedented changes and transformations in the spirit and sense of this century (Bozkurt, 2000). Therefore, organizations have to adapt themselves to these changes and transformations in order to keep up with the time. In this sense the transformation inside the organizations should start with the culture of these organizations. Such a transformation initiates with the changes in the attitudes of people, the status of the organizations and the technology they use (Eren and Çekmecelioğlu, 2002a, Eren and Çekmecelioğlu, 2002b). In this sense, organizational transformation has been defined as a process with unclear boundaries, one that is difficult to understand and not completely uncovered yet (Shalley, Gilson, and Blum, 2000). This complexity makes the definition of the organization more of an issue. The organizations are projections which produce goods and service with very-well coordination of individual or group activities to realize common purposes. This projection requires physical and intellectual human participation to materialize the organization. Both the organization itself as a main body and man, the integral part of it, the groups he constitutes are the basic field of activity of the organization. The existence of humankind both as a producer and a consumer makes the existence of organizations meaningful.

One of the important elements for the development of an organization is creativity. Creativity is the ability of curiosity, the capacity of incompatibility and ability to deal with aggression, a tendency towards the new, figuring out the life itself and to react with the whole self (Eren and Gündüz, 2002). Sungur (1992) describes the creativity as being sensitive against problems, defects, and lack of knowledge, lost objects, and incompatibilities and getting to know the strong one, searching for a solution, guessing or improving hypothesis for deficiencies and changing these hypothesizes or retry and then passing the outcomes to others. Creativity is an ability to get together the original ideas or to make compositions of the existing ideas unknown or unexpected till that day. According to Baker (2001) people talk about creativity as a special or extraordinary thing mostly. Creativity is the one of the most supernatural and distinguishing feature of human being he has ever had. In that case, creativity is mystical and magical, resisting to the analysis and it is hard to attach it somewhere.

To talk about organizational creativity, a new idea should be created in real, but this idea should have the quality of being applicable in organizational level to get a pragmatic result (Şimşek, Akgemici and Çelik, 2001). Organizations should create a climate capable of producing and

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disseminating new information to convert into the creative ones that are open to new ideas. Organizations can increase the creative idea by encouraging workers to get risks and giving them freedom to do different businesses (Kovancı, 2001). The organizational climate requires the development of organizational creativity, which also requires the qualification of working area likely to be tolerated by a few managers (Şimşek, 2001). In an organization, widespread, participatory and progressive creativity is only possible through the establishment of a splendid creative climate and environment. The future creative managers, while creating new perspectives, vantage point and ideas, must also recover high standard duty, loyalty full of responsibility, idea and implementation skills more easily. Essential prior conditions for a creative organization are a creative leader and a creative environment. The best condition that allows the individual to present his/her creative skills is the environment which enables him to express himself freely. On condition that there is a suitable organizational environment and desirable condition to back the individual creative minds in an organization, individuals who are curious about alteration, open minded, intimate researchers, persistent, with a focus on solving the problems, open to new ideas will create the desired creativity. Creative organization, in inadequate and highly competitive conditions, encourages its workers to take risks and make mistakes and support them to find a solution. Sungur (2001) stayes that the qualities of an organization which promotes creativity are shown as healthy relationships between the workers and the employers, clear communication system, cooperation and support, highly creative ability and enough resources.

Purpose of The Study

According to these knowledge, this study dealt with the perceptions of the staff working in five of the Provincial Directorate of Sports about organizational creativity skills of directors based on some demographic variables.

Method and Material

The study designed in quantitative research approach and survey method is used as a main source of data collection.

Sample

The working group of the study chosen from the provinces of Trabzon, Antalya, Gümüşhane, Malatya, Muğla, includes 54 managers, 35 employees and 63 trainers, consisting a total of 173 people. The distribution of the participants by gender is 38 women (21.9%) and 135 men (78.1%). The group was identified through the method of random sampling. The practice lasted about 15 minutes. The participation was voluntarily. Of 200 scales, 17 were eliminated since they were defective and invalid. The average age of the participants was 32.84 (Sd=0.79).

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Data Collection Tools

Data were collected by using the scales of organizational creativity perception and the demographic survey which was prepared by the researcher. The demographic survey: This form included questions about the participants' age, gender, and experience at work, educational level and positions.

The scale of organizational creativity developed by Balay (2010) was used in order to identify the perceptions of organizational creativity of the participants. Total number of questions was 39. Five point the Likert scale was used in the study (1. Strongly disagree, 2. Disagree, 3. Moderately agree, 4. Somewhat agree, 5. Completely agree). As a result of the exploratory factor analysis, it was determined that the scale had three sub-dimensions: individual, managerial and social. Cronbach alpha reliability coefficients of this sub-dimensions are 0,92, 0,93 and 0,95 respectively. The increase of scores in the scale indicates the increase in the level of perception of organizational creativity.

Data Analysis

First of all, it is controlled whether a missing data used in the study. Then, mean and standart deviation values of data are calculated, compability to normal distiribution is tested by Kolmogorov-Simornov and Kurtosis-Skewness coefficient tests (See Table 1). Due to the fact that the relationships between the variables of the study did not comply with the parametric measurement samples, data were analyzed through Mann Whitney U and Kruscal Wallis test, which is one the methods of nonparametric statistical analyses.

Table 1. Kolmogorov-Smirnov and Skewness/ Kurtosis Test Values

	Kolmogorov-Smirnov Test (p value)	Skewness/ Kurtosis Test
1.Age	0.04*	1.98/ 22.11
2. Work experience	0.01*	1.35/ -1.80
3. Level of education	0.01*	1.22/ 1.39
4. Position in organization	0.00*	3.26/ 14.85
5. Gender	0.02*	2.89/ -3.11

*p<0.05

Findings

In this part relationship between variables such as participants' age, work experience, level of education, position in organization and gender were explored through statistical analysis.

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The relationship Between Organizational Creativity and Age as a Variable

Table 2. The Results of the Kruscal Wallis test of the Relationship between Organizational Creativity and Age

	Age	N	Sequence Average	Sd	X^2	p	Source of Significance
Individual Basis	0-30	41	98,51	3	15,951	,001*	A-C
	31-40	70	98,01				
	41-50	44	69,57				
	Over50	18	60,56				
Managerial Basis	0-30	41	98,55	3	2,966	,397	-
	31-40	70	84,30				
	41-50	44	83,38				
	Over 50	18	80,06				
Societal Basis	0-30	41	93,66	3	1,948	,583	-
	31-40	70	83,10				
	41-50	44	83,38				
	Over 50	18	95,86				
Total Basis of organizational Creativity	0-30	41	101,44	3	5,385	,146	-
	31-40	70	86,24				
	41-50	44	79,53				
	Over 50	18	75,31				

*p<0.05. A: Age 0-30 , B: Age 31-40 , C: Age 41-50 , D: over 50 Age.

The result of the analysis indicated that there were differences between individual creativity, which is the subscale of organizational creativity and the age. In order to find the source of significance on individual basis, the degree of significance was analyzed through Mann Whitney U test among the groups. As a result of the analysis, it was identified that individuals' creativity scores (X=50,87) between the age of 0-30 were significantly higher than the individuals' scores (X=35,67) between the ages of 41-50.

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The relationship Between Organizational Creativity and Work Experience as a Variable

Table 3. The Results of the Kruscal Wallis test of the Relationship between Organizational Creativity and Years in Service

	Year in Service	N	Sequence Average	Sd	X^2	p	Source of Significance
Individual Basis	0-9	75	95,81	4	17,046	,002*	A-C
	10-19	71	90,92				
	20-29	27	56,41				
Managerial Basis	0-9	75	92,05	4	2,788	,594	-
	10-19	71	85,91				
	20-29	27	74,63				
Societal Basis	0-9	75	91,40	4	2,044	,728	-
	10-19	71	83,82				
	20-29	27	81,02				
Total Basis of organizational Creativity	0-9	75	95,56	4	7,093	,131	-
	10-19	71	85,56				
	20-29	27	69,70				

*p <0.05. A: 0-9 years , B: 10-19 years, C: 20-29 years

The result of analysis showed a significant difference between the individual creativity, which is known as a sub-dimension of the organizational creativity, and experience in service as a variable. This significance was analyzed through Mann- Withney U test in order to find its source at the individual basis. The result of the analysis revealed that the creativity point of those with 0-9 years in service was (X=55,00) and that of those with 20-29 years in service was (X=31,57).

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The relationship Between the Organizational Creativity and Education Level as A variable

Table 4. Kruscal Wallis Test Results of the Relationship between Organizational Creativity and Education Level as a Variable

	Level of education	N	Sequence Average	Sd	X^2	p	Source of Significance
Individual Basis	High School	55	70,24	2	16,013	,000*	B-A
	University	110	91,00				
	Post Graduate	7	143,57				
Managerial Basis	High school	55	71,52	2	10,999	,024*	B-A
	University	110	95,76				
	Post Graduate	7	58,64				
Societal Basis	High school	55	77,50	2	4,952	,084	-
	University	110	92,49				
	Post Graduate	7	63,07				
Total Basis Organizational Creativity	High School	55	69,53	2	11,294	,004*	B-A
	University	110	96,08				
	Postgraduate	7	69,36				

*p< 0.05. A: High School , B: University, C: Post Graduate

At this point, since the sampling does not comply with the parametric measurements, data was performed using Kruscal Wallis test, which is one of the nonparametric statistical methods. The result of analysis showed a significant difference between the individual creativity, organizational creativity and managerial creativity and level of education. Similarly, to analyze this significance, the Mann- Withney U test was applied. The Mann-Whitney U test analysis showed that the creativity point of these with a university degree was (X= 89,81), and the point of those with high school degree was (X= 69,38). Similarly, in managerial creativity, those with a university degree held an organizational point of creativity of (X = 90.98), which is much higher than the point of those with a high school degree. In total organizational creativity, the creativity point of those was much higher than those with a high school degree (X= 91,71 vs. X= 65,57)

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The Relationship between Organizational Creativity and Positions in Organization as a Variable

Table 5: Kruscal Wallis Test Results of the Relationship between Organizational Creativity and Role in Organization as a Variable

	P	N	.	Sd	X^2	p	
Individual Basis	Civil servant	55	58,12	2	27,720	,000*	B-A, C-B
	Trainer	63	104,82				
	Manager	54	94,04				
Managerial Basis	Civil servant	55	60,60	2	23,730	,000*	B-A, C-B
	Trainer	63	92,94				
	Manager	54	105,36				
Societal Basis	Civil servant	55	64,25	2	17,056	,000*	B-A, C-B
	Trainer	63	93,01				
	Manager	54	101,57				
Total Basis of Organizational Creativity	Civil servant	55	54,86	2	33,022	,000*	B-A, C-B
	Trainer	63	98,78				
	Manager	54	104,40				

*p < 0.05. A: Civil Servant, B. Trainer, C:Manager

At this point, since the sampling does not comply with the parametric measurements, data were analyzed using Kruscal Wallis test, which is one of the nonparametric statistical methods. The result of analysis showed a significant difference between the individual creativity, which is known as a sub-dimension of the organizational creativity, managerial creativity and social creativity and the position in the organization. This significance was analyzed through Mann- Withney U test in order to find its source at these four bases. The result of analysis revealed that, at the basis of individual creativity, the organizational creativity point of those holding a trainer position in the organization was X= 74,71. Those working as civil servants in the organization held an X= 42,07 point of creativity. The analysis also showed that those with a manager position in the organization had a higher point of creativity, which was (X= 66,16. At the managerial level, trainers had higher level of creativity point than civil servants: (X= 68,98) vs. (X= 48,65. And the managers' points were higher than civil servants' points: (X= 70,32) vs. (X= 39,95). At the social level, some similar results were found. The trainers' points of organizational were significantly higher than the points of the civil servants: (X= 68,31) vs. (X= 49,41) . The managers had higher level of organizational creativity than trainers: (X= 67,39) vs. (X= 42,84) level. At the total organizational level, the creativity points of the trainers were significantly higher than those of the civil servants: (X= 73,70) vs. (X= 43,24). And the managers had higher points of creativity than trainers: (X= 70,66) vs. (X= 39,63). On the total organizational creativity basis, it characterized as similar that scores of organizational creativity

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of trainers (X= 73,70) were significantly higher than those of the civil servants (X= 43,24). Also, the organizational creativity points of the administrator (X= 70,66) were significantly higher than those of the trainers (X= 39,63).

The Relationship between Organizational Creativity and Gender

Table 6. The Results of the Mann-Whitney U Test about gender variable

	Gender	N	Average Sequence Difference	Summary of Sequence Difference	p
Individual Basis	Female	33	89,24	2945,00	,442
	Male	133	82,08	10916,00	
Managerial Basis	Female	33	99,92	3297,50	,028*
	Male	133	79,42	10563,50	
Societal Basis	Female	33	94,88	3131,00	,128
	Male	133	80,68	10730,00	
Total Basis of Organizational Creativity	Female	33	98,52	3251,00	,045*
	Male	133	79,77	10610,00	

*p< 0.05.

Since the sampling does not comply with the parametric measurements, data were analyzed using Kruscal Wallis U test. The result of analysis showed a significant difference between the managerial creativity (U=1652,500), which is known as a sub-dimension of the organizational creativity, total organizational creativity (U=1699,000) and gender. The analysis revealed that the male had significantly higher points of managerial creativity than the female: X=99,92 vs. (X=79,42). At the organizational creativity level, the female also had higher creativity that when compared the male: (X=98,52) vs. (X=79,77).

Discussion and Conclusion

This study dealt with the levels of organizational creativity of those working at the Provincial Directorate of Sports in five different cities in Turkey according to some demographic variables. The study revealed that younger people had higher points of organizational creativity it when compared to the older ones. According to Birch and Brain (1999) creativity stands for correlating observation, knowledge, and experiences with new concepts and notions. In this context, the individuals in the younger-participant group are thought to be more idealist and intellectual. That means they make better observations. According to Ulgen (1990) creativity is affected by failure. It is assumed that elderly individuals' senses are weakly developed in accordance with young ones'. According to Woodman, Sawyer, and Griffin (1993), entrepreneurial spirit, competitiveness and having unique ideas increase creativity. In this context, younger individuals are idealists,

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competitive, and have genuine ideas, it is thought that their organizational sense of creativity is highly-developed. In literature review, some researches, supporting aforementioned findings, have been found out (Bharadwaj and Menon, 2000; Koberg and Chusmir, 1987). Another finding of the research is about the year in service. It was found out that newly-recruited individuals' sense of organizational creativity was higher than the other ones. Creativity is a method which paves the way to the development of critical thinking and commentary. One of the main features of organizations, which are labeled as excellent, is to obtain efficiency through people (Peters and Waterman, 19879). This efficiency exists through a dynamic and generative working team (Cavus, 2006). As this team is endowed with knowledge, it is thought that there exists a bond between organizational creativity, and being dynamic and competitive (Bharadwaj and Menon, 2000; Rouqutte, 1992; Sungur, 1992). In parallel with this research's result, it is quite reasonable that the sense of organizational creativity is relatively advanced in individuals, who are at the beginning of the professional degree. Another factor studied in this research within the context of organizational creativity is the level of education. According to the findings of the research, it was found out that the well-educated individuals' sense of organizational creativity was more developed. Previous research illustrates that there exists a positive relationship between creativity and level of education (Cekmecelioglu, 2002; Kenc, 2001; Runco and Mraz, 1992). According to Sungur (2001), creativity is not only to be responsive to problems, lack of knowledge, to define hardship, to seek solution, or to develop hypothesizes regarding deficiencies, but also to alter these hypothesizes, retest them, and to present the result. In this context, accumulation of knowledge of creative individuals is expected to be very high. Besides, it is stated that not only positive criticisms of ideas, the system of efficiency award and acceptance, the adaptation and transmission of new ideas, but also formation of an organizational culture which enables to create a cooperative institutional vision support creativity (Amaible, 1997). Within this context, it is observed that the level of education increases, the more the feature of creativity of an individual develops, which is considered as a positive effect on organizational culture. Another finding concerning this research is about the positions of the staff in the organization. In this study found that managers had much more advanced sense of organizational creativity than trainers, and they had higher creativity points than civil servants. It is thought that a few different factors have affected aforementioned situation. One of them is that managers have graduated from university. The relationship between the level of education and organizational creativity is mentioned above. Another factor is that managers are informed regarding the organizational structure. Previous research reveals that individuals who are at the executive positions have highly improved sense of organizational culture (Amabile, Contir, Coon, Lazenby and Herron 1996; Alttman, 2000; Koberg and 1987). Amabile (1997) states executive

support has paramount importance in running an institution, which has some factors. Some of them are creating a stable working model, explaining the aims clearly, strengthening the working group and setting up a sense of confidence within that group. According to the last finding of the research, there exists a reasonable difference between gender and organizational creativity. The study found that the men had much more developed sense of organizational creativity. The reason of the diversity is assumed to be social, or culturally-rooted. According to Güleryüz (2004), ethical values of society, and the way of thinking constitutes individuals' perspective. The more the society is well-off, the more comfortable people live, and earn. The roles of male and female are different in Turkey. Male are expected to be more active in social life. This also affects their business. Being dynamic in workplace, and dealing with problems enable them to think more creatively.

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