

## An Investigation on the Effectiveness of Managerial Styles on Creativity of Physical Education Staffs (Case Study: State Physical Education, East Azerbaijan Province, Iran)

Jamali Rovesht Saeed<sup>1</sup>, Mobasseri Sajjad<sup>2</sup>, Jafari Salman<sup>3\*</sup>

<sup>1</sup>M.A in government Management, Eslamic Azad University of Bonab, Iran

<sup>2</sup>Master of Sport physiology, Urmia University, Iran

<sup>3</sup>MA in Sport Management, Shahid Rajaei University, Tehran, Iran

\*Corresponding author's Email: Salman\_jafari1364@yahoo.com

**ABSTRACT:** This study is conducted to figure out the relations between different managerial styles (conventional, moderate and participative) and creativity of physical education staffs and to understand the effect of this relation on sports as well. This is a field study and correlative. The population includes all working staff at the year 2013. Sample is chosen in classified random method and as per Cochran test is equal to 118 people. Validity and reliability of research tools are calculated through statistical analysis and Cronbach's alpha methods. In order to identify the normal distribution of samples, Kalmogorov- Smiranov Test is applied. Research results show a positive significant relation between different managerial styles (conventional, moderate and participative) and creativity of staffs, while this relation increases along with an increase in participative behaviors. The amount of calculated Beta among different managerial aspects (decision making, communication, leadership, organizing and control) and creativity of physical education staff signifies that in case of increased self-supervision, managers will take the advantage of two way and open communication, close and intimate relation, and granting authority to the others. Research results also showed a significant difference between male and female managers in their managerial styles, i.e. male managers having more participative management style than females.

**Key words:** Managerial Styles, Creativity of Staffs, Physical Education, East Azerbaijan Province

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### INTRODUCTION

Presently, we are witnessing the emergence of various modern management practices in sports organizations and all other organizations dealing with sports and physical education affairs (Asefi et al. 2009:6). The results of management related researches emphasize on human resource as the main resource available for the organizations, effective and efficient use of which can lead to the success of the organization. In order to achieve this goal, it is required to undertake a suitable management style (Bennis, 1989:7).

The speed of changes together with the use of modern attitudes are the main characteristics of official systems than can make managements more effective and organizational activities more efficient. Due to factors such as having attitudes, creativities and thoughtfulness, human resource is considered as the most significant one among all other available resources for an organization. Participative management style is one that realizes this fact (Feizi, 2009:8).

This style of management tries to strengthen human identity and decrease considering them as instrument in the organizations and also helps in realizing their goals. The main aim is to make all members to participate in decision making (Hashemi, 2004:17).

In this modern world, creativity is considered as the main and the most effective factor in

organizational lifetime. Creativity is the discriminative factor for an organization. If there exists a secret on the stability and long lifetime of the organizations, surely it relies on their understanding of the relation between change and invention with organizational lifetime (Acs and Audretsch 2003). Creativity is an audacious process that changes the condition, puts the conventionals aside and overlaps with the present issues (Hauser, 2006).

Creativity is the essence of entrepreneurship and considered as one of the key elements in the development and stability of modern types of organizations. With the help of creativity and inventions, organizations are able to accomplish their goals in an effective and efficient manner and to make a developed and leading organization (Shia Zadeh, 2009; 25).

In order to make and also to encourage the creativity in Sports Organizations and to help increased creative skills of their staff, organizational variables are divided into 3 main groups as structural, human and cultural (Zaki, 2001), among which human variables (e.g. Managers and their managerial style) have got the biggest effect on the creation of creativity and development of the organization.

As per a general division, managerial styles are divided into two participative and conventional types. Participative management style authorizes the lower level managers and makes them to participate in decision making and seeks employees' ideas in all decisions. In this style, there exists a mutual and

bilateral relation among the manager and staffs. Hierarchical structure of organizations can't be found in this style of management.

Some other features of this management style are as intimate and friendly relation among leader and members, leaders are liaisons and self-control is also done by all employees of physical education office.

Conventional managerial style is exactly opposite to participative type. This is a centralized style in which managers make decisions alone and seek no ideas of their employees. In this style, the one way and formal relation exists between the managers and employees (mostly from downward to upwards). Hierarchical structure of organizations of this style of management is the main character. Leadership in this style is task centered and focuses more on the tasks and aims of physical education organizations to satisfy the needs of employees as per rules and regulations. Direct control and supervision by managers are another feature of this style of management.

Physical Education Organization and Ministry of Sports and Youngs in Iran, both having centralized structures, led the decisions to be made in upper layers without trivial participation of others and this condition has caused decreased creativity in all physical education offices at East Azerbaijan province. The role of managers as those to create proper condition for creativity to grow in the organization and employees to speak their ideas out is undeniable. So, the relation between the management and creativity of physical education employees is undeniable.

Mavondo and Farrel (2002), Martins and Terblanche (2003), Solomon and Tarabishy (2002) referred to the importance of all effective cultural elements and indices on creativity and invention in organizations. They reported the following cultural elements and indices as the most effective cultural elements on the amount of creativity and invention in the organizations as: risk taking, open relations between the employees, ambiguity and confliction, encouraging new hypotheses, commitment, strong and supportive leadership along with customer centered strategies.

In a research by Thacher (1997) on the effects of leadership style on creativity, results show that teamwork causes the increased creativity among the employees.

In a research paper, Rabindra N. Kanungo (1990) realizes cultural factors as the underlying effective factors for creativity and organizational invention. He also believes lack of these factors causes the removal of creativity and invention inside organization. Factors such as conventional religious inclinations, unrelated rewards, autocratic system and favouritism make an

organization not to be creative and to lose efficiency and effectiveness of its employees.

Woodman (1993) in a study titled "Creation of Organizational Creativity Hypothesis" points out:

Free exchange of information in team works causes increased creativity.

In an organizational climate with an inclination towards risk taking, creativity increases.

Following the rules and regulations without understanding the reason decreases the creativity.

Amabil (1998) states that exact and direct supervision on employees caused decreased creativity.

In a research done by Ezsamer (1997) and Pierce and Delbecq (1997), organizational structure is proved to affect organizational invention. They stated flexible structure not only improves and facilitate application of fresh ideas in the organizations, but also the invention level of these structures is much more than that of inflexible ones. In a similar research work, Ezsamer concludes flexible structures as the most simple, fast favorable ones persuading fresh ideas.

Rice (2006) in a research titled "Individual Values, Organizational Context and Employee Self-image of creativity in Egypt organizations" deduced the followings:

➤ Self-control has got a positive relation with employees' creative behavior.

➤ Concordance and conformity with the environment has got a negative relation with employees' creativity.

➤ Self-centered behavior of managers has got a negative relation with employees' creativity.

➤ Employees' creative behavior is lower in organizations with direct control and hierarchical structure.

➤ In supporting organizations, employees' creative behavior is at lower level.

➤ In organizations with higher risk taking attitude, employees' creative behavior is at higher levels.

➤ In organizations with open and reliable climate, employees' creative behavior is at higher level.

Eslamipour (1995) in a research titled "an investigation on the role of participative management in increased employee efficiency and creativity" concluded the followings:

➤ Participative management in an organization leads to increased HR efficiency.

➤ Participative management in an organization leads to increased cost and wastage reduction.

➤ Participative management in an organization leads to increased HR creativity.

Asefi et al. (2009) tries to investigate and understand aspects of participative management and employees' resistance against change and also to codify the relation between these two variables at Physical Education Organization as well as Physical Education General Office of education ministry of Iran.

Results of this research show a significant negative and inverse relation between participative management and resistance against change in both organizations. There also exists a significant negative and inverse relation between participative planning and goal setting at participative decision making and problem solving, participative control and supervision and participative conduction with resistance against change. Furthermore, results of the study show no significant difference between participative management at Physical Education Organization and Physical Education General Office of education ministry, but there is not a significant difference between resistances against change in both organizations.

Seyed Ameri (2009) in a research codifies the relation between the elements of participative management as an effective method with employees' motivation at West Azerbaijan physical education office. Chi-squared test shows a positive significant relation between elements of participative management (shared decision making, human relation and prevailing organizational climate) and employees' motivation.

Fakharian et al. (2014) codifies the relation between participative management with organizational commitment and mental health of high school teachers at Darab, Iran. Result of the study shows a positive significant relation between participative style and management with mental health of high school teachers at Darab. Decision making element, among all other elements of participative management, is significant and can predict organizational commitment along with mental health.

Experimental surveys on the relation between gender and creativity don't match. In some researches, significant difference between women and men in their creativity is not displayed (Dack, 1989; Hasler et al., 1984; Richardson, 1988). Some other studies resulted in higher creativity for men (Tornes 1963, 1965; Woodward et al., 1985) and some other studies resulted in superiority of females to males (Kim and Michael, 1995, Keshner 1985, Mayer 1983, Pour jail 2000).

As per obtained experiences and lots of research works, employees' participation in decision making seems to be essential and participative management style should be recommended to the

managers. Followers of this management style believe that organizations can reflect employees' concerns, attain fresh ideas and grow sense of solidarity and creativity among all working staff through counseling to their employees and participating them in decision making (Mostavafi, 2002).

Due to shortage of such research works in physical education office and all other sports related organizations of Iran and impossibility of using the results of foreign research works for their social and cultural differences, present paper is done to study the effects of management styles (conventional, moderate and participative styles) on creativity level of employees of physical education office at East Azerbaijan province.

**MATERIAL AND METHODS**

This is a field and correlative study. The population includes all working staff of physical education offices at all cities of East Azerbaijan province at the year 2013. Sample is chosen in classified random method. Out of 295 people as the population of the study, sample size is calculated to be 118 people through Cochran test, including 63 people male and 55 people female employees. All information regarding the working staffs are tabulated as follows:

**Table 1.** Population and sample of the study

Physical education offices of East Azerbaijan Province	Population			Sample		
	Female	Male	Total	Female	Male	Total
	137	158	295	55	63	118

**Research tools:**

**Management style scale:** Given scale includes 26 questions which is arranged through conceptual differentiation spectrum at 7 degrees that can measure 5 aspects (decision making, communication, leadership, structure and control). This scale tries to measure three managerial styles of conventional, moderate and participative.

**Creativity scale:** Questionnaire which is used in this research paper and aims at measuring employees' creativity is a researcher made questionnaire based on the most significant characteristics of creative people that can measure qualities such as originality and invention in thoughts as well as action, fully grown personality, self-confidence, being responsible towards oneself as well as others, selflessness, dare to express one's own ideas, risk taking ability, independency, cleverness, deep thoughtfulness, depending on one's own judgment, flexibility, curiosity, emotional stability, sacrifice and dominant on one's own instincts.

**Validity and reliability:** In order to assess the reliability, management style scale as well as creativity questionnaire are given to some masters, faculties and university students. After applying the provided recommendations, changing some parts, removing few questions and all other alternations, the final questionnaire is made. In order to assess the validity of management style scale as well as creativity questionnaire, Cronbach's Alpha method is applied, coefficient of which calculated to be 0.864 and 0.852 for management style scale as well as employees' creativity questionnaire respectively.

**Goodness of fit model and normal distribution of samples:**

While identifying the goodness of fit of the samples and questionnaires (dependent and independent variables), Kalmogorov- Smiranov Test is used. By use of this test, normal condition of these data against all data and each individual variable is studied. Results of this study are also shown in table 2. This test is done at 95% degree of certainty or 0.05 level of significance ( $\alpha=0.05$ ). If calculated amount for  $-p$  (shown as sig in the table) is bigger than  $\alpha=0.05$ , normal condition of the data can be deducted, otherwise normal condition of data (on goodness of fit) is doubted.

Since calculated significance level ( $p$ ) for tests is higher than our own significance level ( $\alpha=0.05$ ), so the hypothesis that data are normal is accepted. Some parametric tests such as Pearson can be applied to study the amount and intensity of the effects.

**Table 2.** Normal condition of all aspects of research variables

Variables	# data	Kalmogorov-Smiranov statistics		Result (normal/abnormal distribution)
		Smiranov	-p	
Management style	118	1.289	0.072	<b>Normal</b>
Employees' creativity	118	1.638	0.064	<b>Normal</b>

**RESULTS**

**Descriptive statistics analysis results:**

In order to do a primary survey on the research variables, some of the indicators of descriptive statistics are calculated and shown in Tables 3 and 4.

**Main research results:**

Investigating the relation between management styles (conventional, moderate and participative) and creativity level of physical education office employees. In order to answer this question, Pearson Correlation Coefficient is applied, results of which are shown in the Table 5.

The results of Table 4 signifies the fact that the relation between all three management styles with creativity level of physical education office employees at East Azerbaijan is a positive relation and at 0.00 significance level,  $r$  is equal to 0.402, 0.718 and 0.804 respectively. This shows that by moving away from conventional management style and approaching participative one, level of correlation also will increase. Positive and significant relation between conventional management style and creativity also refers to the existence of some behaviors in conventional management style which are related to employees' creativity level. These behaviors also exist in moderate style, but they are at the highest amount in conventional management style.

**Table 3.** Data on descriptive statistics indicators for the contiguous variables of the study

Variable	Sample size	Least score	Highest score	Mean	Standard deviation
Decision making	148	7	32	14.64	6.12
Communication	148	10	29	13.92	5.08
Leadership	148	9	33	17.16	6.89
Structure	148	11	34	17.52	6.74
Control	148	5	22	11.08	4.82
Management	148	40	80	60.82	3.54
Creativity	148	38	62	41.66	11.86

**Table 4.** Data on frequency and frequency percent for male and females in 3 different management styles (conventional, moderate and participative)

Gender	Style				Total
	Tool	Conventional	Moderate	Participative	
Male	Frequency	7	25	31	63
	percentage	10.96	39.73	49.32	100
Female	Frequency	14	18	23	55
	percentage	26.36	32.56	41.09	100
Total	Frequency	21	43	54	118
	percentage	18.18	36.36	45.45	100

**Table 5:** Pearson Correlation Coefficients between management styles (conventional, moderate and participative) and creativity of physical education office employees

Style	Correlation Coefficients	Significance level	Frequency
conventional	0.402	0.00	54
moderate	0.817	0.00	43
participative	0.804	0.00	21

**Investigating relation between management style elements (decision making, communication, leadership, structure and control) and physical education employees' creativity**

Regression analysis is applied to investigate the relation between management elements (decision making, communication, leadership, structure and control) without dividing management into 3 styles with physical education employees' creativity and results are shown in Table 6.

**Table 6:** regression coefficient between management elements (decision making, communication, leadership, structure and control) with physical education employees' creativity

Model	B	Standard $\beta$	R	R <sup>2</sup>	T	Significance level
Fixed	21.18	-	0.921	0.864	18.56	0.000
Decision making	0.054	0.026			0.36	0.064
Communication	0.78	0.28			4.88	0.000
Leadership	-0.18	-0.09			-1.64	0.052
Structure	0.62	0.31			3.89	0.000
Control	1.24	0.44			9.48	0.001

Results obtained from table 6 signifies the fact that among all 5 elements of management, control, communication and structure with 0.44, 0.33 and 0.28 respectively as the amount of  $\beta$  have got first, second and third rank in predicting employees' creativity. Two other aspects (leadership and decision making) with -0.09 and 0.026 respectively as the amount of  $\beta$  can significantly predict physical education office employees' creativity and this refers to the fact that centralized decision making is the most common method in making decisions at physical education offices of East Azerbaijan province, i.e. managers are not looking for their employees to participate in decision making process and leadership is based on rules and regulations. Identification coefficient from the total variance is equal to 0.864 and it shows the fact that 0.864 observation variable (i.e. employees' creativity) can be described by prediction variable (i.e. management style).

**Investigating correlation difference of management style (conventional and participative) with employees' creativity**

In order to investigate correlation difference of management style (conventional and participative) with physical education employees' creativity, Zr Fisher test is used, the results of which are as follows.

**Table 7:** multilateral comparison of correlation difference of management style (conventional and participative)

Style	Difference Mean	Significance Level	
Conventional	Moderate	-12.52	<b>0.000</b>
	Participative	-28.64	<b>0.000</b>
Moderate	Conventional	12.18	<b>0.000</b>
	Participative	-18.96	<b>0.000</b>
Participative	Conventional	28.64	<b>0.000</b>
	Moderate	18.96	<b>0.000</b>

Results of the table 7 shows a significant difference at 0.00 significance level between two styles of conventional and participative; conventional and moderate as well as moderate and participative. While managers move from conventional to participative style, the creativity level is proved to increases.

**Investigating the difference between mean score of male and female employees of physical education office**

In order to investigate the answer to this question, T-test is applied to independent groups. Results of the table 8 signify the fact that means score of male employees (38) is higher than mean score of female employees (31). In another words compared to male employees, females get imparted more on participative style of management at physical education office of East Azerbaijan province.

**Table 8.** The results of T-test to Investigating the difference between mean score of male and female employees of physical education office

Gender	Sample size	Mean score	Standard deviation	Degree of freedom	T amount	Significance level
Male	53	31	24.28	116.2	-2.24	0.001
Female	65	38	28.56	111.8	-2.56	0.001

**Investigating the difference between creativity mean score of male and female employees of physical education office**

In order to investigate the answer to this question, T-test is applied to independent groups and the results are shown at table 9.

**Table 9.** The results of T-test to investigate the effects of gender on creativity level of employees of physical education office

Gender	Sample size	Mean score	Standard deviation	Degree of freedom	T amount	Significance level
Male	53	14.82	6.36	114.6	-4.56	0.000
Female	65	16.34	7.42	101.4	-4.24	0.000

Results of the table 8 show a significant difference between the creativity mean score of female employees (16.34) and that of male employees (14.82) at (0.000) significance level.

In other words creativity means score of female employees (16.34) is higher than that of male employees (14.82). So, the results show that females are more creative than males in sports issues at East Azerbaijan provinces and they are imparted more on participative management style.

In order to complete the discussion on mean score difference, we are focusing more on creativity at management styles (conventional, moderate and participative). Variance analysis is used for this purpose, the results of which are shown in the table 10.

**Table 10.** simple variance analysis

	Sum squares	Degree of freedom	F	Significance level
Inter-group	16012.21	4	146.228	0.000
Intra-group	6806.766	112		
Total	22818.98	116		

Later in variance analysis, due to size inequality of 3 management groups (conventional=54, moderate=43 and participative=21), Scheffe post hoc test is applies and the obtained results are shown in Table 11.

Results of the table 10 show a significant difference between the creativity mean score of three management styles at (0.000) significance level. Obtained results of Scheffe post hoc test also confirms the same.

**Table 11:** Scheffe post hoc test

Style		Difference mean	Significance level
Conventional	Moderate	-12.52	0.000
	Participative	-28.64	0.000
Moderate	Conventional	12.18	0.000
	Participative	-18.96	0.000
Participative	Conventional	28.64	0.000
	Moderate	18.96	0.000

**DISCUSSION AND CONCLUSION**

In this study, some cases are studied, some of which are as "investigating the relation of management styles (participative, moderate and conventional) with creativity of physical education employees", "investigating the effects of management elements (decision making, communication, leadership, structure and control) on creativity of physical education employees", "investigating correlation difference of management styles

(participative and conventional) and creativity of physical education employees", "investigating creativity mean score difference for both male and female employees" and "investigating mean score difference of both male and female employees".

Results obtained from Pearson Correlation Coefficient show a significant positive relation between management styles (conventional, moderate and participative) and employees' creativity. Calculated correlations are  $r=0.402$ ,  $0.804$  and  $0.718$ , that is significant at 0.00 significance level.

Results show that the correlation between management style and creativity increases while moving from conventional to moderate and from moderate to participative. Existence of a positive significant correlation coefficient between conventional management style and creativity refers to the fact that conventional management style (including decision making, communication, leadership, structure and control) has got a relation with employees' creativity and employees did not assess the behavior of their managers in an absolutely conventional manner and the amount of these behaviors are more in moderate management style, while it reach to its highest amount in participative style of management. The results of this research work accords with the results founded by Vafaei (1999) and Eslami Pour (1995).

Vafaei (1999) reaches to a significant relation between participative management style and the possibility of invention and creativity in making desired and solid human relations. Eslami Pour (1995) also believes employees' creativity increases by the conduction of participative management.

The obtained results of correlation coefficient among 3 management styles (conventional, moderate and participative) show the fact that more centralized decision making, one-way communication, hierarchical relation, leadership, centralized structure and direct control to be practiced by managers can lead to decreased employees' creativity. While by focusing more on participative decision making, two-way communication, relation based leadership, close relationship with employees, decentralized structure, granting authority, outer control; it will be possible to the managers to lead their employees to be more creative.

The results of regression analysis about investigating the relation between elements of management style (decision making, communication, leadership, structure and control) and employees' creativity show that the element of "control" among all 5 elements has got the first and highest importance with the  $\beta$  coefficient equal to 0.44 in predicting employees' creativity. Communication and structure

elements having 0.31 and 0.28 as their  $\beta$  coefficient occupy second and third rank respectively. Leadership and decision making are not having a significant role in predicting employees' creativity. Results of this study accords with those of Rice (2006), Mavondo and Farrel (2003), Amabil (1998), Esmi (2006), Eslami Pour (1995).

Rice (2006), in his research shows that inner control has got a positive relation with creative behavior of employees. Liberal and reliable environment in an organization causes increased creative behavior of employees. Organizational organic structure, as what Esmi (2006) shows, can increase creativity while mechanical structure leads to decreased creativity. Calculated  $\beta$  coefficient on the effects of elements of management on creativity shows that majority of the research samples have stated their office management as centralized and conventional with imperious, task-oriented and hierarchical leadership, in which managers focus more on physical needs and less on social needs of their employees, have no confidence in them and believe in strict implementation of rules and regulations.

Results obtained from Zr Fisher test signify a significant correlation difference between management style (participative and conventional) and employees' creativity at (0.000) level of significance. In order to complete the discussion on correlation difference, we are investigating the correlation difference between management styles (conventional and moderate). The results obtained through Zr Fisher test showed that at (0.000) level of significance, correlation difference between management styles (conventional and moderate) with employees' creativity is significant.

From the obtained results, it can be deduced that even though there exists some behaviors in conventional management style which are related to creativity, but these behaviors are more in moderate and at the highest degree at participative management style. T-test results showed the mean score difference of both male and female employees in management style is significant at (0.01) level of significance. In other words, mean score of female employees (53) is higher than that of males (65). Results of this study accords with those of Zahedi (2003). Zahedi (2003) showed characteristics such as kindness, forgiveness, gratitude and participatory aspects are more in female managers compared to male ones. So, it can be claimed that female employees use more participation than male ones or female managers in sports sector tend to decentralize decision making, seeking ideas of executive and lower level employees. They have got relation oriented and supportive leadership, open and two-way

communication with employees, general supervision on them and use self-assessment methods while evaluating their employees, focus more on employees' social issues, are good listeners, encourage team work and have close and friendly relations with them.

The results of T-test shows a significant difference between creativity mean score of both male and female employees at 0.1 significant levels, in other words creativity mean score of female employees (65) is higher than that for males (57). This result signifies the fact that female employees are having more creativity than male ones and this is probably due to their use of participative style of management that leads to increased motivation, work quality and creativity.

#### **Research limitations:**

1. Unavailability of foreign resources to researcher.
2. Lack of enough research papers in the area, particularly at education office, that has made comparison of results as a difficult and almost impossible task.
3. Unwillingness of some employees to provide their real ideas due to the fear of their identity getting revealed to others.
4. Unfamiliarity of physical education male and female employees with management concepts and necessity of explaining them the same.

#### **Applied recommendations:**

Individual decision making, one-way communication (from upward to downward) and direct supervision by managers of the physical education offices of the province should be lowered as much as possible.

To grant required decision making authority to others to make them able to apply creativity and inventions in their decisions.

Managers of physical education offices at the East Azerbaijan province try to apply participative style of management to make the employees as much creative as possible and this is because of the fact that creativity is the most essential element that makes an organization to be able to survive in the present competitive world.

Decisions and ideas of the employees are given in the employees' brainstorming meetings and then implemented by the managers. Self-assessment is implemented as a replacement for assessing employees by managers. Nature of the organizational activities move from individualistic nature to team works. Upper layer and executive managers of physical education offices at provincial level grant full authority to lower layer managers to practice self-

assessment. Not only the physical and living needs of employees, but their social, respect, self-actualization and independency needs are paid attention.

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