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**AN INVESTIGATION INTO THE RELATIONSHIP BETWEEN
CREATIVITY CAPABILITIES OF EDUCATIONAL PLANNERS AND
THEIR PERFORMANCE CAPABILITIES IN 19 DISTRICTS OF TEHRAN
EDUCATION ORGANIZATION**

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ABSTRACT

This study aims to address the relationship between creativity of educational planners and their performance. In terms of the purpose, the current study is an applied study and in terms of the method, it is descriptive - correlation. The study population includes all educational planners in 19 Districts of Tehran Education Organization that with regard to the report, they were 104 people (46 females and 58 males). Using Cochran formula, 80 people were selected as the sample of the study (40 females and 40 males). Accordingly, 80 Questionnaires were attributed and statistically analyzed. In this study, simple random sampling was applied to select the samples. Also, measuring instruments include a researcher-made questionnaire called Creative and performance Assessment Questionnaire (achive) of Hersy Blanchard and goldsmith (1998). For statistical analysis, Pearson correlation test, independent t test, one way ANOVA and Scheffe post hoc test were used. The results of data analysis show that there is a significant positive correlation between creativity components (innovation, consciousness, flexibility, intellectual development, curiosity and imagination) and performance and the more these characteristics are in educational planners, the more the performance will be. However, no significant relationship was found between two components of creativity (involvement with ambiguity and risk taking) and the performance of educational planners. Educational planners are considered as valuable corporate assets in educational organizations and that the necessity to acquire the features of creativity to better perform the activities of an organization and promote organizational performance is evident. Planners should be provided with suitable conditions so that they can create new and innovative ways and use more efficient and productive methods because the optimum functioning of Education Organization is realized when the organization enjoys creative, innovative and curious human forces.

Keywords: *Creativity, Performance, Educational Planners*

INTRODUCTION

In today's world, what is the most important issue is human resource in the way that economists believe what finally determines the process of a country's economic and social development is the human resources of the country not material resources. Human resources condense capitals; exploit natural resources; create socio-economic and political institutions and create the national development. The country which fails to develop skills and knowledge of its people and effectively exploit it in the national economy will not be able to expand anything else (Shariatmedari, 2004).

Organizations have been affected by various factors which influence their health and strength. Many of these factors are common among all organizations that one of them is the performance of employees. The high performance of employees' organization leads the organization to survive and desirably achieve its mission. This is true for every employee of an organization. The criterion for assessing the desirability of an organization is the rate of desirability of its employees (O'Neill and Palladion). In today's world, human resources have been known as the first factor for the development of societies and the most important and valuable resource in the success of the organization (Mirkamali, 2004). Creativity is one of the most prominent cognitive abilities of human and one of the most beautiful aspects of divergent thinking. This valuable feature of human has a major role in innovation and solving the human problems.

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From the smallest and most basic to the most advanced human findings in various philosophical, cultural, scientific, technical, artistic fields all are influenced by this excellent feature of human (Yazdani, 2005). Therefore, the extension of cognitive domain and abilities such as feeling, observation, perception, experience and ability to thinking cause human performance to be strictly overshadowed (Stredwick, 2005).

In this regard, one of the most important, effective and extensive social organizations that is responsible for selecting and transferring cultural elements to the emerging generation of the society and plays a key role in the development of the community is Education Organization in any country. This is the organization which is considered as the general pattern of official institutions and organizations in the society and has played an essential and constructive role in the survival and continuity of human culture and civilization. Education Organization has a high importance in terms of society, culture, ethic, economic and providing the field of human growth and development. Socially speaking, sociologists define Education Organization as a means of managing and controlling the society and consider it as a factor of survival and durability of civilizations and believe that the collection of human knowledge and skills has been highly increased and the human relationship has been more complex. This gradually makes necessary a type of deliberate interference in the transmission of human culture through creating, expanding and improving the performance of educational organizations (Safi, 1979). Given that educational planners are part of important elements in Education Organization and no research has been done in the field of the relationship between creativity and performance of educational planners, in the present study, it is tried to investigate the relationship between them in Tehran Education Organization. Also, according to the above issues, it should be considered that the study aims to increase the qualitative performance in the Education Organization and assist the organization managers to enhance the performance of the organization. Given that the importance of the effect of cognitive features of humans in their behaviors that its highest manifestation is creative thinking and innovative features, the relationship between these features is examined in one of the most important elements of Education Organization that is educational planners. By identifying and understanding the rate of impact of these features on the performance of educational planners, the results of the study help to promote the performance of Education Organization, the quality of students' learning and development of the country. Abolqasemi (2011) conducted a study entitled "examining the relationship between personal initiative, religious orientation and organizational social capital with occupational performance in employees of production centers".

The findings showed that personal initiative, organizational social capital and intrinsic religious orientation have a positive correlation with job performance. Multiple regression analysis indicated that 34% of the variance in job performance is explained through personal initiative, religious orientation and organizational social capital. In a study entitled "Investigating the relationship between the entrepreneurial skills of managers and organizational effectiveness in small and medium-sized businesses in Qom", Ghaderi (2007) concluded that a significant positive relationship was observed between the entrepreneurial skills of managers and organizational effectiveness in the studied sample.

Yaghoubi *et al.*, (2009) conducted a study entitled "A Survey of Effective Factors in improvement of staff performance based on ACHIEVE Model in the view of managers (senior, administrative and nursing) in teaching hospitals in Isfahan". In this study, ACHIEVE Model has been used and its results revealed that all three groups of managers consider ability as the most important factor in improving individual performance. In a study entitled "Examination the relationship between motivational traits and counterproductive work behaviors", Matha (2004) evaluated the relationship between motivational traits and counterproductive work behaviors. The result of the analysis of his findings showed that individuals with personal initiative maintain their performance in an optimal level and do not reflect counterproductive work behaviors. In a study entitled "How do Creativity and Design Enhance Business Performance?", Swann and Birke (2005) examined the relationship between creativity and design and productivity and employee's performance. Results of their analysis indicated that in long run, creativity has a huge impact on the performance of individuals.

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MATERIALS AND METHODS

Methodology

The present study is field survey and non-experimental in terms of nature and controlling the variables, an applicable study in terms of the target and descriptive-correlational in terms of methodology because both variables are continuous. In this study, we seek to understand the relationship between creativity and performance of educational planners in Tehran Education Organization.

Population, Determining the Sample Size and Sampling Method

The population of the current study is all educational planners in 19 districts of Tehran Education Organization that is according to the report of personnel office of Tehran Education Organization. To determine the selective sample size of the study, Cochran formula was used and 80 (40 females and 40 males) individuals were calculated with the level of confidence of 95% and error of 0.05 and accordingly, 80 questionnaires were distributed and statistically analyzed. In the present study, in order for all individuals in the population to have an equal chance of being selected, simple random sampling and Random Numbers Table were used (Bazargan, 2010).

Resources and Instruments for Collecting Data

1. Creativity Empowerment Questionnaire

This questionnaire consists of 32 questions and 8 components. The scale of measuring the questionnaire was a type of four-point Likert scale (from strongly agree to completely disagree) with Cronbach's alpha coefficient of 87% based on the theoretical foundations of creativity such as creativity theory of Torrance (1966), the development pattern of creativity of Williams (1970) and mental construction model of Guilford (divergent thinking) (1967) by Dr. Hosseini (2006).

2. Performance Empowerment Questionnaire (ACHIVE)

Questions of this instruments measuring the performance consist of 30 questions (Self-assessment, depending on response) and 7 components adjusted and standardized based on performance assessment model of ACHIEVE by Blanchard and Goldsmith in 1998. The scale of measuring the questionnaire was five-point Likert scale (from very high, high, medium, low and very low) with Cronbach's alpha coefficient of 79% reported Blanchard and Goldsmith as 0.78, 0.81, 0.89, 0.91, 0.87 and 0.93 in the studies of Kheradmand (2010), Mehdizade and Elika (2010), Monajemzade and Baradaran (2007), Kasai (2004), Yaghoubi *et al.*, (2009) and Barotian (2009), respectively.

The Validity of the Instrument

In this study, the method of content validity has been used. To determine the validity of the instrument i.e. to what extent the questions define the content and have the required clarity, the opinions of the supervisor and a group of professors in Faculty of Educational Planning and Management of Tehran University were used and finally, 62 questions were applied.

The Reliability of Questionnaires

In this study, Cronbach's alpha has been used to measure the reliability of measuring measurements. Since Cronbach's alpha has been obtained as 0.73 and 0.76 in the creativity and performance questionnaires, respectively, it can be concluded that the applied questionnaires have the required reliability and these questionnaires were performed on 20 individuals randomly selected from the educational planners in Tehran Education Organization.

Method of Implementing the Study Instrument

After both questionnaires were confirmed by Security of Education Organization, given that the organization has scattered, the address of 19 districts of Education Organization was taken with the help of Office of Organization Security and questionnaire with mentioning aims and descriptions of study was sent for them and they were asked to carefully read the questionnaire and respond to them. After three days, we referred to their work place of those who had received questionnaires and took them. Generally, 80 questionnaires were distributed and collected in 19 districts and analyzed.

Method of Data Analysis

The data analysis from the questionnaires was performed using SPSS software and conducted in two descriptive and inferential statistical levels. Descriptive statistics were used to describe the sample and

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inferential statistics to explore the research questions. The parametric Pearson correlation tests was used for investigating the relationship between creativity and its 8 components with the performance and independent t-test for examining the difference between gender and creativity and one-way ANOVA and post hoc Scheffe tests were used for evaluating the difference between the amount of work experience and creativity.

RESULTS AND DISCUSSION

Results

A. Descriptive Statistics

Out of all participants, the number of male participants in this study was 40 (50%) cases and the number of female participants was 40 (50%) cases; in total, they were 80 persons.

Employees with the work experience of 1 to 5, 6 to 10, 11 to 15, 16 to 20, 21 to 25 and 26 to 30 years were 11 (13.8%), 23 (28.8%), 21 (26.2%), 12 (15%), 11(13.8%) and 2 (2.5%) cases, respectively that included 80 subjects.

Also, planners with work experience of 1 to 5, 6 to 10, 11 to 15, 16 to 20, 21 to 25 and 26 to 30 years are given in the table with mean and standard deviation of 1.21 and 0.1, 1.19 and 3.5, 1.20 and 1.7, 1.17 and 0.1, 1.18 and 0.1 and 1.19 and 0.1, respectively.

B. Inferential Statistics

Table 1: Pearson correlation coefficient for investigating the relationship between creativity and performance

Variable	Correlation coefficient	Level of significance
Creativity * Performance	0.74	0.01

As it can be observed in the table above, the relationship between creativity and performance is equal to 0.74 which indicates that the more creative the educational planners are, the more performance they will have.

Table 2: Pearson correlation coefficient for investigating the relationship between the components of creativity and performance

Variable	Correlation coefficient	Level of significance
Innovation * Performance	0.27	0.01
consciousness* Performance	0.71	0.01
Flexibility * Performance	0.42	0.01
Expansion * Performance	0.58	0.01
Curiosity * Performance	0.67	0.01
ambiguity * Performance	0.03	0.79
Risk * Performance	0.01	0.93
Imagination * Performance	0.46	0.01

The correlation coefficient between the subscale of innovation and performance at the level of 0.01 is equal to 0.27, between consciousness and performance at the level of 0.01 is equal to 0.71, between flexibility and performance at the level of 0.01 is equal to 0.42, between expansion and performance at the level of 0.01 is equal to 0.58, between curiosity and performance at the level of 0.01 is equal to 0.67 and finally, between imagination and performance is equal to 0.46 that all of which suggest that increasing the rate of these subscales, the rate of their performance will also increase. However, no

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significant relationship can be reported between ambiguity and performance because of the level of significance higher than 0.05.

Table 3: Results of independent t-test for comparing creativity between two genders

Gender	Mean	SD	T	Degree of freedom	Level of significance
Male	1.194	1.97	0.09	78	0.93
Female	1.193	2.86			

According to the findings, it can be seen that due to the level of significance of 0.93 and the level of significance higher than 0.05, there is no difference between males and females in terms of creativity. The mean creativity of males and females is 1.194 and 1.193, respectively. Also, the standard deviation of males is 1.97, while that of females is 1.86.

Table 4: One-way ANOVA for comparing the rate of creativity in terms of work experience of employees

Changes resources	Sum of squares	Degree of freedom	Mean square	F	level of significance
Intergroup	143	5	28.7	6.5	0.01
Intragroup	326	74	4.4		
Total	469	79			

Results from one-way ANOVA show that there is a significant difference between groups in terms of the comparison between creativity and work experience. To examine the observed differences, Scheffe post hoc test was used whose results indicate that the difference is significant only between educational planners with work experience of 1 to 5 years and educational planners with work experience of 16 to 20 years. Also, the difference is significant between educational planners with work experience of 11 to 15 years and educational planners with work experience of 16 to 20 years.

Discussion and Conclusion

The relationship between creativity and performance at the level of 0.01 is equal to 0.74 indicating that the more creativity of the educational planners, the more performance they will have. This finding is consistent with the findings of Rasi (2008), Bohlooli (2010), Ahmadi (2009), Ameri (2002), Haghightajo and Nazem (2007), Ameri (2008), Abbasid and Amiri (2009), Sehat and Khalaghi (2012), Nazem and Hamoudi (2006), Deborah (2005) and Hagl and Parboteeah (2007). According to the study findings of Rasi (2008), there has been a significant difference between the creativity of teachers with regard to their gender and that females were more creative. Also, there has been a significant correlation between the creativity of teachers and their efficiency and effectiveness. Results of Bohlooli (2010) also showed that the creativity of the bank staffs has a significant relationship with the organizational effectiveness and the creative staffs of the bank are the most important factors of the organization to achieve effectiveness. In his study, Ahmadi (2009) concluded that there was a significant relationship between organizational culture and organizational effectiveness. Organizational creativity has a significant positive relationship with organizational effectiveness and organizational culture and creativity are capable of predicting the organizational effectiveness. In his study, Ameri (2002) concluded that the effectiveness of managers had a relationship with selective styles of leadership and creativity of managers. Results of the study by Haghightajo and Nazem (2007) indicated that there was a relationship between organizational health and productivity i.e. increasing the level of organizational health can lead to an increase in productivity. Also, there was a direct relationship between creativity of managers and rate of productivity; in other words, by increasing the creativity, productivity increased too. Ameri (2008) also concluded that there was a positive and significant relationship between creativity and productivity of managers in physical education. A positive and significant relationship was also observed between risk taking and productivity of managers in physical education. Results of tests by Abbasian and Amiri (2009) revealed that three

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criteria of education, participation and creativity had a direct relationship with employees' productivity. Results of the study by Sehat and Khalaghi (2012) showed that there was a significant relationship between components of leadership style of managers and productivity of employees. While the remarkable note is that with regard to what data analysis in this study shows, no significant relationship was observed between creativity of managers and productivity of employees.

The correlation coefficient between the initiative of planners and their performance at the level of 0.01 is equal to 0.27 which suggests that by increasing the initiative of planners, their performance will increase. This finding is consistent with those of the studies by Frese and Fay (1997), Matha (2004), Abolghasemi (2011), Ameri (2002), Haghightajo and Nazem (2007), Ameri (2008), Abbasid and Amiri (2009), Sehat and Khalaghi (2012) and Sinaii (2008).

Results of the study by Abolghasemi (2011) showed that personal initiative had a positive correlation with job performance. Multiple regressions indicated that 34% of variance in job performance could be explained by the personal initiative. In the study by Frese and Fay (1997), the result of the analysis of their findings revealed that the personal initiative had a significant relationship with the ability of employees and their individual performance. Also, the analysis of the study results by Matha (2004) showed that individuals with personal initiative maintained their performance at an optimal level. In his study, Ameri (2002) concluded that the effectiveness of managers had a relationship with selective leadership styles and creativity of managers. Results from the study by Haghightajo and Nazem (2007) indicated that there was a direct relationship between the rate of creativity of managers and productivity, in other words, by increasing creativity, the productivity would be increased.

Also, Ameri (2008) concluded that there was a positive and significant relationship between creativity and productivity of managers in physical education. A positive and significant relationship was also observed between risk-taking and productivity of managers in the physical education. Results of tests by Abbasian and Amiri (2009) revealed that three criteria of education, participation and creativity have a direct relationship with employees' productivity. Results of the study by Sehat and Khalaghi (2012) showed that there is a significant relationship between components of leadership style of managers and productivity of employees. While the remarkable note is that according to what the data analysis indicated, no significant relationship was observed between creativity of managers and productivity of employees. Finally, results of the study by Sinaii (2008) based on the collected data showed that both innovation capital and customer had a significant positive relationship with financial performance.

Indeed, the innovation of educational planners is one of the main issues in all analyses of educational organizations; in other words, it is difficult to imagine an organization without innovation. On the other hand, the pace of changes throughout the world led to raise the initiation of individuals more than ever. Educational organizations require initiative planners for competing in today's turbulent world, maintaining existence and hope to make progress in the future and by having this valuable treasure, they can adapt to new conditions and develop along with changes. Suitable environment for the occurrence of initiation not only encourages motivation in individuals to express new and innovative thought, but also causes the organization to easily select planners with this valuable feature to strengthen its specialized personnel. The relationship between the consciousness of planners and their performance at the level of 0.01 is equal to 0.71 and this indicates that by increasing the consciousness of planners, their performance will also increase. These findings are consistent with the findings of Haidary (2007), Bavarsad (2010), Allame (2008), Pardakhtchi and Haider (1999), Ghaderi (2007), Swann and Birke (2005), Bohlooli (2010) and Ahmadi (2009).

Haidary (2007) concluded that indicators studying social entrepreneurship showed a significant relationship between the effectiveness of performance in female non-governmental organizations with the correlation coefficient of 0.67. Findings of Bavarsad (2010) showed that both organizational learning and innovation positively contribute to the efficiency of business environment. In his results, Allame (2008) indicated that the knowledge management and innovation has a direct relationship with each other and both directly and indirectly influence on the organizational performance. In the results of their study, Pardakhtchi and Haider (1999) showed that the management of Central Oil Fields Company has been

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successful for indicators of risk-taking, responsibility, decision-making and cooperation. It can be said that managers of Oil Company have had a satisfactory performance in the field of entrepreneurship.

Ghaderi (2007) also concluded that there was a significant difference between entrepreneurial skills of managers and organizational effectiveness in the studied sample. Results of the analysis by Swann and Birke (2005) showed that in long run, creativity has a huge impact on the performance of individuals. Results of the study by Bohlooli (2010) indicated that the creativity of bank staffs had as a significant relationship with organizational effectiveness and the creative staffs of the bank were the most important factors of the organization to effectiveness. In his study, Ahmadi (2009) concluded that there was a significant relationship between organizational culture and organizational effectiveness. Organizational creativity has a significant positive relationship with organizational effectiveness and organizational culture and creativity are able to predict the organizational effectiveness.

In fact, in today's educational organizations, lots of phenomena can be observed that is created by the consciousness mind of the planners. The development of any organization depends on the rate of attention to the consciousness of employees, its development and efforts to find talented and creative forces and correctly train them that cause the progress, development and construction of the organization. Also, no significant relationship was found between the involvement in the ambiguity of planners and their performance. The researcher thinks that since the mental ambiguity of educational planners in the organization temporarily causes a waste of time and due to the conflict between rigid organizational laws and regulations and the opportunity to the intellectual demystification, it can be said that the mental ambiguity has no relationship with the performance of educational planners. However, the mental ambiguity of educational planners temporarily causes a waste of time, it can cause to improve the performance in long-time provided that mental ambiguity be converted to a good intellectual idea by moral and material supports of organization and this idea actually be implemented in the organization. Then, it can be said that the idea from the mental ambiguity can lead to improve the performance.

The relationship between the flexibility of planners and their performance at the level of 0.01 is equal to 0.42 which indicates that by increasing the flexibility of planners, their performance will also increase. These findings are consistent with the findings of Malekiavarseen and Asadzade (2009), Amery (2008), Haghghatjo and Nazem (2007), Rasi (2008), Bohlooli (2010) Hosseini (2009), Ahmadi (2009) and Ghaderi (2007).

Results of testing the hypotheses of study by Malekiavarseen and Asadzade (2009) showed that there was a significant positive relationship between the creativity of faculty members and their research and education effectiveness. There is a difference between the creativity of faculty members and their research and education effectiveness in Moghan Islamic Azad Universities. In his study, Amery (2008) concluded that the effectiveness of managers has a relationship with selective leadership styles- and creativity of managers. Also, results from the study by Haghghatjo and Nazem (2007) indicated that there was a relationship between organizational healthy and productivity that is the increase of the organizational healthy can lead to the enhancement of productivity. There was a direct relationship between creativity- and productivity of managers, in other words, increasing creativity makes more productivity.

Ghaderi (2007) also concluded that a significant difference was observed between entrepreneurial skills of managers and organizational effectiveness in the studied sample. Based on the findings of the study by Rasi (2008), there has been a significant difference between the creativity of teachers with regard to their gender and that females were more creative. Also, there has been a significant correlation between the creativity of teachers and their efficiency and effectiveness.

Results of Bohlooli (2010) also showed that the creativity of the bank staffs had a significant relationship with the organizational effectiveness and the creative staffs of the bank were the most important factors of the organization to effectiveness. Hypotheses of the study by Hosseini (2009) also suggests the relationship between indices of entrepreneurialism and performance, in other words, there is a relationship between leading, aggressive competition, risk-taking, innovation and achievement with performance. Generally, the result from this study is that there is a relationship between

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entrepreneurialism and performance of small businesses. In his study, Ahmadi (2009) concluded that there was a significant relationship between organizational culture and organizational effectiveness. Organizational creativity has a significant positive relationship with organizational effectiveness and the organizational culture and creativity are able to predict the organizational effectiveness.

Indeed, creation of mental flexibility by managers and organizational employees is very important and this has lofty in the organization. Today, organizations are successful and can survive in competitive world that constantly apply new thoughts and ideas in the organization and this is possible by creative managers and employees with mental flexibility. There is a major emphasis on developing creativity of individuals in not only organizations but also educational systems. The basic criterion for the success of an educational organization is how many creative planners they bring up.

The correlation coefficient between the intellectual expansion of planners and their performance is equal to 0.58 indicating that by increasing the intellectual expansion of planners, their performance will also increase. These findings are consistent with findings of Swann and Birke (2005), Sehat and Khalaghi (2012), Hosseini (2009), Haidary (2007) and Allame (2008).

Results of the analysis by Swann and Birke (2005) show that in long run, creativity has a huge impact on performance.

Results of the study by Sehat and Khalaghi (2012) showed that there was a significant relationship between components of leadership style of managers and productivity of employees. While the remarkable note is that according to what the data analysis of the study indicates, no significant relationship was observed between creativity of managers and productivity of employees. Hypotheses of the study by Hosseini (2009) suggests that there is a relationship between indices of entrepreneurialism and performance, in other words, there is a relationship between leading, aggressive competition, risk-taking, innovation and achievement with performance. Generally, the result from the study is that there is a relationship between entrepreneurialism and performance of small businesses

Haidary (2007) concluded that indicators studied by social entrepreneurship i.e. social responsibility and the creation of social values showed a significant relationship with the effectiveness of performance in female non-governmental organizations with a correlation coefficient 0.67. In his results, Allame (2008) finally indicated that knowledge management and innovation had a direct relationship with each other and both directly and indirectly influence on the organizational performance. In fact, educational organizations should provide an environment where the appearance of new ideas and intellectual expansion is developed in the employees of the organization and using the creative and innovative planners, grounds of creating the basic, fundamental and desirable changes are provided in the organization.

Having conservative spirit and becoming familiar with existing methods and procedures weaken and destroy the spirit of creativity and intellectual expansion in individuals. Therefore, by applying the education culture, the spirit of creativity and innovation can be created in individuals.

No significant relationship was found between the risk-taking of planners and their performance, while the results of investigation of Mazlomi (2007) indicates the fact that the amount of risk-taking of managers has a significant and direct relationship with the total assets in risky situations. According to the researcher, the risk expressed in the study of Mazlomi and indicating the high performance is due to the necessity of risk in the organization such as exchange and without risk; no result based on up or down performance cannot be achieved; although, the risk has no meaning of position in the organization in where bureaucracy is dominant.

In the educational organizations, more rigid rules and regulations are dominant to allow risk to employees such as the educational planners because the work nature of planners is specified and should be routinely planned in accordance with predetermined principles. Thus, no relationship has been observed between risk and performance. The correlation coefficient between curiosity of planners and their performance is equal to 0.67 indicating that by increasing curiosity of planners, their performance will also increase. These findings are consistent with the findings of Bohlooli (2010), Ahmadi (2009), Ghaderi (2007), Swann and Birke (2005), Abbasid and Amiri (2009), Sehat and Khalaghi (2012).

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Results of the study by Bohlooli (2010) showed that the creativity of the bank staffs had a significant relationship with the organizational effectiveness and the creative staffs of the bank were the most important factors of the organization to effectiveness. In his study, Ahmadi (2009) concluded that there was a significant relationship between organizational culture and organizational effectiveness. The organizational creativity also has a significant positive relationship with organizational effectiveness and the organizational culture and creativity are finally able to predict the organizational effectiveness. Ghaderi (2007) concluded that a significant difference was observed between entrepreneurial skills of managers and organizational effectiveness in the studied sample. Results of the analysis by Swann and Birke (2005) showed that in the long run, creativity had a huge impact on the performance of individuals. Results of tests by Abbasian and Amiri (2009) revealed that three criteria of education, participation and creativity had a direct relationship with employees' productivity. Results of the study by Sehat and Khalaghi (2012) showed no significant relationship between creativity and productivity of employees.

In fact, educational organizations are required to establish the culture maximizing intellectual curiosity in employees. An increase in the intellectual curiosity in organizations can lead to promote the quantity and quality of service, reduce costs, avoid from wasting resources, reduce bureaucracy, consequently increase efficiency and productivity and create motivation in the job satisfaction of employees. Today, the creativity and curiosity have been known as a key and valuable competitive asset considered as a basis of sustainable growth and factor maintaining sustainable competitive advantage of an educational organization.

The correlation coefficient between imagination of planners and their performance is equal to 0.46 indicating that by increasing imagination of planners, their performance will also increase. These findings are consistent with the findings of Sinaii (2008), Hosseini (2009), Haidary (2007), Bavarsad (2010), Allame (2008), Malekiavarseen and Asadzade (2009) and Haghghatjo and Nazem (2007).

Results of the study by Sinaii (2008) based on the collected data showed that both innovation capital and customer have a significant positive relationship with financial performance. Hypotheses of the study by Hosseini (2009) suggests that there is a relationship between indices of entrepreneurialism and performance, in other words, there is a relationship between leading, aggressive competition, risk-taking, innovation and achievement with performance. Generally, the result from the study is that there is a relationship between entrepreneurialism and performance of small businesses.

Haidary (2007) concluded that indicators studying social entrepreneurship i.e. social responsibility and creation of social values showed a significant relationship with the effectiveness of performance in female non-governmental organizations with a correlation coefficient 0.67. Findings of Bavarsad (2010) showed that both organizational learning and innovation positively contribute to the efficiency of the business environment. In his results, Allame (2008) indicated that the knowledge management and innovation has a direct relationship with each other and both directly and indirectly influence on the organizational performance. Results of testing the hypotheses of the study by Malekiavarseen and Asadzade (2009) showed that there was a significant positive relationship between the creativity of faculty members and their research and education effectiveness. There is a difference between the creativity of faculty members and their research and education effectiveness in Moghan Islamic Azad Universities. Results from the study by Haghghatjo and Nazem (2007) indicated that there was a relationship between the organizational health and productivity that is the enhancement of the organizational health that leads to increase the productivity. Also, there was a direct relationship between the rate of creativity of managers and productivity, in other word, by increasing creativity, productivity will be increased too.

Indeed, nowadays, an imaginative spirit is growing among employees, especially educational planners. However, given the current economic and social conditions of the country, considering the imagination leading to entrepreneurship is more important. Moreover, many organizations are on the verge of closure or closed due to the low productivity, lack of demand etc. Hence, the development of imagination leading to the entrepreneurship is essential for increasing productivity and performance.

As an overall conclusion, according to the results obtained from the study and the positive and significant relationship between creativity and performance of educational planners in Tehran Education

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Organization, it can be concluded that the educational planners are considered as a valuable organizational capital in the educational organization and need for creativity for better carrying out the activities of the organization and promoting the organizational performance is obvious. Conditions should be provided on which planners create new and innovative ways and use more effective methods with more efficiency.

The good performance of Education Organization is achieved when the organization has labors with initiation in practice, consciousness, intellectual flexibility, intellectual expansion, curiosity and imagination, in a word, creative, innovative and curious employees. Therefore, for better performance of the organization using a set of required stated capacity, the creative human resources have been proven as one of the main factors for the success in a given organization.

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