

Studying the Relationship between Leadership Styles of Managers and Creativity of Primary School Teachers in Tehran

Homa Ghafourian

Department of Education, Islamshahr Branch, Islamic Azad University, Islamshahr, Iran

ABSTRACT

In this research relationship between leadership styles of managers and creativity of primary school teachers in district 6 of Tehran is studied. The main question of the research is that “is there any meaningful relation between leadership style of managers and creativity of teachers?” To answer the question, the main hypothesis of the research is codified: there is a meaningful relationship between leadership styles of managers and creativity of teachers. The research is a descriptive survey. Statistical society includes all managers and teachers of primary schools in district 6 of Tehran (438 individual). 120 teachers and 30 managers were selected as the sample group from all parts of the city. At last, using Luthans leadership style questionnaire and Torrance Test of Creative Thinking, the questionnaires required for the research were designed and research hypothesis were tested by multi-variant regression statistic model. However, research findings show that there is a positive meaningful relation between standard oriented leadership style of managers and creativity of teachers ($p < 0.01$). Therefore, increasing standard oriented leadership style of managers will increase creativity of teachers.

Key words: Educational creativity, management system, leadership style, teachers

1. INTRODUCTION

The main cause of existentiality of managers and their basic responsibility are playing managing roles, decision-making, adopted thinking methods, and their innovation in educational system, especially in school level [1]. Thinking methods of managers require more effective and better using of financial and human resources. To achieve organizational objectives, manager is expected to use management principals, adopt appropriate methods, and have suitable human relations and qualified operation to form creative and productive organization, an environment without any stress and tension. Today, due to social, cultural and economic development, significant changes have been made in thinking method of managers and their leadership styles in organization [2-4].

There are various ambiguities on effective creativity factors of teachers. Some theorists believe that creativity is a cultural phenomenon affected by social factors, structures and cultures. They define creativity as a product of a culture or outcome of social constructions [6].

Official organizations or ministries consist of humans with various attitudes and cultural tendencies and various ideas. Managing and leading such organizations is very difficult so, leadership style of managers and officials who are responsible of leading organizations, offices, ministries and teaching and training system is very important. Leadership style of managers in this organizations have many ambiguities, since it's impossible to predict better creativity of teachers at school without entering within non-official groups and consider leadership style of managers and their managing methods. Others believe that creativity is the cause of individual factors and believe that creativity is a theoretical phenomenon which is under the influence of environmental factors [1, 6, 7].

Therefore, it's difficult to consider factors influencing on creativity. Some believe that creativity is a multi-dimension phenomenon under the effect of individual and social factors. However, the role of individual, organizational, and managing factors can't be recognizable; since some believe that creativity is not affected by biological factors, and only gender characteristics are affective in creativity.

Alex S. Asboren [1], believe that “the number of super-creative females are ever-increasing, and many husbands know how creative a woman can be”.

On the other hand, Lehman shows that record of creativity among males are higher than females. Only in last decades females have chance to extend their creativity.

Furthermore, Jamshidi [6] stated females in comparison to males have lower creativity in official works.

Also, Moghadam [8] investigates the relationship between leadership styles and creativity and states that cognitive leadership style has meaningful relation with creativity.

On the other hand, Soltani [9] predicts creativity using leadership styles and decision-making styles of managers and finally states that cognitive and human leadership styles and divergent decision making style will increase creativity.

There are yet ambiguities on the affecting factors in creativity, such as in relation between decision-making methods and leadership styles of managers, and their employees. This research studies relationship between leadership styles of managers (human, cognitive and technical) and creativity of primary school teachers of Tehran in academic year 2007-2008.

Subject of the presented paper is study of relationship between leadership styles of managers and creativity of primary school teachers in district 6 of Tehran, by aims in answer the main question "is there any meaningful relation between leadership style of managers and creativity of teachers?" or some secondary questions: Is there any difference between creativity of teachers and different educational level? Is there any difference between teachers with different former experiments?

Appropriate management and leadership styles of managers affect different factors such as creativity of teachers. Therefore, manager and management styles are the most important factors in organization. If manager is wants to be successful, selecting the best management style can make employees to be interested to work and motivate them to work better.

Research objectives:

Regarding the research subject "investigating the relationship between leadership styles of managers and creativity of primary school teachers of District 6 of Tehran", it can be said that this research is a fundamental research. In fundamental research the focus is on increasing knowledge and acquiring information. In this research we have one main objective "determining relationship between leadership styles of managers and creativity of teachers" and three secondary objectives:

- 1) Determining relation between leadership styles of managers (standard oriented or relation oriented) and creativity of teachers
- 2) Determining differences between creativity of teachers with different educational level
- 3) Determining differences between creativity of teachers with different former experiments.

2. MATERIAL AND METHOD

Statistic society

Statistic society of the research includes all managers and teachers of primary schools of district 6, Tehran (438 individuals).

Sample and sampling method

There are various methods to evaluate sample size and sampling. Size of the sample is very sensitive so complete accuracy is needed.

The research is a descriptive and survey research. In surveys, sufficient sample size is 120 individuals [10]. In this research sample is 120 primary school teachers and 30 primary school managers. They were selected randomly. From each region of district 6 (north, south, west and east), 30 teachers and 8 managers were selected. The following table is representative of sampling level.

Table 1. Sampling level

Sampling level	Teacher		Manager	
	Frequency	%	Frequency	%
North	30	25	8	25
South	30	25	8	25
East	30	25	8	25
West	30	25	8	25
Total	120	100	32	100

Research tools:

In surveys, the best research tool is questionnaire. In this research, two questionnaires were used: Luthans leadership style questionnaire and Torrens creative thinking test.

Luthans leadership style questionnaire is evaluated based on relation orientation and standard orientation. Using Likert method [2], each option is scored 1-5 respectively (Table 2).

The questionnaire has 35 questions, 15 question measures relation orientation and 20 of them standard orientation of manager.

Table 2. Scoring of Luthans questionnaire

Questions 8, 12, 19, 30, 34, 35 are negative	1= always, 2= often, 3= sometimes, 4= rarely, 5= never
Other questions are positive	5= always, 4= often, 3= sometimes, 2= rarely, 1= never

Table 3. Separating relation oriented and standard oriented questions of Luthans questionnaire

3, 5, 8, 10, 15, 18, 19, 24, 26, 28, 30, 32, 34, 35	Relation oriented
1, 2, 4, 6, 7, 9, 11, 12, 13, 14, 16, 17, 20, 21, 22, 23, 25, 27, 29, 31, 33	Standard oriented

Validity of the questionnaire for this research is 0.82

Creative thinking tests of Torrance

This questionnaire is used to evaluate creativity of teachers. It contains 60 questions and ranged from 0-2 for a-c, respectively. After measuring scores, creativity of teachers is measures (Table 4)

Table 4. Scoring creative thinking test of Torrance

Creativity	Score
Very high	100-120
High	85-100
Average	75-85
Low	50-75
Very low	Less than 50

Validity of questionnaire is 0.88 in this research.

Data collection method:

Questionnaire was used as data collection tool: Luthans leadership style questionnaire and creative thinking test of Torrance's. After determining sample groups in 4 areas of Tehran (north, south, east and west) and under study schools, questionnaires were distributed among teachers and managers. Each questionnaire assigns 15 minutes.

Statistic methods

Multi-variable regression method was used to evaluate the relation between leadership style of managers and creativity of teachers.

$$b_1x_1 + b_2x_2 + a = y$$

Relation oriented leadership style + standard oriented leadership style + constant number = creativity

3. RESULTS AND DISCUSSION

One of the main issues leading to improvement of organization is creativity of managers. Creativity relates to different demographic variables, such as education, experience, age, gender, etc. In the other word, researches indicate that creativity of higher education and experienced individuals is higher. Not only demographic variables, but other variable have direct and positive relation with creativity such as leadership styles. Relation oriented and standard oriented leadership styles are variables that can influence creativity of teachers. On the other hand, other variables such as accurate and systematic planning, using modern technologies, using management principle theories, manager's thinking method, leadership styles of managers, creativity, intelligence, etc. leads to continual improvement of organization. Among above mentioned factors, leadership styles have direct relation with creativity.

Leadership styles, especially relation oriented leadership, causes accurate human relations, work ability of individual and common effort of teachers and manager in a secured environment in which everybody has free vote. While, standard oriented leadership is the highest degree of competence, experience, knowledge and ability to do especial tasks in which experience in using techniques and tools is considered as its obvious competence. At last, manager who uses thinking and mental image of affairs and their details can make decision.

This research studies relationship between leadership styles of managers and creativity of teachers in district 6 of Tehran. It's found that there is a meaningful relation between standard orientation leadership of managers and creativity of teachers ($\alpha=0.01$). Increasing standard orientated leadership style of managers will increase creativity of teachers and vice versa. This research is in accordance with findings of Olson [11], Lavan [12], Karlo [13] and Adresen [14]. Olson found that if managers use technical leadership styles, creativity of employees will increase. Lavan also reported that managers following cognitive and technical leadership style will increase creativity. Karlo [13] and Adresen [14] also found that creativity has positive meaningful relation with standard oriented leadership style. If managers use standard oriented style, creativity of their employees will increase.

Research limits

This research contains some methodological limits:

- No manipulation of independent variables and applying experimental variable
- No control on variables such as gender, educational course, educational level, and experience of teachers
- No control on characteristics of managers

Research suggestions

This research had three suggestions:

- 1) Suggestion based on findings
 - According to the findings of the research, it's suggested managers to use standard oriented style to increase creativity of teachers.
 - To increase creativity of teachers, educational level of teachers should be increased
 - Consider relation between experience and creativity or leadership style
- 2) Methodological suggestions
 - It's suggested to use developed statistic methods in future researches and study factors influencing creativity
- 3) Suggestion to researchers
 - Study characteristics of managers and their relation with creativity
 - Study relation between leadership style of managers and creativity of teachers in other organizations
 - Consider education as a balancing variable and find its relation with creativity of teachers

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