

A Survey on the Barriers Associated with the Creativity of Line and Staff Managers (Case Study)

Soleyman Iranzadeh ¹⁺, Farzam Chakherlouy ²

¹ Department of Management, Tabriz Branch, Islamic Azad University, Tabriz, Iran

² Tabriz Business Training Center, East Azerbaijan, Tabriz Iran

Abstract. The subject of the present research is to “study and review the barriers to creativity among line and staff managers in Bank Saderat Iran of East Azerbaijan province” and it is tried to evaluate and measure the barriers associated with creativity in management category in Bank Saderat of East Azerbaijan province in addition to compare the barriers to creativity among the line and staff managers in this Bank. The two categories of managers (line and staff) are considered as independent variables and the barriers associated with self-confidence and risk taking, the application of conceptual and abstract issues, systematic analysis, professional success and physical environment are selected as dependent variables. The statistical population studied in this research is line and staff managers in Bank Saderat of East Azerbaijan Province. For the sampling purposes the simple sampling was used for the staff managers who are generally employed in Tabriz and in view of the fact that the line managers are scattered throughout the province, the multi-stage cluster sampling was used. Besides, the Cochran Formula was used to determine the sample size. The main data collection tool in this study is questionnaire. Accordingly, the returned questionnaires are scored by the researcher and then the necessary measures are carried out in the form of tables to perform statistical tests and data analysis using statistical software. The studies have indicated that the mode of educational level of line and staff managers is Bachelors degree and the mode of management experience is less than 5 years for line managers and 6-10 years for staff managers. Besides, in view of the relevance of the field of study, it can be observed that the field of study of 100% of staff managers is relevant, while the field of study of 79% of line managers is relevant. Finally, the data analysis was conducted to assess the barriers associated with the creativity of line and staff managers in Bank Saderat of East Azerbaijan Province.

Keywords: Need for Adaptability, Divergent Thinking, Convergent Thinking

1. Introduction

Creativity has a special role in personal and social life of human being and is considered as a sublime human requirement in all aspects of life in such a way that all the human achievements and civilization so far from the beginning and in the future are the fruits and consequences of creativity. There are too many definitions for creativity. However, Creativity has typically been defined by ideas that are both novel and useful [1]. Creativity is essential for organizational performance [2], especially in highly innovative industries in which firms must compete by continually introducing new goods and services [3, 4, 5]. Because new goods and services are the result of entrepreneurial actions that are initiated by individuals [6], stimulating and engaging employee creativity is a necessity in today's competitive and changing business environment [7, 8, 9, 10, 11]. Depending on industries, job requirements, and product markets, the level of creativity required may vary; however, continuous improvement requires that virtually all jobs exhibit enough creativity to produce incremental adjustments if not radical breakthroughs [12]. Because employee creativity serves as the foundation for organizational creativity [13], there is much to be gained from an enhanced understanding of the factors that encourage or inhibit employee creativity [12] and the entrepreneurial actions that it is likely to yield. The issues such as “accelerating developments and

⁺ Corresponding author. Tel.: + 98 914 734 0262.
E-mail address: onlinemng@gmail.com.

transformations in the field of electronic banking, establishment of private banks in the country, limited financial resources, capital drainage, crashing the interest rate of bank facilities to single digit”, all give emphasis to the importance of addressing the creativity and creative minds in order to benefit from the opportunities to attract financial resources and optimize the expenses (investment and facility grants in different sectors) to increase more than before the competitiveness, proper service delivery with minimum cost and accelerated manner along with high profitability for the banks. Accordingly, the subject of surveying the barriers associated with the creativity of line and staff managers in Bank Saderat of East Azerbaijan province was chosen as the research topic and we have tried to explore and assess the barriers to creativity among managers category in Bank Saderat of East Azerbaijan province in addition to comparing the barriers to creativity along line and staff managers in this bank. The two categories of managers (line and staff) are considered as independent variables and the barriers associated with self-confidence and risk taking, the need for adaptability, the application of conceptual and abstract issues, systematic analysis, professional success and physical environment are selected as dependent variables.

2. Hypotheses and Research Objectives

Bearing in mind the applicability of the research, the following objectives were mainly focused on;

- To investigate the barriers to creativity among line managers in Bank Saderat of East Azerbaijan province
- To investigate the barriers to creativity among staff managers in Bank Saderat of East Azerbaijan province
- To compare the creativity barriers between the two categories of line and staff managers in Bank Saderat of East Azerbaijan

Moreover, the notion of lack of creativity in the Bank and help to identify and eliminate the creativity barriers of the managers are among the specific necessities of this study. Therefore, the main research hypothesis is: “There is a difference between the barriers to creativity among line and staff managers in Bank Saderat of East Azerbaijan province”. In order to examine different aspects of creativity barriers, the main hypothesis is divided into the following assumptions:

- There is a difference between the barriers associated with self-confidence and risk taking among line and staff managers in Bank Saderat of East Azerbaijan province.
- There is a difference between the barriers associated with the need for adaptability among line and staff managers in Bank Saderat of East Azerbaijan province.
- There is a difference between the barriers associated with the application of conceptual and abstract issues among line and staff managers in Bank Saderat of East Azerbaijan province.
- There is a difference between the barriers associated with the use of systematic analysis among line and staff managers in Bank Saderat of East Azerbaijan province.
- There is a difference between the barriers associated with the professional success among line and staff managers in Bank Saderat of East Azerbaijan province.
- There is a difference between the barriers associated with the physical environment among line and staff managers in Bank Saderat of East Azerbaijan province.

3. Research Method

This study is an applied research in terms of the objectives and is a field study in terms of the data and statistics gathering. The researcher has tried to sketch out the facts based on the obtained information without involving the personal orientations and subjective assumptions. The statistical population studied in this research is line and staff managers in Bank Saderat of East Azerbaijan province. For the sampling purposes the simple sampling method was used for the staff managers (57 personnel) who are generally employed in Tabriz and given that the line managers (totally 279 personnel out of which 151 personnel are employed in Tabriz) are scattered throughout the province, the multi-stage cluster sampling was used. Moreover, the Cochran Formula was used to determine the sample size. The main data gathering tool in this study is questionnaire. Besides, the library-based method was used to gather the research literature. The distributed questionnaire is designed by Pfeffer and is tested several times in terms of reliability and validity in the

country and abroad. 80 questionnaires were distributed among line managers and 30 questionnaires were distributed among staff managers so that the number of answered and submitted questionnaires covered the rate of sample size in both categories. Furthermore, descriptive statistics was used in order to describe the subjective characteristics and also to determine the barriers to creativity among line and staff managers in Bank Saderat of East Azerbaijan province. Also, given the fact that one independent variable is examined in two situations and there are various elements engaged in these two situations, the independent t-test was used accordingly to examine the research hypotheses.

4. Research Findings

4.1. Descriptive Findings

Level of Education:

Table (1) indicates the adaptive table of the surveyed random sample in terms of the level of education among line and staff managers. Based on the scientific experiments, although there is an insignificant difference in capacity of creativity among academic individuals and in fact the level of education is not considered as the fundamental factor, nevertheless it cannot be completely overlooked (Sborn, 1996).

Management Experience:

Table (2) indicates the frequency and percentage of management experience among line and staff managers. As you can see, the management experience is less than five years among line managers, while the frequency of management experience among staff managers is 6-10 years.

Table (1): Adaptive Table of the Level of Education among Line and Staff Managers in Bank Saderat of East Azerbaijan Province

Managers Education Level	Line Managers		Staff Managers	
	Frequency	Percentage	Frequency	Percentage
Diploma	23	40	6	27
Associate Degree	5	9	3	14
Bachelors	27	47	11	50
Masters & Higher	2	4	2	9
Total	57	100	22	100

Table (2): Adaptive Table of Management Experience among Line and Staff Managers in Bank Saderat of East Azerbaijan Province

Managers Education Level	Line Managers		Staff Managers	
	Frequency	Percentage	Frequency	Percentage
Diploma	22	39	3	14
Associate Degree	17	30	10	45
Bachelors	9	16	6	27
Masters & Higher	6	10	2	29
Other	3	5	1	5
Total	57	100	22	100

Relevance of the Field of Study:

To determine the relevancy of the field of study, the disciplines which are recognized as relevant in the activities of both line and staff managers were taken into account. For instance, the discipline of judicial law

is to some extent irrelevant to line activities, but it is known in the legal deputy of staff as a relevant field of study, accordingly it is considered as a relevant discipline in this research. Therefore, the fields of study such as: banking sciences, management, accounting, economics, finance, judicial law, computers, mathematics, English language and construction can be regarded relevant to banking activities and other fields can be considered irrelevant. According to the obtained results in this section, 100% of staff managers hold relevant field of study, while 79% of line managers hold relevant discipline. Table (3) indicates the central and distribution parameters such as sample mean, median, mode, standard deviation, range, the minimum and maximum rate of scores which were presented by line managers on their perception of barriers to creativity. It can be observed that the mean score of barriers associated with physical environment is higher than the other barriers and the mean score of barriers related to the need for adaptability is less than the others. The distribution rate of the barriers associated with conceptual and abstract issues is higher and in the barriers associated with systematic analysis is less than the others.

Table (3): Descriptive Indicators of Barriers Associated with the Creativity of Line Managers

Indicator Variables	Mean	Median	Mode	Standard Deviation	Range	Minimum Score	Maximum Score
Systematic Analysis	15/9474	16	14 & 16	4/69582	19	8	27
Self-confidence & Risk taking	15/7719	16	16	5/32185	21	6	27
Professional Success	16/2456	16	14	5/34282	21	6	27
Need to Adapt	14/8596	16	13 & 16	5/35003	21	7	28
Physical Environment	16/3684	15	13 & 14	6/09341	19	8	27
Conceptual & Abstract Issues	15/8772	15	14	6/12393	21	6	27

4.2. Analytical Findings

The results of research hypotheses testing are as follows:

First hypothesis: There is a significant difference between the barriers associated with self-confidence and risk taking among line and staff managers in Bank Saderat of East Azerbaijan province.

Considering the fact that the significance level is 0.045, the results can be generalized to whole population and the hypothesis is confirmed.

Second Hypothesis: There is a difference between the barriers associated with the need for adaptability among line and staff managers in Bank Saderat of East Azerbaijan province.

Considering the fact that the significance level is 0.069, the results cannot be generalized to whole population and the hypothesis is not confirmed and accordingly the difference is not significant. It means that a reliable conclusion cannot be offered regarding the significant difference between the barriers associated with the need for adaptability among line and staff managers in Bank Saderat of East Azerbaijan province.

Third Hypothesis: There is a difference between the barriers associated with the application of conceptual and abstract issues among line and staff managers in Bank Saderat of East Azerbaijan province.

Considering the fact that the significance level is 0.044, the results can be generalized to whole population and the hypothesis is confirmed, i.e. there is a significant difference between the barriers associated with the application of conceptual and abstract issues among line and staff managers in Bank Saderat of East Azerbaijan province.

Fourth Hypothesis: There is a difference between the barriers associated with the use of systematic analysis among line and staff managers in Bank Saderat of East Azerbaijan province.

Considering the fact that the significance level is 0.392, accordingly the hypothesis is not confirmed, i.e. there is no significant difference between the barriers associated with the use of systematic analysis among line and staff managers in Bank Saderat of East Azerbaijan province.

Fifth Hypothesis: There is a difference between the barriers associated with the professional success among line and staff managers in Bank Saderat of East Azerbaijan province.

Considering the fact that the significance level is 0.048, the results can be generalized to whole population and the hypothesis is confirmed. In other words, it can be concluded that there is a significant difference between the barriers associated with the professional success among line and staff managers in Bank Saderat of East Azerbaijan province.

Sixth Hypothesis: There is a difference between the barriers associated with the physical environment among line and staff managers in Bank Saderat of East Azerbaijan province.

The significance level obtained from testing this hypothesis is 0.017 and the results can be generalized to whole population and accordingly the hypothesis is confirmed. In other words, it can be concluded that there is a significant difference between the barriers associated with the physical environment among line and staff managers in Bank Saderat of East Azerbaijan province.

5. Conclusion

In the section of descriptive statistics, according to Table (1) it can be observed that the frequency of educational level of line and staff managers is Bachelors degree and Table (2) indicates that the frequency of management experience of line managers is less than five years and for the staff managers is 6-10 years. In addition, the relevance of the discipline is 100% for staff managers, while it is 79% for line managers. In describing the barriers to creativity, it can be observed that the importance level of barriers to creativity for staff managers in Bank Saderat of East Azerbaijan province include respectively systematic analysis, the application of conceptual and abstract issues, professional success, self-confidence and risk taking, physical environment and the need for adaptability, while the importance of creativity barriers for line managers in Bank Saderat of East Azerbaijan province include respectively professional success, systematic analysis, the application of conceptual and abstract issues, physical environment, the need for adaptability and ultimately self-confidence and risk taking.

6. References

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