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## Investigating the Relationship between Organizational Culture and Creativity in Maroon Oil Company of Ahwaz

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### Abstract

*The purpose of this research was to investigate the relationship between organizational culture and creativity in Maroon Oil Company of Ahwaz. The population of this study consisted of a group of employees of Maroon Oil Company of Ahwaz working in central workshops, service and support management and headquarters consisting of 300 people who were randomly selected from a sample of 300 samples, 169 questionnaires were completed. This research is applied in terms of method and correlation in terms of purpose. The measurement tool consisted of two organizational culture and creativity questionnaires. In this research, Pearson correlation coefficient was used to analyze the data. The results showed that there is a positive and significant correlation between participatory organizational culture, entrepreneurship, mission and bureaucracy with creativity.*

**Keywords:** *Organizational culture, creativity, Maroon Oil Company*

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## **Introduction**

Over the past few decades, there have been large corporations and organizations with the least financial means, and, on the other hand, there are many organizations that have suffered heavy failures, despite being in good physical and spiritual condition. Studies have shown that the main reason for the success or failure of organizations should be sought in immaterial and spiritual factors. Organizational culture is one of the newest issues in which management knowledge has arisen, as some people regard the ratio of culture to the organization as human personality. In this chapter, while describing the issue of the topic and the research issue, the necessity and importance of the subject, goals, questions, hypotheses and scope of the research (subject, geography and time) have been discussed and further attention has been paid to the operational definition of the variables. One of the current issues for companies and organizations is to stimulate the creativity of employees to achieve their goals faster, while oil companies and utilities are no exception of this rule. The study of organizational and managerial theories has shown that in order to achieve this creativity and dynamism, it is necessary to develop infrastructures such as organizational culture to establish an organizational environment to enhance the level of creativity of the personnel but what kind of organizational culture can promote creativity among employees, or the existing organizational culture can handle this. From the obscure aspect of this research is that the whole organizational culture can affect creativity and innovation in the form of innovation. Organizational culture is a set of common understanding and understandings for organizing actions, which uses language and other symbolic means to express this shared understanding. The creativity of divergent thinking (finding new approaches) is to solve problems and is against convergent thinking (finding the right answer). Regarding the dimensions of the division of organizational culture, a different theory is presented by different people, which this research intends to use from the model of organizational culture dimensions of Mr. Daft that includes a collaborative organizational culture, entrepreneurship, bureaucracy and mission in its own research.

## **Theoretical Foundations**

Organizational culture is a collection of important assumptions that the members of the organization have accepted jointly. There are different perspectives on the components of organizational culture. What is accepted is that organizational culture refers to a system of concepts that has been shared between the general public and the majority of members of the organization and organization distinguish it from other organizations (Alvani, 1997).

Participatory culture: This culture focuses on the participation of the members of the organization in decision making, environment expectations, and creates a sense of responsibility and ownership in the staff and a greater commitment to the organization (Deft, 2001). Participatory culture emphasizes human dignity in the workplace. Creates a sense of ownership, strengthens the inability and finally disrupts the culture of silence (Tusi, 1993).



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**Bureaucratic culture:** Bureaucratic culture has an inner focus and is consistent with the environment. In this kind of culture, the participation of the staff is low and the monitoring and control of the extreme environment. With subordinates, it is important to give an authoritative approach to order, rank, organizational status, and hierarchical observance (Deft, 2001).

**Flexibility and entrepreneurship culture:** In the culture of entrepreneurship, the focus of the external organization's strategy is to meet the needs and demands of the client and clients in a dynamic and changing environment in the staff of change, riskiness, prospects, workgroup, freedom and independence (Deft, 2001).

**Mission culture:** An organization that holds such a culture strives to meet the needs of the foreign environment but does not see it necessary to quickly undergo changes. In the mission culture, attention is paid to the common vision. This view defines the type of activity of the members of the organization, and these activities take on a concept that exceeds the boundaries of the duties required. Individuals are fully aware of the future in the course of the affairs and the way the company must go through the role and purpose of the organization. Organizational leaders have a shared vision. It puts it in the public eye, and the image comes in the form that it becomes important for every member of the organization (Deft, 1998).

**Creativity:** Creativity is the ability to combine ideas in a unique way to communicate unusually between different ideas. Creativity is the ability of a person to create ideas, theories, insights, new objects, and re-engineering in science and other fields, which, according to the researchers, are scientifically innovative, aesthetic, technological, and social, considered valuable (Vernon).

Creativity is considered as a dependent variable in this research and it raises many questions in mind. What is creativity? How can it be measured? Is creativity inherited or acquired, and what should an organization have in terms of what individual creativity it produces? How can creativity be fostered in an organization? There is creativity in everyone, in some it is more and less in some people. Human beings are not only inherent in the natural attribute of creativity, but also the right to benefit from the fruits of creative participation in a creative and dynamic world. If provided, the fields and education necessary for the growth and creativity of creativity can be made to make it.

There are several definitions of creativity, some of which are given below:

- ✓ Creativity in the word means the emergence and production of a new thought and application of mental abilities to create a new thought.
- ✓ Creation from the root (creation) means creation. In Dekhoda dictionary, creativity is a person who has new ideas.
- ✓ Amabilie (1997) knows that creativity is creating new and useful ideas in all fields.
- ✓ Creativity is the ability to integrate thoughts in a unique way to communicate unusually between different thoughts.
- ✓ The creativity of the mental process is the emergence and production of a new thought and thought that leads to finding solutions and new ideas.



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The common concepts and features discussed in the definitions of creativity are as follows:

1. Creativity is a mental and mental process.
2. The product of creativity is a new phenomenon.
3. Creativity is a general ability that is more or less in everyone.
4. Creativity is cultivated and is directly related to conditions, environment, education, social and cultural backgrounds.

## **Background Research**

Investigating the relationship between organizational culture and effectiveness:

In this research, based on the assumptions developed, a questionnaire has been prepared and, based on that, the existing and desirable culture has been investigated and the results of the research have shown these points:

- A) There is a significant difference between the organizational culture governing the institution and the desired organizational culture.
- B) The characteristics of organizational culture have a small effect on the effectiveness factors (Ataei, 1994)

The impact of organizational culture on management style: In this research, we examine the impact of each element of organizational culture on management style. This research has shown that each element of organizational culture affects the management style and therefore confirms the main hypothesis of this research, the time culture, on the management style, and concluded that one of the most important effective variables Leadership style is an organizational culture. Therefore, managers need to get to know more about organizational culture and community culture and apply appropriate management style to this culture (Mahdavi, 1996).

The impact of organizational culture on personnel recruitment and maintenance: In this research, the main question is whether there is a positive and significant relationship between the pattern of organizational culture and the level of recruitment and maintenance of specialist personnel or not? According to the hypotheses, the results of the research show that the willingness of the specialist manpower to attract and stay in companies with a rational organizational culture is less than those with an ideological organizational culture. The closer the organizational culture model to the participatory culture is, the greater the willingness of the specialist to attract and retain the organization, and vice versa, as the organizational culture model is closer to the hierarchical culture, the willingness of the expert manpower to attract and stay less. Therefore, the two hypotheses of the case study confirmed (Sangi, 1998).

The impact of organizational culture on leadership decision making: In this research, the relationship between organizational culture and managerial decision making has been investigated. The results show that managers' decision making is the same organizational



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culture, and culture is nothing but a way of doing things and making decisions. These two variables are not independent (Mahdavi, 2009)

The impact of organizational culture on managers' innovation: In this study, it was concluded that there is a significant relationship between organizational culture and managerial innovation. In this research, the effect of each element of organizational culture on innovation has been studied. The suggestion system had the most relevance with innovation.

The impact of organizational culture on human resources productivity: In this research, the research hypotheses were answered by studying existing and desirable organizational culture. The results showed that there is a significant difference between existing and desirable organizational culture and also a direct relationship between organizational culture and productivity, and the stronger the organizational culture, productivity increases. (Allameh, 2008)

Investigating the effective factors in encouraging and institutionalizing creativity: In this research, it has been shown that management is the most effective factor in promoting and encouraging creativity in productive assets. Organizational culture and education were also ranked equal in terms of being an organizational culture versus education, ranked second and training, ranked third. It has also been shown that the factor of competition as a foreign factor is very important, which indicates that competing forces force management to creativity.

Investigating the impact of enterprise entrepreneurial culture on creativity: The study of collected data (using SPSS software using the Path Analysis Sign Test) showed that organizational culture has a positive and significant effect on creativity and test results. It showed that among different dimensions of entrepreneurial culture, the value dimension of work and leisure survives in a favorable situation. (Tabarsi)

Amabilie (1996), in his research on creativity, said managerial interventions that can be effective on employee creativity include:

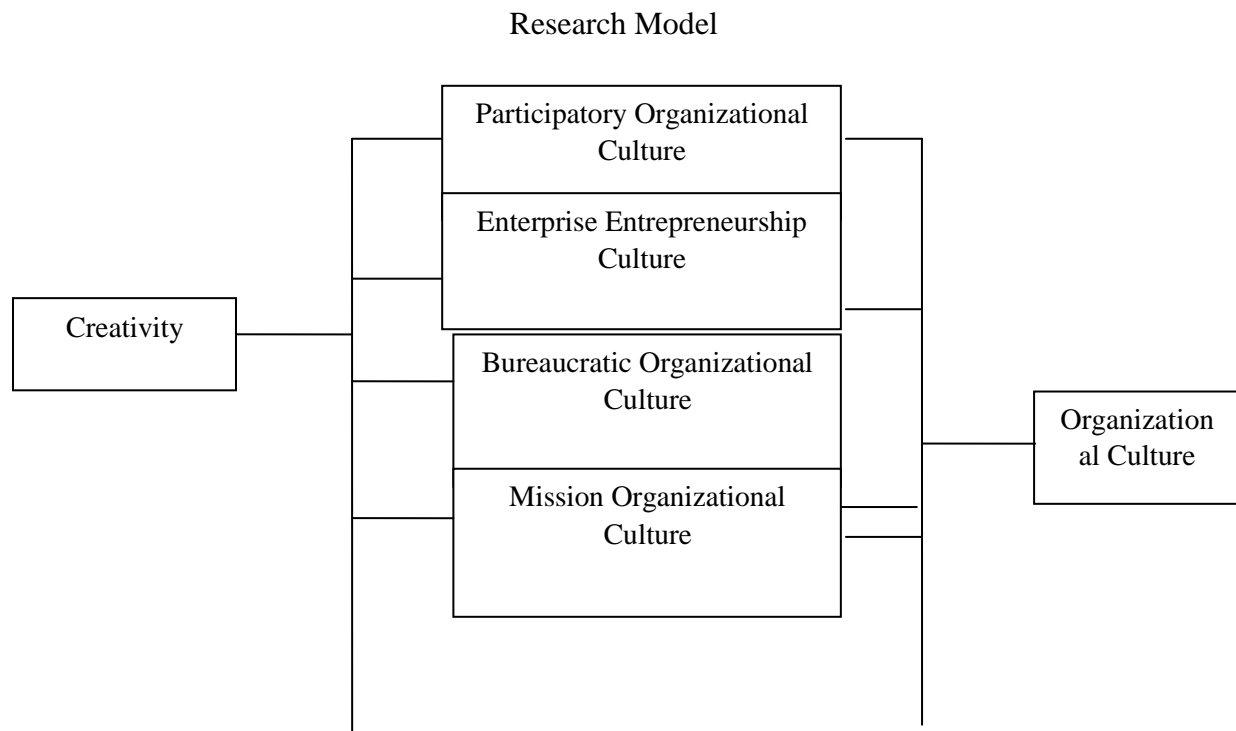
- A) Challenging employees
- B) Granting freedom to subordinates
- C) The correct allocation of resources
- D) Encouragement and encouragement of custody
- E) Organizational support

The results of Lawson's (2005) research show that communication skills, interpersonal skills of teachers and students in schools whose organizational culture is entrepreneurship and participation is significantly greater than the interpersonal communication skills of teachers and students whose organizational culture is bureaucratic.

### **3- The impact of organizational culture on the performance of union pipe company**



In this research (2005), 100 employees and workers were tested and, using various techniques, including Delphi and Brainstorming techniques, often agreed that organizational culture based on the participation of individuals in quick decision-making and increase the company's performance. (Johan, Lee 2005)



In this research, various types of organizational culture including participation, entrepreneurship, bureaucracy and mission as independent variables and creativity component are considered as a dependent variable.

There is a significant relationship between a variety of organizational culture and creativity.

### Hypotheses:

First sub-hypothesis: There is a significant relationship between participatory organizational culture and creativity.

Second sub-hypothesis: There is a significant relationship between bureaucratic organizational culture and creativity.



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Third sub-hypothesis: There is a significant relationship between organizational culture of flexibility and creativity.

Fourth sub-hypothesis: There is a significant relationship between mission organizational culture and creativity.

## **Research Methodology**

The research is descriptive and correlational. The correlation relationship examines the relationship between two or more variables and calculates its coefficient. Correlation between variables may be positive or negative. As the research is being carried out in an oil company, its statistical units are staffed by senior staff with higher education and higher education. So, the research is a field for data collection. And for the theoretical adjustment of the research, resources from the libraries (paper, book, research report, etc.) have been used, the research can be considered a type of library.

The statistical population of Maroon Oil Company employees is over 300 and has the following conditions.

1. Official staff with a diploma or higher
2. Having at least 3 years of work experience

Method and tool for collecting information: Based on data gathering approach as an example, data collection method is a sample survey that was distributed within the relevant classification framework during the time period of the research questionnaires among the sample units selected on the basis of a random pattern.

Tool: In this research, a questionnaire was used as a tool for collecting data and a direct method for obtaining research data.

This research has two types of questionnaires, in which the first questionnaire has 59 questions and measures four types of organizational culture.

The second questionnaire has 19 questions that measure the level of creativity among employees.

In the organizational culture questionnaire, questions 39, 41, 45 and 46 are reversed, meaning a very high score of one and a very low option of 5 points.

The respondent represents the amount of agreement with each of the terms on a graded scale, usually one to five degrees. Thus, the subject's response to each of the items is evaluated numerically. The numerical sum of these values gives the subject's score on this scale (Sarmadi, Bazargan, Hejazi, 2002). In this research, a five-point scale (table below) is used to answer each question. And each subject is asked to mark in addition to responding to personal information one of the options for each question that best reflects his or her opinion.

Table 1. Scale used to measure questions



Row	Description of factor	Very low	Low	Average	High	Very high
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If the test has internal stability, the correlation coefficient obtained from the comparison is usually high. In calculating the reliability of the Cronbach's alpha method, the following formula is used.

$$R_{\alpha} = \frac{j}{j-1} \times \left[ 1 - \frac{\sum s_j^2}{s^2} \right]$$

Where in:

$\sum$  = Number of subset questionnaires

$s_j^2$  = The variance below the j test

$s^2$  = Total test variance

$r_{\alpha}$  = Correlation coefficient called Cronbach's alpha

In the first stage, the questionnaire was distributed among thirty people (30) and the data were collected. Using SPSS software, the coefficients for each of the hypotheses were obtained and since the coefficients are more than 70%, the researcher believes in the stability and repeatability of the test results. In the second stage, the questionnaire was distributed among the statistical sample of the study, of which 169 returned the questionnaire. At this stage, the alpha coefficient obtained was more than 70%, and the result was that the questionnaire had acceptable reliability. The second questionnaire including 19 questions, as well as the first questionnaire, was distributed among 30 people. The collected data were analyzed by SPSS software and the calculated alpha was 92%, which indicates a high correlation between respondents.

## Research Findings

First sub-hypothesis: There is a significant relationship between participatory organizational culture and creativity.

The relationship between participatory organizational culture and creativity has been calculated using Pearson correlation coefficient, the results of which are reported in Table 4-5.

Table 2. Pearson correlation coefficient between participatory organizational culture and creativity

		Creativity	Participatory
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			organizational culture
Creativity	Correlation coefficient	1	0.52
	Significance level		0.001
	Number	169	169
Participatory organizational culture	Correlation coefficient	0.52	1
	Significance level	0.001	
	Number	169	169

According to the results of the data in Table 4-5, there is a significant relationship between the two variables of participatory organizational culture and creativity. The results of Pearson correlation coefficient in the table indicate a positive correlation (0.52) and a high level between these two variables and there is a significant correlation between these two variables ( $P < 0.05$ ). And the zero assumption is rejected at the level of 0.05, and the assumption of the researcher is confirmed at the level of 0.95. The result is that the desired question is verified.

Hypothesis 2: Second sub-hypothesis: There is a significant relationship between bureaucratic organizational culture and creativity.

The relationship between bureaucratic organizational culture and creativity has been calculated using Pearson correlation coefficient, the results of which are reported in Table 4-6.

Table 3. Pearson correlation coefficient between bureaucratic organizational culture and creativity

		Creativity	Bureaucratic organizational culture
Creativity	Correlation coefficient	1	0.39
	Significance level		0.001
	Number	169	169
Bureaucratic	Correlation	0.39	1



organizational culture	coefficient		
	Significance level	0.001	
	Number	169	169

According to the results of the data in Table 4-6, there is a significant relationship between the two variables of bureaucratic organizational culture and creativity. The results of Pearson correlation coefficient in the table indicate a positive correlation (0.39) and a moderate level between these two variables and there is a significant relationship between these two variables ( $P < 0.05$ ). And the assumption of the one is rejected at the level of 0.05 and the assumption of the researcher is confirmed at the level of 0.95. The result is that the desired question is verified.

Hypothesis 3: Third sub-hypothesis: There is a significant relationship between organizational culture of flexibility and creativity.

The relationship between organizational culture of flexibility and creativity has been calculated using Pearson correlation coefficient that the results are reported in Table 4-7.

Table 4. Pearson correlation coefficient between flexibility organizational culture and creativity

		Creativity	Flexibility organizational culture
Creativity	Correlation coefficient	1	0.49
	Significance level		0.001
	Number	169	169
Flexibility organizational culture	Correlation coefficient	0.49	1
	Significance level	0.001	
	Number	169	169

According to the results of the data in Table 4-7, there is a significant relationship between the two variables of organizational culture of flexibility and creativity. The results of Pearson correlation coefficient in the table indicate that there is a positive correlation (0.49) between



the two variables and a significant relationship between these two variables ( $P < 0.05$ ). And the zero assumption is rejected at the level of 0.05, and the assumption of the researcher is confirmed at the level of 0.95. The result is that the desired question is verified.

Hypothesis 4: Fourth sub-hypothesis: There is a significant relationship between mission-creation culture and creativity.

The relationship between mission organizational culture and creativity is calculated using Pearson correlation coefficient, the results of which are reported in Table 4-8.

Table 5. Pearson correlation affinity between mission organizational culture and creativity

		Creativity	Mission organizational culture
Creativity	Correlation coefficient	1	0.65
	Significance level		0.001
	Number	169	169
Mission organizational culture	Correlation coefficient	0.65	1
	Significance level	0.001	
	Number	169	169

According to the results of the data in Table 4-4, there is a significant relationship between the two variables of the organizational culture of mission and creativity. The results of Pearson correlation coefficient in the table indicate a positive and high correlation (0.65) between these two variables, and there is a significant correlation between these two variables ( $P < 0.05$ ). And the zero assumption is rejected at the level of 0.05, and the assumption of the researcher is confirmed at the level of 0.95. The result is that the desired question is verified.

## **Conclusion and Discussion**

Given the tremendous and unprecedented developments surrounding technology and communications, the world has become increasingly global to a global village. Organizations need to make profound and all-round changes in organizational culture to maintain their



survival in this vast and competitive environment. So that they can go along with the technological and technological developments and people's spirits. Organizations that have culture, healthy atmosphere, entrepreneurship and dynamism are creative forces. Threats and restrictions. Use their facilities and strengths and the opportunities available in their environment so they can surpass competitors and overcome the overhead.

Table 6. The results of correlation test of hypotheses and their prioritization

Row	Examined hypotheses	Pearson correlation coefficient	Coefficient of determination	Significance level	Test result	Priority order
1	There is a significant relationship between participatory organizational culture and creativity.	0.52	0.27	0.001	Confirmation	Second priority
2	There is a significant relationship between bureaucratic organizational culture and creativity.	0.39	0.15	0.001	Confirmation	Fourth priority
3	There is a significant relationship between flexibility organizational culture and creativity.	0.49	0.24	0.001	Confirmation	Third priority
4	There is a significant relationship between mission organizational culture and creativity.	0.65	0.42	0.001	Confirmation	First priority

**First hypothesis:** There is a significant relationship between participatory organizational culture and creativity.

The Pearson correlation coefficient was used to analyze this hypothesis. The correlation coefficient obtained was 0.52. Therefore, the findings of this research show that there is a



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positive relationship between participatory organizational culture and creativity, and prioritized in relation to other variables. Second, there is a significant relationship between these two variables ( $P < 0.05$ ). Therefore, considering that  $P = 0.05$ ,  $P = 0/001$ , then the test is meaningful, and hence, there is a meaningful and positive relationship between these two variables.

The coefficient of determination for this hypothesis is 0.27, which shows that 0.27 creativity changes are explained by participatory organizational culture. Regarding the high level of maturity of the studied staff and field findings of the researcher regarding the statistical population, since most of the employees have high academic qualifications and sufficient experience and expertise, providing them with the conditions for their participation in the organization and work affairs increases Created them in the organization.

**Second hypothesis:** There is a significant relationship between bureaucratic organizational culture and creativity.

In this hypothesis, the Pearson correlation method has been used. The coefficient obtained for this hypothesis is 0.39, which shows that there is a positive correlation between bureaucratic organizational culture and creativity, and because of the fact that the lowest correlation coefficient with creativity is placed in the fourth priority. Since the calculated  $P$  is less than 0.05 ( $P = 0.001$ ), post test is significant, meaning that there is a meaningful and positive relationship between these two variables. The coefficient of determination for this hypothesis is 0.15, which shows that 0.15 creative changes are explained by the bureaucratic organizational culture. Although the results of the analysis of this hypothesis showed that there is a positive relationship between bureaucratic organizational culture and creativity, and if the organization is designed based on the principles of bureaucratic culture, it can be effective in increasing creativity, but this kind of organizational culture among the other cultures has the lowest There is a positive relationship with creativity, that is, no matter how much we approach organizational culture to the structural and formal culture, we reduce its impact on creativity. Because the focus of this kind of culture is on the internal and stable, and this is with the conditions of the staff Studies that want greater freedom of action are less likely.

**Third Hypothesis :** There is a significant relationship between organizational culture of flexibility and entrepreneurship and creativity. Pearson's correlation method was used in this hypothesis. The probability for this hypothesis is 0.49, which shows that there is a positive relationship between organizational culture of flexibility and entrepreneurship and creativity, and in terms of prioritizing in the third priority. The calculated  $P$ -value is less than 0.05 ( $P = 0.001$ ,  $p < 0.001$ ). Post-test is significant. In other words, there is a meaningful and positive relationship between these two variables. The value of the coefficient of determination for this hypothesis is equal to 0.24, which indicates that 24.0 creative changes are explained by this type of organizational culture Given that the company has employees with a high level of education and knowledge, it is therefore more flexible to provide the conditions for a flexible organizational culture with their mood.

**Fourth hypothesis:** There is a significant relationship between organizational culture and mission and creativity



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In this hypothesis, the Pearson correlation method has been used. The coefficient obtained for this hypothesis is 0.65, which shows that there is a positive correlation between mission organizational culture and creativity and ranking first in terms of priority.  $P = \text{calculated value is less than } 0.05. 05/0 > 001/0 = P$ ). Post test is meaningful and there is a meaningful and positive relation between these two variables. The value of the determination coefficient for this hypothesis is 0.42, which shows that 0.42 creative changes are explained by the mission's organizational culture. And suggests that employees of this company can play a more creative role with such an organization culture.

### **Suggestions**

1. The process of organizational culture management: This management must continuously identify the existing culture and desirable organizational culture and then seek to change the status quo, develop and cultivate values.
2. Before any change, the need to change and explain its necessity.
3. The organization's management created creativity and creativity through implementing educational and belief programs.
4. Create the necessary framework for eliminating bureaucratic and bureaucratic organizational culture and foster a participatory and mission-oriented organizational culture.
5. Management should practice the acceptance of ideas, ideas and beliefs and become a culture.
6. Attracting creative and hard-working people by providing them with a higher level of responsibility.

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