

Examination of Innovation's Relationship and Creativity on Increasing and Productivity of Small Industrial Units' Employees

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Abstract

This study aimed to investigate the relationship between innovation and creativity in improving employees' productivity in Small industrial units in Qom province. Participants in this study consisted of 450 workers from a small industrial units in Shokoohie industrial city of Qom in 2011. For evaluating employees the Questionnaire of randsip creativity testing and the round step creativity and achieve Productivity Inventory were used and after analyzing, these results were obtained: After examining the relationship between creativity and innovation by enhancing and improving employees' productivity there was a significant linear relationship between innovation and productivity improvement that was confirmed with 99% certainty. The operational staff productivity is lower than the productivity of organizational staff. The operational staff's creative volume is lesser than the organizational staff. The Innovation of operational staff is less than the organizational staff. Creativity is a significant difference between respondents with different levels of experiences. In any of the working data levels, there is no difference in the rate of innovation. In any of the different levels of working data there is no difference in productivity. Creativity Independent variable coefficient is positive in the regression equation so with increase in creativity, productivity also increases. Innovation Independent variable coefficient in the regression equation is positive thus expressing the fact that with increased innovation, productivity also increases.

Keywords: creativity, innovation, productivity, small industrial units

Introduction

The humans' economic efforts have always been focused on achieving maximum results from minimum efforts and resources. We can name this enthusiasm for achieving greater productivity. All humans' invention of the basic tools in the primitive ages to the present time with most complex mechanical and electronic equipment are the result of desire (Thahorryan, 1369). One way to improve the economic development of an industrial manufacturing company, is measuring the productivity. Productivity is measured as follows: producing and development of information and being sure of this matter that improvement in productivity process of facilities and hence improvement in the overall productivity growth of goods and services in overall, sectional and project level is done in other words the aim of measuring productivity, is the economic development for creating or knowing and application of information resources in different aspects of the economy. One of the increase cases in productivity in industrial companies are creative and innovative individuals (orei, 1999). Creativity and innovation and thereby achieving to higher levels of

effectiveness and efficiency (labor productivity) can help to move the organization to the Global Change and the National Development. Productivity is always one of the dynamic terms, which is always subject to evolution and change. If we consider the productivity as optimum and good use culture of available resources, obviously, from this perspective, we all responsibility to these blessings from God. In fact, such a concept is the next generation of flexible bases that future generations put their lives on it (S. Aghaei, 2006). One of the advantages of small industries, is the employment power over them. Opening this industry, especially for economies that are facing shortage of capital and labor is important. One of the issues that have a significant effect on small industry level productivity is, the quality of the labor force that is employed. The more use of expert labor force leads to high productivity, creativity power and more job making and in the end it leads to an increase in labor force productivity in production process (S. Gentleman, 2006). Creativity and innovation are necessary and the prelude to extending the excellence of the organization and the community and Awareness of the texts techniques is imperative for interested managers, practitioners and

researchers. Increase in creativity in Small industrial units can improve the quantity and quality of services, reduce costs, avoid wastes, reduce bureaucracy and increase efficiency and productivity and creates immobilized staff motivation and job satisfaction. Small and medium-sized enterprises in creating jobs and providing appropriate circumstances for innovation and increase exports play an important role. With The advantage of innovations in the educational literature (Due to its output, the effective portion of inputs are small industrial units) and also in the education sector organizations would could be in an efficient and effective way to reach our goals and have an organization and developmental community) Ahmadi, 2006). According to the country's needs and lack of research resources, Industrial innovation in small industrial companies to increase productivity and improve this research has become necessary.

Theoretical Research basics

Productivity, is the effective use of resources for produce or provide input or output. Inputs are, such as energy resources, raw materials, capital and labor forces that will be used for creating output that is generated from the services provided by an organization In other words, productivity is to gain maximum benefit from the exploitation and efficient use of labor force, Ability, talent and skill of labor, land, money, equipment, time, location, etc., to enhance prosperity. Acton & goldun consider productivity as real output factor for known sources (Tambunan, 2005). Estigle: the ratio between the output and the data related to specific manufacturing operations (Smant, 1985). Sumant: the productivity of tangible efficiency ratio defined as tangible inputs (Hans et al, 1976). Hersey and Goldsmith pattern: Pattern Hersey and Goldsmith model that was used in the study. To have minimal effectiveness in assessing and resolving performance issues managers need to determine the cause of their problems. Achieve model by Hersey and Goldsmith have been scheduled In order to help managers determine the cause of performance problems and creating strategies to solve these problems (Rezayian, 1993). Achieve model analysis (ACHIEVE): In developing a model for human performance analysis Hersey and Goldsmith had two main goals in mind. Key factors that can affect the performance of individual employees. These factors are presented in such a way that managers could apply them (a professor of (DOI: [dx.doi.org/14.9831/1444-8939.2014/2-4/MAGNT.121](https://doi.org/10.24018/1444-8939.2014/2-4/MAGNT.121))

Management, 1996). Hersey and Goldsmith selected seven variables related to effective performance among the rest of the choices: these Seven Words are functional models including: the ability (ability) _ Resolution (clarity) _ help (help) _ Motivation (incentive) _ Rate (evaluation) _ credibility (validity) _ environment (environment) (Hersey Blanchard, translated Kabiri, 1999).

Innovation: Pitter drucker (2002) defined Innovation something else: "A change that creates a new dimension of performance (performance)" (Hslbyn, 2002). Link says, "Our definition of innovation is the successful exploitation of new ideas" (Link, 2002). Drucker: Innovation is the specific instrument of entrepreneurship and Practical resources that God created gives a new ability to create wealth (Drucker, 2002). Fylstra: Innovation is difficult to schedule (Fylstra, 2003). Arthur: innovation is dealing with sophisticated risk. If you accept a project without sufficient foundation to support you do not know how much it costs long time to come, how much would be the fast demand of Market ... Or maybe your project is too elementary for innovation (Arthur, 2003). Jobs said: "Innovation has nothing in the way of research and development to bring you dollar, But innovation will help you get that a lot "(Jobs, 2005). Palmysan: Innovation is the use of a new goal or is an appropriate thought. Different ways that are significant for change. There are three types of innovation that creates wealth for the organization: A business model innovation: the creation of meaningful and significant changes in the structure or financial model for a business (B) Operations Innovation: Improving the efficiency and effectiveness of core business processes and practices C-services-market product innovation: the creation of new and different products or services with care and sending them to an active market. (Palmysan, 2006)

Creativity: Visburg says: "Creativity is related to the creation of new and valuable ideas. Like the air plane that was a creative invention. Also, the creative person is someone who produces something like Picasa (Visburg, 2008). Linda Nyman says: "My definition of creativity, new ideas and innovative action transforms the inner realities. Creativity involves two processes: the innovation and production. Innovation is the producing or execution of an idea. If you have an idea but do not practice it, you have the initiative, but not creative "(Nyman, 2008). Rulv Mai: Creativity is a process of

creating something new in reality. Creativity takes a position or an opinion. Creativity is born out of symbols and myths. Tips and secrets that were facts that we know from our previous lives. Experience is the pinnacle of an ecstasy of consciousness (Mai, 2007). Astrvnbrg and Labret: a product is good when there is new, and creative ideas. One thought is Original and inevitable. A larger Concept, more stimulus in producing products and more works and ideas produce more creative products (Astrvnbrg and Labret, 2006). Daniel Pink says: Creativity is the Center of skill and leadership and management and a good way to keeping away your company from the competitions (Pink, 2005).

Literature

In this regard, the following researches was conducted: Kim Diamond Ray (2004) in a study entitled "The rapid diffusion of innovation in organizations" concluded that the organization needs to foster creativity that directors who are executives, but business managers are more creative These managers must emphasize on teamwork and be the people who are reliable. Employees need to have a career and professional reputation, and just do not work for promotion. In addition, increase in communication between managers and employees is essential to promote creativity. John D. Platys study in 2005 entitled "prophecy directed the work environment for creativity and productivity," the result is: The relationship between the different conductivity of the positive stimulus is proper for creative work. The relationship between the conductivity varies with the exception of its encouragement and reinforcing the negative aspects of the work environment and is an impediment to creativity. Results clearly showed that stimulus size of working environment is suitable for creativity and have positive impact on the productivity. This study shows that the role of the leader is to provide the environment and opportunity for creativity and productivity. This article specifies that which of these practices is best in different directions and leading source of workplace productivity and creativity. Which of these practices is best in different directions and leading source of workplace productivity and creativity. Marchyn Kulasa in Research in 2008 as "efficiency, innovation and convergence of the Netherlands" achieve these results: The evidence showed that the factors stimulating productivity growth in the new EU members in Europe,

are focusing on trimming and processing of industrial production. The results indicated that companies in the Netherlands, benefitting more from the transmission and collection technology, economic growth. There was no strong evidence for the transfer of technology. The important performance of Family of innovations refer to payments that the effective power of convergence for the Privatization of high technology industries and related industries and in start is making the limits of technology. Perbest and colleagues in a study in 2007 entitled 'productivity, efficiency and creativity resistant, high peaks of jobs "wanted to achieve these results: Organizations with a low capacity for creativity, attitudes and demands need the company to be able to be flexible and adapt with changing environments and, their hopes. Creativity and productivity were measured after 2 two hours periods. Control groups of companies were compared and results showed that dangerous levels of productivity increases, while the process of creative problem solving decreased. In the second experiment, 144 employees in five organizations involved in risky behaviors thoroughly investigated and conception of the Anti-working, creative problem solving and their productivity and the ability were measured. The analysis results showed that: full Risk job, predicted the low Score of creation, and also the low points against the productivity associated behaviors, both of which were accepted. These studies showed that the risk might work differently on creativity and a beneficial and mild effect to increase productivity. The results clearly show the increasing proliferation of high-risk work environment, in daily work in small organizations. In Siraj's study in 2004 these results obtained: between managers' leadership styles and creativity with productivity there is a significant positive relationship. Between creative and non-creative directors there were no significant differences in terms of efficiency. There are differences between managers with different service records in in terms of efficiency. In M. Habibi research results to the garden in 2002 are as follows: there are differences between Creativity and innovation of Tehran Municipality staff and operational personnel. Zahra haghghat joo, in 2006, concluded that between productivity and creativity with age, education, marital status, gender and years of service there is relationship, but this relationship was not significant. J. Reshmeh in a Research in 2005 concluded that between innovation and service experience, gender and education, there is no

significant relationship However, between the innovation and age there is relationship and people over forty years are more innovative than people under forty years.

Research methods

The population of the research methodology, sample volume and sampling method : Given that this study seeks for evaluating the impact of innovations on the rise And employee's productivity improvement, is a descriptive and correlational study. The objective of the study or the type of data collected from the questionnaires and non-experimental methods, is considered. Variables without prejudice and bias study examined the relationship between the criterion variable (innovation and creativity) and predictor variables (employee productivity) that have been analyzed. The study sample of all workers employed in small industrial units in the Shokoohie industrial city of Qom during the months of June to November of 2011. In these units total number of personnel are about 1,800 people employed. Because the obtained example of stratified sampling could represent the community well and increases accuracy. In order to increase the confidence level of 25% of the population (450 patients) were selected.

Research Tools

The following questionnaires were used to collect data: Creativity Questionnaire: Rndsyb creativity questionnaire was used for survey. The questionnaire included 50 closed questions and each question has 5 options that According to the instructions in this questionnaire as positive and negative coefficient for each option are considered and it was applied to data mining. Creativity in the use of questionnaires before undertaking a study by researcher to obtain a reliable and valid questionnaires were collected. To obtain the reliability of the questionnaire on a small group of 40 members of staff in various industrial units was conducted and Cronbach's alpha was calculated. The Cronbach alpha obtained 0/91 respectively. The reliability of the questionnaires in 2006 by Mohammad Hosseini Dehghanian (Quoted from highlight joo, 2005) was measured. And this test's Cronbach's alpha 76% reported in 1999 by Asadi (quoted Siraj, 2004), 81% reported a Cronbach's alpha test In 1999 by Asadi (quoted Siraj, 2004), 81% reported a Cronbach's alpha test. Criterion validity of the test in 2005 was measured by lashkari (quoted by Reshmeh, 2006) and validity of (DOI: [dx.doi.org/14.9831/1444-8939.2014/2-4/MAGNT.121](https://doi.org/14.9831/1444-8939.2014/2-4/MAGNT.121))

Nurens' creativity tests is 0/74. In 2006 validity of test was determined by haghghat Joo And correlation with 0/86 Torrance creativity tests were reported. Innovation Inventory and inventory evaluation questionnaire were used to measure a person's ability to use innovation in their job. It includes 6 closed questions that each question have between 3 to 6 items. To obtain the reliability, the questionnaire conducted on a small group of 40 members of staff in different industrial units, Cronbach's alpha was calculated and the results obtained from this study is 0/82. The reliability of the questionnaire in 1984 was measured by Ali Mousavis Bojnordi (quoting Davood Farahani, 1995) And Cronbach's alpha of this test reported 81% . In 1996 by Muhammad Hassan masoomi reported a(quoting Dalqandy, 2000), 78% r a test Cronbach's alpha In 2005 by M. Abedini (quoting Reshmeh, 2006) were measured and the reliability of the questionnaire was 81%. Criterion validity of the test in 2000 was measured by Dalqandy and validity of test us correlated with 0/85 Randsyb creativity test. In 2006 validity of test was determined by Reshmeh and the degree of correlation with the innovation race test of Haji Ali Irani were reported 0/78. Productivity (Achieve Model) in this survey of questionnaire of achieve model productivity was used. To evaluate the efficiency and analysis of staff' productivity performance this questionnaire is designed by The Hersey and Blanchard and Goldsmith to help managers determine the cause of performance problems and bring about a change in strategies to solve these problems. Hersey and Goldsmith selected seven variables related to effective performance management through the rest of cases and by combining the first letters of each of the variables of the seven-letter word (ACHIEVE) were propounded to remember. After preparing the questionnaire, the researcher were sought to obtain the stated aim of trying to validity and reliability so that proposed questionnaire be match as much as possible to meet the targets, the researchers wanted to answer them. For this purpose, a questionnaire on a pilot sample of 40 members of staff within the various industrial small units was executed. And to calculate the reliability, coefficient was determined by measuring Cronbach's coefficient alpha. The reliability of the questionnaire was assessed in 2006 is reported 0/83 by J. Grid and Cronbach's alpha test, And in 2005 by Zahra haghghat joo 0/89 has been reported. In this study, the reliability was assessed by Cronbach's 0/94.

Criterion validity of the test was measured in 2006 by Golabyan test is correlated with the 0/78 Robbins' productivity test . Test validity was assessed by Morad Ali zade, in 1998, and its correlation with 0/76 Perkopenku ' productivity test is reported. In 2005 validity of test was reported 5/283 by Zahra haghghat joo by Karl Pearson's test.

Analysis of data

According to the research hypotheses using descriptive statistics (mean, standard deviation) and inferential statistics (correlation, multiple regression, T-test, etc.) Analyzing the research hypotheses is performed.

Table 1: Level of Job

		Frequency	Percent	Cumulative percentage
Operational	Workers	300	66/7	66/7
Staff	Employee	30	6/7	73/3
	Head	90	20/0	93/3
	Director	30	6/7	100/0
	Total Staff	150	33/3	100/0
Total		450	100/0	

Table 2: years of service

	Years	Frequency	Percent	Cumulative percentage
years of service	Under 5 years	219	48/7	48/7
	Between 5 and 15 years	169	37/6	86/2
	Between 15 and 25 years	52	11/6	97/8
	More than 25 years	10	2/2	100/0
	Total	450	100/0	

Table 3: levels of creativity, productivity, innovation

		Frequency	Percent	Cumulative percentage
Innovation	Non-creative	399	88/7	88/7
	The following creative medium	3	7/0	89/3
	Creativity average	43	9/6	98/9
	Middle-high creativity	5	1/1	100/0
Innovation	Low	237	52/7	52/7
	Ordinary	210	46/7	99/3
	High	3	0/7	100/0
Productivity	Low	7	1/6	1/6
	Ordinary	273	60/7	62/2
	Top	129	28/7	90/9
	Very high	41	9/1	100/0

Table 4 - innovation and creativity regression and coefficient regression of innovation and creativity

	Regression	The remaining	Innovation	Innovation	Fixed	Total
The sum of squares	53987/822	171965/958				225953/780
df	2	447				449

Mean-square	26993/911	384/711				
F	70/167					
sig	.000					
Standardized coefficients are	B		./557	2/407	50/969	
	Standard error		./059	./584	9/565	
Standardized coefficients are not	Beta		./405	./178	-----	
t			9/380	4/123	5/329	
sig			./000	./000	./000	

To investigate the relationship between improvements in productivity as the dependent variable and the independent variables in the regression equation we use creativity and innovation. The correlation coefficient (R) that is equal to 0/489 suggests that the improvement in productivity and innovation has a moderate relationship with each other and their correlation with each other is 0/489. The significance level of the F-statistics is equal to 70/167 and 0/000. Because of the type I error rate is significantly smaller than in the 0/01 therefore, we

can assume a linear relationship between the independent variables to examine the dependent variable innovations and improvements in productivity would be 99%. So there is a relationship between the independent variables and the dependent variable innovations to improve productivity. The regression equation is specified as follows. Independent variables coefficient in innovations is positive in the regression equation. So with increased expression of creativity and innovation, the productivity increases.

Table 5 - Standard deviation of productivity and innovation of organizational and operational staff

		Number of observations	Average	SD
Productivity	Operational	300	80/6833	11/25189
	Staff	150	120/0133	14/97514
Innovation	Operational	300	-0/1633	7/97131
	Staff	150	17/4600	21/63164
Innovation	Operational	300	16/1567	1/53187
	Staff	150	17/1000	1/73302

The average responses for efficiency in operational employees are from 80/68 SD to 11/25 and office staff 120/01 SD 14/97. The first test shall be equal to the variance of the trait of interest (productivity) in the population under study (operational staff and organizational staff). The average responses for the creation of operational employees ranges from -0/1633

SD 7/97 and the staff is 17/46 to 21/63 SD this test shall be equal to the variance of the trait of interest (creativity) in the population under study (operational staff and organizational staff). The average responses to innovations in operational employees ranges from 16/15 with a standard deviation of 1/53 and office staff 17/10 to 1/73 is the standard deviation.

Table 6 - productivity t test, creativity, innovation, organizational and operational staff

	Leven test for equality of variances		T-test for equality of means			
	F	sig	t	df	sig	Difference Average
Productivity	12/586	./000	-28/406	235/635	./000	-39/33000
Innovation	273/516	./000	-9/656	169/531	./000	273/516

Innovation	./863	./353	-5/890	448	./000	-./94333
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Due to the significance level of the test (0.000) as significant levels of type I error rate at less 0/05 is therefore deemed to be an approval. Thus the variance of the two populations are not equal. For comparing the efficiency of organizational and operational staff, the t-statistic is equal to -28/406 and 448 degrees of freedom and a significance level of 0.000. Because significant levels of type I error rate is less 0/05 therefore assumed to equal the average productivity and operational staff should be rejected. As is clear from the mean value of the operational staff productivity is lower than the productivity of organizational staff. Therefore, the variance of the two populations are not equal. The means for creativity in organizational staff and operational staff, is that the t-statistic is equal to 656/9 and 448 degrees of freedom and a significance level of 0.000. Because

significant levels of type I error rate at the 0/05 is under the assumption of equal mean so creative and operational staff should be rejected. As it's clear from the mean value of operational employee's creativity is lesser than creativity of organizational staff. Due to the significance level of the test (0.000) as significant levels of type I error rate at the 0/05 therefore null hypothesis is confirmed / the variance of the two populations are equal. Innovation compared to operational staff and headquarters, is the t-statistics from 0/89to 448 degrees of freedom and a significance level of 0.000. Because significant levels of type I error rate is at the 0/05, thus assuming equal mean less innovation and operational staff should be rejected. As is clear from the mean value of innovation, operational staff is less than innovative staff.

Table 7 - ANOVA creativity, innovation, employees' productivity and levels of service

		The sum of squares	df	Mean-square	F	sig
Innovation	Between the groups.	1718/265	3	572/755	2/164	./092
	In all categories	118060/179	446	264/709		
	Total	119778/444	449			
Innovation	Between the groups.	4/726	3	1/575	./570	./635
	In all categories	1233/398	446	2/765		
	Total	1238/124	449			
Productivity	Between the groups.	1241/377	3	413/792	./821	./483
	In all categories	224712/403	446	503/839		
	Total	225953/780	449			

To test the equality of mean creativity, innovation, employees' productivity levels we use analysis of variance. The F statistics and significance level of it are equal to 2/164 is0/092 Because significant levels of type I error rate is higher in 0/05 so can prove to be a default. So between respondents with different levels of experience of creativity, there is no significant difference. The F statistics is equal to 0/057 and significance level of it is equal to 0/625. Because the significant levels of type I error rate is higher at the 0/05 therefore we assume a proof is zero. So between respondents' innovation with different levels of experience there is no significant meaningful

relationship. The F statistic is equal to 0/821 and the significant level is 0/483. Because significant levels of type I error rate are high at the 0/05 therefore assuming a proof is zero. So there is no significant difference between the informant utilization at different levels of experience. To evaluate the level of creativity, productivity, innovation of staff at all levels Experience and observation of the different levels of experience we use the binary distinction and LSD test. If the groups are statistically different at a significance level of difference should be less than 0/05. As specified in the following table only background levels of creativity under 5 years and 5 to 15 years, with a significant difference are in the

extent of their creativity. But not a significant difference between other levels of experience. In any of the observed Experience levels there is no differences in

interest rate. At any level of experience, there is no difference in the rate of innovation.

Table 8 Regression of creativity, innovation and productivity

		The sum of squares	df	Mean-square	F	sig
Innovation	Regression	47447/768	1	47447/768	119/081	./000
	The remaining	178506/012	448	398/451		
	Total	225953/780	449			
Innovation	Regression	20141/894	1	20141/894	43/844	./000
	The remaining	205811/886	448	459/402		
	Total	225953/780	449			

To investigate the relationship between improvements in productivity as the dependent variable and the creativity independent variable we use the regression equation The correlation coefficient (R) is equal to 0/458, which indicates that the average correlation improves productivity and creativity with each other and their correlation with each other is 458/0. The F statistic is equal to 119/ 081 and the significance level is equal to 0.000. Because of the type I error rate is significantly smaller than the level of 0/05 Therefore, we can assume a linear relationship between the independent variables to examine the creativity dependent variable and productivity improvement deals with 95% . To

investigate the relationship between improvements in productivity as the dependent variable and the innovation independent variables we use the regression equation. The correlation coefficient (R) is equal to 0/299 that suggests that the improvement in productivity and innovation has a moderate relationship with each other and their correlation with each other is 0/299. The F statistic is equal to 844/43 and the significance level is equal to 0.000. Because of the type I error rate is significantly smaller than the level of 0/05 Therefore, we can assume a linear relationship between the independent variables to examine the innovation dependent variable and 95% productivity improvement.

Table 9 t test of creativity, innovation and productivity

Regression analysis	B	Standard error	t	sig
Creativity	./629	./058	10/912	./000
Innovation	4/033	./609	6/621	./000

Because the significance level of creativity variable coefficient (0.000) is less than Type I error rate at the 0/05 so assuming (variable coefficient is confirmed zero creativity in the regression equation) 95% confidence is expected. So between the independent variables and Creativity dependent variables there is a significant relationship. Independent variable coefficient in the regression equation is positive thus it is the expression of the fact that with increased creativity, productivity also increases. Because significant levels of innovation variable coefficient (0.000) is less than the Type I error rate in 0/05 level, therefore, assuming a variable rate of innovation in the regression equation is zero. Confirmed With 95% confidence. So between the innovation independent variables and the dependent variable, there

is a significant relationship. Independent variable coefficient in the regression equation is positive thus expressing the fact that with increased innovation, productivity also increases.

Conclusions

The results for this hypothesis are as follows: to justify this is that the assumption of a linear relationship between the independent variable dependent variable improves the productivity of creativity and originality pays 99% confidence confirmed. In comparing the productivity of organizational and operational staff, operational staff productivity is lower than the productivity of organizational staff. In comparing the creativity of organizational and operational staff,

operational staff's creativity is lower than the level of organizational staff. In Comparison of operational and organizational staff, operational staff's innovation was below the level of organizational staff's innovation. Between respondents' creativity with different levels of experience there is a significant relationship. To compare the employees' creativity at different levels of experience and seeing the differences between different levels of experience records, only background levels of creativity under 5 years and 5 to 15 years, have a significant difference in the extent of their creativity. But not a significant difference between other levels of experience. In any of the Experience levels, there is no difference in their innovations. Different levels of work experience in any new one will not see a difference in their productivity. The productivity of staff with varied experience in small industrial companies have a significant difference. Between the Creativity independent variables and productivity improvement dependent variable there is a significant relationship. Independent variable coefficient in the regression equation is positive thus expressing the fact that with increased innovation, productivity also increases. In this study it was concluded that the studies by Kim Ray (2004), John D. Platys (2005), Dei (1999) sepehr (1998), seraj (2004), Murad Alizadeh (1998), Davood Farahani (2005), Habibi baghi (2002), Marchyn Kulasa (2008), Perbest et al (2007), Vlang Gvvjanmyn Tong (2004), Damyjan (2008), Ruhollah Farahani (1995), farhad nejad and Hadji Ali Irani (1997), Zahra haghightat joo. (2006), J. Reshmeh (2005), Aslanloo and others (2006) are consistent. Results of this study suggest that: For the institutionalization of productivity through innovation and creativity, there is a legal structure and flexibility, which encourages managers and staff to improve the service. Employees will be informed during the progress of technology and changes in the Officials used the power of creativity and innovation as well as courses in culture and establish appropriate institutional innovations to create spaces to be held. Training organization formed to carry out awareness of innovations and create new organizations in the belief that creativity is a new venture. There are other ways to foster creativity and innovation in the ways employees can be noted: Providing human development, building internal commitment to people, creating a work environment based on mutual trust between managers and employees respecting Character of the people, education and training for governance, unity and integrity of the work environment that upholds the virtues and human capabilities at work and dealing with workplace

problems; Increase employees' sense of belonging in the organization, align employee goals with organizational goals, participatory culture and collective cooperation in solving problems and improving working relations and organizational behavior. Effective strategies in promoting and encouraging creativity in organizations and industries, the establishment of the short-term in-service training course offers views of the industry as well as for managers and employees to be successful. This is achieved using these techniques which suggest that management officials and policies stimulate employee morale, creativity and innovation. Reasons for the low level of innovation can be defined as the tasks and duties of the operational section One of the solutions in the field of encouragement creativity in organizations promoting industries recommendations and, the establishment offers short term courses and in-service training for managers and staff to be successful also industrial scientific views. In relation to the result of this assumption, the reasons for these differences can be the dominant culture, environment, vocational training, motivation and attitude toward work and living conditions of the employees. To improve the conditions recommended by the helpful tutorials and technical and scientific, educational seminars and individual skill levels and experience of individuals increased And creating incentives and concessions to encourage people to use the power of firms. Can be the dominant culture, environment, vocational training, motivation and attitude toward work and living conditions of the employees. To improve the conditions recommended by the helpful tutorials and technical and scientific, educational seminars and individual skill levels and experience of individuals should be increased and creating incentives and concessions to encourage people to use the power of the FIRMS. The relationship between innovation and productivity are education, creativity and innovation to improve organizational efficiency. The relationship between innovation and productivity are education, creativity and innovation to improve organizational efficiency....

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