The Effect on Productivity, Innovation and Leadership Style of Managers in Technical and Vocational Schools Iran

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Abstract: Organizational changes, as adopting a new idea or behavior is determined by the organization, but the adoption of innovation is an idea or behavior. That type of situation, the overall market environment and the new organization. Role in the management of creativity and innovation that set the main factor is essential and very important and sensitive. Because the management ability, talent, creativity and innovation in individuals, to promote and encourage. Or her behavior and performance can be prevented, it is vital. Managers can specialize the three components of creativity, creative thinking skills and the motivation to impress. But the effect on the first two components of motivation is very difficult and time. Technical progress and backwardness In direct and positive correlation between creativity, innovation, human resources, productivity levels and professional PHP. The expansion of industry and technology, the human resources specialist, is considered a basic requirement. Technical and vocational training centers, training centers, as these forces have a particular interest. This paper investigates the hemisphere and the four Ps of innovation and productivity innovations, creating conditions for creativity and innovation cycles and factors in the innovation process, the factors shaping the innovation process, structural variables and innovation, motivation and creativity and improve performance, barriers to innovation and creativity, productivity, creativity and innovation in the management of the Technical Colleges and professional, in the process of implementing an innovative idea in PHP, based on the application of innovation in Technical and Vocational Colleges, creativity and innovation in professional application of Markov strategies, the relationship between innovation and leadership styles of managers and professional productivity in Technical Colleges in Iran, we analyze the hypotheses.

Key words: innovation, productivity, PHP, professional, management, organization, creativity.

INTRODUCTION

Creativity, ability to combine ideas to create a way unique or unusual connection between the ideas. Innovation, the creative ideas into new products and methods of operation. There are also differences in innovation and change. For example, changes can be attributed to an improved job satisfaction. While innovation and the resulting impact on more than one person is. The department is created. All innovations can be a change. While not all change is innovation. The result is a change process creativity and innovation. Organizational changes, as adopting a new idea or behavior is determined by the organization, but the adoption of innovation is an idea or behavior. That type of situation, the overall market environment and the new organization. The first organization to introduce a new idea in theory, these are organizations that can copy a change has taken. The organization encourages innovation, ideas or issues unknown to the unique solutions to solve problems will improve. Business process innovation and creative ideas into a product and method of operation is useful. (Equation 1).

Innovation = Concept + Invention + Exploitation

Could have three sets of variables that can make innovation. Their organizational structure, culture and human resource capacity is concerned. Innovative organizations, encouraged by their experience. They are rewarded for success and failure. Learn from mistakes and experience, his work can be modified to improve performance. Of these new, higher level of job security for their employees provide. To those who dare to be flexible. When a new idea evolves, leaders change actively and with enthusiasm, passive thought gave them the support, the problems can be overcome. Ensure that innovation will be implemented. Duty of managers to find and identify the creative mind, protecting its security in job satisfaction and motivation of the staff in the opinion of the organization.

Important characteristics of innovations are: independence, risky, curious and interested in complex tasks, tolerate ambiguity, flexibility, sense of humor, confidence, initiative and imagination and sensibility,
strong, beautiful, love, doubt, mental health and perception, The ability to rapidly create many ideas, and inspiring hope for the future, simply interested in the kind of unpretentious clothes and various aspects of life, critical spirit, comfort and convenience, the ability to communicate a deep and sincere, courage, power, gain a sense of trust others, responsibility and ability to organize various activities and sensitivity to social problems.

However, several factors are intertwined to make up an organization's productivity has increased, also remain constant at the desired level. Such as employee performance evaluation, and committed to the right people in office management, good training. Align employee goals and objectives, consistent with job analysis and job personality characteristics (cognitive, emotional, behavioral), motivation, work quality, creation of job satisfaction, lower stress in the organization, creating a cultural environment of other factors in productivity. With this approach, education, creativity and innovation can positively affect the impacts of all these factors.

The process of creative problem solving in ideal conditions, including:

A - truth: the fundamental problem of identifying the main problems are born of difficulties and marginalized
B - your ideas: new ideas and new impulses, and contrary to the habits and expectations
C - your solution: select the most cost-effective and quickest way to achieve the goal

Each organization can resolve issues of fact-finding, idea finding, solution finding consistent with the changes imposed by the system, to achieve the goal of greater efficiency. (Equation 2)

Innovation + Efficiency = continuously improve performance

The creativity and the pursuit of innovation, high efficacy and efficiency (labor productivity) can, for the organization to change the world and to the flourishing of national development.

Hemisphere, Innovation and Productivity and Creativity and Innovation in Four P

Innovation and Productivity in the Human Brain Hemispheres Are:

A - Right hemisphere: creativity, pictures, colors, feelings, holistic perspective, insight, understanding, knowledge

B - The left hemisphere: an assessment, logic, reason, explain, analyze, calculate, reality, impossible dreams, are good, but a creative idea is born when the right hemisphere and left hemisphere of the brain to recognize it.

C - Integration: Coordination of two ideas that have been irrelevant. Power of compound (a metal rod and electricity) was generated

Four P Innovations Include:

A - Product: The process of creativity and innovation to a product (goods, services, information systems) and the value or values in a way that is meaningful and significant.

B - Possibilities: it allows for creativity and innovation should be possible (factors of production)

C - Processes: Several techniques for creative problem solving in the organization should be applied where they learned

D. Personal and group creativity

Create the Conditions for Creativity and Innovation:

A - Creative space: One of the key drivers of innovation to create an atmosphere of creativity.

Applying the talent management system TMS is an effective tool in the organization. Discover, capture, maintain and manage key elements of talent management. A special place for creative people in the office equipment and tools and creativity put into it (posters, videos, computer software)

B - a time for creativity and freedom of thought:
- Establishing and strengthening the system offers new views and value for creative people.
- Build relationships and team synergy and the use of intuition in
- The idea of creating spaces for entertainment maker - turn over books and magazines and community issues among young people
- Walking on a person who has a calm mind and do not mind the free association of thoughts and new ideas is the outcome
- Music for a wonderful effect on the permeation of ideas and imagery in the mind active and it can be artistic and educational spaces for creative individuals utilize leak (short capture and analysis of the books referenced by the author)

Cycles And Factors In The Innovation Process

Innovation Cycle Can Be Summarized As Follows:

A - a unit of research and development team with new ideas from the judiciary to act on it.
B - continuing education and its causes and increasing knowledge (skills and experience) is. That can generate the new ideas.

C - Process innovation - the idea - the idea of feasibility - product design and prototype testing - product - marketing process (market analysis, market segmentation, pricing, distribution and product promotion)

Each organization is a collection of human, structural, technical, technological, cultural and other environmental elements to achieve the predetermined goals and engage in joint efforts are. The continued growth and its close relationship with human needs and wants and how to meet them. The duties of the director of human resources, able to make a group, workers who can make decisions, to find solutions to new problems, be creative and responsible in their work. Management of modern technology, everything has its influence. The current educational system is only based on theories and ideas that students with student work and perseverance of his good opinion of them dies. But when the foot comes to practice, education and skill acquisition has been made. Since the form of textbooks and other instructional materials is done with traditional methods. Education system to achieve results, goals and objectives are expected so far. Like other traditional organizations that your organization requires fundamental changes in the planning, knowledge is a plus. Each person normally has the talent, capability and capacity, such as creativity, innovation, creativity and invention. That the correct and appropriate education and training can bring these talents to the stage. Management processes, continuous process, is continuous and stable. Improving productivity is a management process. Which is continuously formed an integral part of organizational performance, is not limited to a specific time period. For survival and survival must be looked at as a thought and culture productivity. So the most important instruments of growth and productivity due to education and human resources are targeted. Since productivity and optimal utilization of resources are available, without regard to participatory management programs in the intellectual and practical cooperation of all persons who actively think about ways to solve problems and improve productivity, make it design and offer suggestions.

Factors In The Innovation Process:
Factors in the innovation process are:
- Science - the maturity level of investment in technology development
- Support for politicians (Green Energy and human space travel)
- progress faster than others, some of the other sciences
- a rapid spread of technology on the market
- Can be prevented from entering other technologies.
- Changes in the global environment (global warming, etc.)
- Improved communication - ongoing research and development
- Unexpected events (use of computers in business)
- Industry and market changes - demographic changes and a special address (using robots instead of a simple worker, because of labor education work simply had no fan)
- Changes in perception (rather than the managers see the glass half full half empty and they begin to see their company concerned to remedy the deficiency) fell.

Structural Variables And Innovation:
Due to the structural variables we can express statements Tuesday:
A - Mechanical structures have a positive effect on innovation. Expertise because their work is low, less regulation, not focusing on them is more mechanistic structures. Flexibility, ability to adapt and adopt innovations that make it easier to the more fertile they are.
B - Easy access to abundant sources of innovation is the key. This gives administrators the ability to resource abundance, which could pay for their innovation, accept defeat. Finally, the interaction between the units to accelerate organizational lines to help break down barriers, bringing the potential of innovation. Of course none of these three variables cannot exist unless the senior managers are committed to these three factors.

Motivation And Creativity And Improve Performance:
If innovation is accompanied kiazen, over time, new standards, are higher than previous standards. The chart incentive efficiency, as can be seen, indicating an improvement in system performance. (Equation 3)

\[
\text{Innovation} \times \text{Interest and Ray} = \text{Improve performance Or Continuous quality} \\
\text{(3)}
\]

Change, the important factor is motivation. Need a solution for the origin of the changes time brings to the creative moment. Pressure to move from satisfaction, the kind of peace is desirable, that the context is changing and the underlying creativity.

Old and new rules make changes to improve performance in recent decades has been. (Table 1)
Table 1: Changes in performance on old and new rules.

<table>
<thead>
<tr>
<th>The old rules</th>
<th>The new rules</th>
<th>The old rules</th>
<th>The new rules</th>
</tr>
</thead>
<tbody>
<tr>
<td>Order management</td>
<td>Participatory management</td>
<td>Gratification of pride</td>
<td>Not satisfied pride</td>
</tr>
<tr>
<td>Head of Power</td>
<td>The staff strength</td>
<td>Authenticity: The Organization</td>
<td>Authenticity: the customer</td>
</tr>
<tr>
<td>Bigger, better</td>
<td>Small is beautiful</td>
<td>Focus</td>
<td>Decentralization</td>
</tr>
<tr>
<td>Complexity</td>
<td>Simplicity</td>
<td>Organizational authority focus</td>
<td>Organization-wide</td>
</tr>
<tr>
<td>Theory X</td>
<td>Theory y</td>
<td>Allocation of tasks</td>
<td>Manufacturing systems</td>
</tr>
<tr>
<td>Cost reduction</td>
<td>Value</td>
<td>Excessive use of cars</td>
<td>Add Capacity</td>
</tr>
<tr>
<td>Decoding problem case</td>
<td>Strategic planning</td>
<td>Engage employees</td>
<td>Employ materials</td>
</tr>
<tr>
<td>Order system together</td>
<td>Sustainable mobility</td>
<td>Control of multiple</td>
<td>First, a proper control</td>
</tr>
<tr>
<td>Emphasis on money</td>
<td>The time</td>
<td>Incremental productivity</td>
<td>Ejection efficiency</td>
</tr>
<tr>
<td>Increases slightly</td>
<td>Increase the quality</td>
<td>Proliferation</td>
<td>Improvement</td>
</tr>
<tr>
<td>The input</td>
<td>The output</td>
<td>Complex control</td>
<td>Simple control</td>
</tr>
</tbody>
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Barriers To Creativity, Innovation And Productivity:

8-1 Environmental Barriers:
- Environmental impact of economic factors
- Impact of market factors and suppliers
- Features and relevant industry
- Government policies
- Rules and regulations
- Traditional education system
- Military service

8-2 Barriers:
A - Lack of access to information
B - Lack of appropriate horizontal and vertical communication
C - as for profit organizations
D - isolation and withdrawal management
E - poor organization structure
F - Short-term time horizon of managers
G - Lack of effective system offers quick and
H - Lack of necessary equipment and tools
I - Lack of incentives and rewards system, targeted and flexible
J - Conflict, stress and dissatisfaction among employees
K - The struggles and organizational politics
L - a lot of encouragement from the Director
M - Pressure to obtain a quick result

8-3 Cultural Barriers:
A- Religion
B - Fantasy means (idle, lazy and crazy)
C - I just play and play for children.
D - Preferring tradition to change
E - Any problem can be solved with money and scientific thinking.

8-4 Barriers:
A - Emotional barriers (being worthless, shyness)
B - emotional (fear of failure, tolerance issues, tend to judge the ideas, passion and excitement of a lack of competitiveness, poor fantasy)

8-5 Perceptual Barriers To Creativity:
A. As difficult to separate the affairs of other
B. difficult to define and correct the problem
C. wanted to limit the scope of the problem
D. seeing the problem from different angles
E. not using all five senses-fold

Management's Role In Creativity And Innovation:
Technical Colleges and professional management role in the creativity and innovation is essential and very important factor and is sensitive. Technical Colleges in the management and the professional ability, talent, creativity and innovation in individuals, to promote and encourage. Or her behavior and performance can be
prevented, it is vital. Technical Colleges and professional management in the creative arts, the creativity of others and find creative minds. Creative director to create that space, he can be creative. The organization also helps to stimulate their creativity. This space is a space that is away from work every day. The delegation of such authority to anyone to solve their own problems. The Director of Technical Colleges and professional expertise that can be all three components of creativity, creative thinking skills and the motivation to impress. But the effect on the first two components of motivation is very difficult and time. Intrinsic motivation can be increased even with slight changes in the environment. This does not mean that managers need to improve expertise and creative thinking skills are lost. But when it comes to priorities in the action, they should know that effective measures on internal motivation, will cause a more immediate results. For thinking that people engage in the organization should create an environment in which ideas and thoughts can be updated. One of the important ways education and charismatic personality, creativity and innovation, social development, has been consulted. No doubt those who are consulted, the reason people are thinking. Them from those who do not have interest in this subject. A creative agency to its employees is dependent largely self-control. Control, in its desire and willingness for innovation and creativity demonstrated. Technical progress and backwardness in direct and positive correlation between creativity, innovation, human resources, productivity levels and professional PHP. Creativity and innovation and revenue development, progress, technical and professional excellence is Markov. Knowledge of the texts and techniques, it is unavoidable for managers and employees.

Implementation of Innovative Ideas in a Markov Process, Technical and Professional:
Stages of implementing an innovative and creative ideas in Technical Colleges and professional management can be summarized in the chart. (Figure 1). The diagram of the process, innovation, technical and professional team spread. (Chart 2).

Fig. 1:

Red Curve:
The rise of an innovative and creative ideas and professional management in East Germany's Technical Colleges

Blue Curve:
The rise of an innovative and creative ideas and professional management in West Germany's Technical Colleges

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The application of innovation in Technical and Vocational Colleges:

Based on the skills required, level of risk, innovation, speed to market for new, innovative applications based on Technical and Vocational Colleges are as follows:

**A** - **S**tem: to create new markets, with heavy investment and is working on improving the skills and equipment.

**B** - Development of performance (product)
Investment: investment in research and development than less fundamental and market acceptance of its return on investment faster and easier

Add a Product features: Mobile is constantly adding features to it.

Re-construction of technology: the combination of several technologies are completely different products.

**C** - The process: Provides a competitive advantage (speed up production, increase the flexibility of switching rapidly from one product to another product with templates)

**D** - **D**esign: changes in product characteristics according to market needs

**E** - The revised formulation: changes in the existing product without changing its components.

**F** - the provision of services: It will attract customers. Low investment and quick return it. Need to develop expertise and staff to introduce and provide appropriate technical and product.

Creativity And Innovation In Professional Application Of Markov Strategies:

A - an image of part of the lesson and apply it to a story about each of the learners

B - such as making a request to make a story about teaching and learning from each

C - Provide keywords and change the text so that the meaning of certain words on the subject or something that is related to the mind

D - Use of words stimulating and exciting.

E - use it to explain patterns in nature and the content and organization of the material in an abstract and analysis.

F - Use of sleeping or unconscious creative so that the plant subject to a semi-sleep mode and Relaxe form of creative expression for students, and they control their sleep among the things interesting and creative have, then the In addition to learning those lessons creatively to discuss pay.

G - I thought about a problem in the first person to answer the question and thinking. The solutions were discussed, the best solution is selected based on votes.

H - Registration of new ideas and sudden announcement that the circumstances in which the class is necessary to think of technology in the classroom. This idea could be to subject each session.

I - simple technical tasks, unlike the usual habit, change the type of speech - the movements of the face, body, form of writing can help to change habits.

J - to impose relations for things unrelated to find similarities. Practical and technical issues, use two unrelated words and similarities with respect to the subject as it examined, or in a similar study and found that you have to do with contradictions.
Relationship Between Innovation And Leadership Styles Of Managers And Professional Productivity In Technical Colleges In Iran:

Iran's technical and professional courses, a 5-year period is a period of 3 years in high school, and a two-year college level courses in technical and vocational schools will be held. These centers use all their efforts. To people who know the technology and training with high productivity and market their work. These centers practical and professional students to prepare and provide a specific job. In this way communities will lead to self-sufficiency and reduce unemployment.

The Research Hypotheses:
A - between innovation and productivity styles of technical and vocational schools, there is a significant relationship.
B- Innovation management and organizational productivity between technical and vocational schools, there is a significant relationship.
C. Between managers in different styles of management innovation, there are significant differences.
D. Between consequences of leadership (the people, effectiveness and employee satisfaction), there is a significant relationship with organizational productivity.
E. If the consequences of innovation, change management leadership (individual effort, effectiveness and employee satisfaction) will change significantly.
F. If you change the management style of leadership consequences (individual effort, effectiveness and employee satisfaction) will change significantly.

Methods:
Note that this study has followed up with creativity and style. The directors consider that the efficiency of public organizations, is a correlation study.

The population:
The population study, all managers working in technical and vocational schools, government NGO, Tehran is their staff in 2009. Currently, 10 public and private vocational schools, technical and scientific activities are engaged in Tehran.

Method of Sampling:
The sample of faculty and staff of nine vocational schools in Tehran were selected randomly.

The Sample Size:
In most research projects, financial constraints, time, manpower, a sample size of the study are limited. Hence the correlation method is proposed that at least 30 subjects are selected.

Note that this study is the correlation. Therefore, to increase the reliability of results, the number of samples, 200 were selected. Thus, 200 questionnaires were distributed in schools and technical professionals.

Methods And Tools For Data Collection And Information:
In order to collect data on the following three questionnaires were used:

A - Inventory of creativity Rendsipe:
It will assess the organization's creative director.

B - Multi-factor Leadership Questionnaire:
The questionnaire included three reform-oriented style, and has been left off. Also examined are the consequences of using this questionnaire. Development-oriented style and influence of ideal traits, the idea to influence behavior, inspirational motivation, and mentally stimulating, thoughtful individual. The contingent reward trade-off style of management based on active exception and passive management based on the exception. Light left. Later consequences of leadership that includes the three dimensions of the higher than expected, the effectiveness of leadership and be satisfied.

C - Inventory Productivity: The «Achieve»:
This questionnaire focuses on employees' performance evaluation and analysis. Goldsmith and Hersi seven variables related to effective performance management, chosen from among the rest. Combining the first letters of each of the variables, functional, seven-letter word Were brought to mind. Achieve functional model includes seven words are:
A: Ability B: Clarity C: Help D. Incentive E: Evaluation F: Validity G: Environment
Techniques And Tools, And Data Processing And Data Analysis:
In order to analyze data from surveys and research on the theories of SPSS is used.
In this research study to evaluate the hypothesis of Xi-square test, Correlations, analysis of variance ANOVA, test for Post Hoc Tests is used. Also, using this level of reliability (Reliability Statistics) was calculated and was found in all three surveys, all surveys are a good reliability.

Analysis of Hypotheses:

<table>
<thead>
<tr>
<th>Results</th>
<th>Assumptions</th>
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<tbody>
<tr>
<td>1 - The results of data analysis has confirmed this hypothesis.</td>
<td>1 - The Innovation and Leadership styles and organizational productivity, technical and vocational schools, there is a significant relationship.</td>
</tr>
<tr>
<td>2 - schools that are oriented managers change their style and innovation rate is high, they are most productive.</td>
<td></td>
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<tr>
<td>3 - If the evolution of innovation-oriented leadership style that they use. Low or moderate, and low productivity will be.</td>
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<tr>
<td>4 - If innovation leadership styles that are trade-offs is high, productivity will be high.</td>
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The results of data analysis has confirmed this hypothesis. These results suggest that a direct relationship exists between innovation and productivity, increased innovation that will increase productivity and reduce its efficiency will decrease.

- The level of productivity, innovation managers and technical and vocational schools, there is a significant relationship.

1 - The results of data analysis has confirmed this hypothesis. 2 - Innovation leadership styles that are abandoned significantly less than the change-oriented management style is off.
The difference between managers with innovative style has been left off most of the differences between the innovation and development-oriented management style is abandoned. 3 - are lower than managers with innovative styles of development-oriented use. And if you have low productivity.

The results of data analysis has confirmed this hypothesis. These results indicate that if any of the consequences of leadership (to individuals, staff effectiveness and satisfaction) to change the organizational productivity will change significantly.

3 - The management of innovation, managers in different styles, there are significant differences.

1 - The results of data analysis has confirmed this hypothesis. These results indicate that if the consequences of innovation, change management leadership (individual effort, effectiveness and employee satisfaction) will change significantly.

4 - the consequences of leadership (individual effort, effectiveness and employee satisfaction), there is a significant relationship with organizational productivity.

The results of data analysis has confirmed this hypothesis. These results indicate that if any of the consequences of innovation, change management leadership (individual effort, effectiveness and employee satisfaction) will change significantly.

5 - If the consequences of innovation, change management leadership (individual effort, effectiveness and employee satisfaction) will change significantly.

The results of data analysis has confirmed this hypothesis. The results show that the consequences of a change in management style of leadership (individual effort, effectiveness and employee satisfaction) will change significantly.

6 - If you change the management style of leadership consequences (individual effort, effectiveness and employee satisfaction) will change significantly.

Conclusion:
Innovative organizations, encouraged by their experience. They are rewarded for success and failure. Learn from mistakes and experience, his work can be modified to improve performance. Each organization can resolve issues of fact-finding, idea finding, solution finding consistent with the changes imposed by the system, to achieve the goal of greater efficiency. Management of modern technology, everything has its influence. Management processes, continuous process, is continuous and stable. Improving productivity is a management process. Which is continuously formed an integral part of organizational performance, is not limited to a specific time period. If innovation is accompanied kai zen, over time, new standards, are higher than previous standards. The chart incentive efficiency, as can be seen, indicating an improvement in system performance. School administrators that they are oriented with the evolution of style and innovation rate is high, they are most productive. There is a direct relationship between innovation and productivity, increased innovation that will increase productivity and reduce its efficiency will be reduced. If the consequences of innovation, change management leadership (individual effort, effectiveness and employee satisfaction) change significantly will. If you changed the management style of leadership consequences (individual effort, effectiveness and employee satisfaction) will change significantly.
REFERENCES