

Investigating the Relationship between Employees' Creativity, Organizational Commitment, and Customer Focused in Branches of Iran Melli Bank

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Abstract

According to this fact that organization is a social system, the continuous of its existence depends on the strong relationship between the components of it. The presence of human resources with commitment to the organization will lead to the remarkable increase in the organization performance and obtaining to the noble objectives of the organization. In addition, the process of establishment and maintenance of relationship with customers is very important. On the other hand, in order to maintain their competitive potential, organizations need creative employees for products, process, and ways by creating appropriate and up to date idea. It also purposed that the creativity levels of employees probably effect on the customer consent. Therefore, in the present study, the impressive role of organizational commitment, customer focused and creativity were investigated. Based on the data of the questionnaire which were collected from 200 employees of Iran Melli bank, the conceptual model was investigated. The reliability of the model was also estimated. For this procedure, the analysis of the model of this study was designed based on the questionnaire's data through path diagram, by implementing perils diagram, the Lazerl model was computed. In order to test the hypothesis of the study the B coefficient and t test were implemented. The results of the study indicated that there was no statistically significant difference between the customers focused and employees' creativity although, between other variables there was not such relationship.

Keywords: organizational commitment, customer focused, creativity.

Introduction

In today competitive world, the organizations cannot continue their existence without innovation and creativity. In addition, human resources and creativity considered as issues which specific relationship are among them. Creativity and innovation in work increasingly changed into the determinative variables of performance, success and in organization for a long time. Recent studies by Torens (1973) and Parnz (1963) indicated that creativity is seen in all personal and group activities and it considered as an ability to improve (Hemmati, 2008). Based on the recent studies, active organization encourages their employees to improve their creativity because they think that employees' creativity helps the organizational survival. When employees are creative in their work, they can generate valuable opinions and ideas about products, performance, and services. The technologic innovation is considered as the best way for directly gaining competitive advantages. For those organizations compete in the changeable innovative world for improving success and survival of organization consider as a crucial factor (Mollahosseini & Barkhordar, 2007). According to Huang and Dastmalchian, the customer-focused emphasizes that organization must fulfill the requirements of customers and considered them as a mean for acquiring the organizational objectives. They see this as an opportunity for the ways of implementing management systems with customer relationship. Based on the study by Harris, Mowen & Brown (2005), the maintenance of long term relationship with customer is very important to the success of organization. The management experts also considered organizational commitment as impressive competitive advantages. According to Rabinz (2008) the managers of organization who try to improve the strong social relationship among employees, involvement in decision making, and work place were more successful. Therefore, in the present study, the impressive role of organizational commitment, customer focused and creativity were investigated.

Review of the related literature

Organizational commitment

Organizational commitment is the individual's psychological attachment to the organization. It reflects the attitudes of employees to the organizational objectives and values. In the past, organizational commitment refers to duty and loyalty to the organization which the acceptance of the values and goals of the organization was relevant to the job satisfaction or desire for cooperation with organizations (Dolatkhahi, 2001). Given that most of the valuable capital of the organization is the human capital and according to this fact that precious capital is effective on process of the failure or success of organizations, the effort for development of commitment among staffs is very important that managers should take into consideration.

People who are more committed to the values and goals of the organization and more active in the organization, there would be less likely to leave the organization and finding new job opportunities (Greenberg, 1979). Porter and his colleagues defined organizational commitment as a way for acceptance the values of organization and individuals' willingness to engage in the organization and it can be measured by characteristics such as motivation, desire to continue and acceptance of organizational values (Javdani, 2002). Based on the attitudes of Porter, Steers, Murray and Boolean (1974) organizational commitment consists of:

The individual's Belief for acceptance the goals and organizational values

The individual's willingness to exert effort to achieve organizational goals and career
The individual's strong tendency to maintain organizational membership
Following this definition, scholars such as Becker (1992), by simplifying the definition of such reported that organizational commitment is joining the organization and performing the job based on the following components:

- 1 . Obedience and adaptation or conformity with the organization through reward and punishment mechanisms.
2. The sense of identity and identification or desire attachment.
3. Internalization or individual values congruence with the goals and values of the organization (interlace, 1997, 179)

In the model of Meyer and Allen model, three-dimensional model of organizational commitment is proposed that the dimensions of it are :

- Affective commitment, including emotional attachment to the organization's identification and involvement in organizational activities .
- Continuous commitment includes a commitment based on value of the organization and employee involvement in the life of the organization..
- Normative commitment, including feelings of people on the need to stay in the organization.

In sum, all purposed models for organizational commitment, emphasize on the fact that organizational commitment leads to good results, such as high performance, lower turnover and absence and several studies confirm its authenticity (MOGHIMI, 1383). Organizational commitment, and serious potential effects on the performance of the organization, can be considered as a predictor for organizational effectiveness, so ignoring it is damaging for the organization and will be followed by high costs (Amin Beidokhti Vsalhpvr, 2007,34-32).

Customer-focused

Today leading companies are trying to satisfy the important factors for customers in the best possible way to increase their profitability. Employees believe that their ability to perform tasks directly related to Customer-focused, so that job satisfaction can be achieved through effective communication with customers (Gountas et al, 2014). Understanding and anticipating customer needs is very important for the economic firm. Therefore, the client role is such a central key factor in the survival of the organization, then, for all of the goals, strategies and resources, focused on attracting and maintaining customer. Maintaining, strengthen, and customer loyalty for organization that focused on the maintaining and developing their competitive position in the market, considered to be the strategic challenge (Sutton and Klein, 2003) because, in today's global economy, the customers of a company guarantee the survival of the organization. Customer focused is one of the elements of behavioral orientation which is defined as the sense customers' knowledge for continuous creation of high values (Suleiman and Djouhara, 2011). In addition, Customer-focused is the willingness of employees to meet customer needs and respond to the demands of the job conditions (Brown et al, 2002). Customer-focused, mostly reveals itself through priority-based allocation of resources to provide superior value and

customer satisfaction. Customer-focused firstly develop in the works of Loyet. He defined customer-focused as the purposes of bottom-up oriented competitive organization whose final goal is to achieve customer satisfaction.

After that Day (1999) stated that customer-focused concept has changed the marketing to good competitive weapon which lead to changing values, beliefs, assumptions, and commitment of the organization towards bilateral relations between customers and organizations. Brown and his colleagues (2002) stated that the concept of customer focused is the willingness of employees to meet customer's needs and the extent to which they enjoy doing expressed (González and García Garazo, 2006). Dshpnd and colleagues (1993), defined customer focused as a set of beliefs that its interests and priorities are customer needs and preferences, and put the customer benefits in the first place in comparison to other stakeholders, such as the owners, managers and employees. Strong and Harris (2004) defined customer focused as cultural and behavioral orientation that acts as a strategic element. They believe that the most important affecting factor on customer focused is human resource activities and relationships. They stated that these activities can be largely influences on the culture and approaches of customer-focused. Schneider (1999) in his theory stated that the customer survey to the services is ultimately dependent to the competence, attitude, experience and skills of employees. Therefore, the employees behaviors associated with customer is the result of effective communications services (Yazdani et al, 2011).

Creativity

Creativity is defined as thought and new plan for improving the quality and quantity of organizational activities and also one of the main aspects is thinking. Constant innovation and creativity in business is a key factor for the future success of the growing company. Innovation is not always mean production of a new product or service, but it depends to the ability of change, and how to introduce products, services and the flexibility (Shalley and Gilson, 2004). According to Guilford (1960) "Creativity is the set of capabilities and characteristics that are unique which resulted in the production of remarkable works and divergent thinking is the most important feature (Hossini, 2008). Sternberg (1989), defines creativity as the combination of initiative power, flexibility and sensitivity to the ideas that enables learners to think differently for producing productive ideas which resulted in personal satisfaction and likely to please others (Kefayat, 1994). Van Don and colleagues believe that "creativity is the basis for the innovation process and innovation is the part of system that produces the system" (Yazdani, 2006) and compete and adapt to environmental conditions (Amabile, 1997). Creativity refers to the development of ideas about product, the process of it and utilizing the innovative idea provide answers to these opportunities and as a result companies can compete in the changing world and adapt themselves to environmental conditions (Amabile, 1997). Creativity refers to the development of ideas about products, services or methods and innovative approaches and the potential for organization (Amabile, 1996; Baer et al., 2003). At present, the managers and leaders of organizations increasingly face the new situation and changes, only organizations that will achieve the success that they are enjoying their employees motivated, fast and creative in dealing with their new situation.

According to the definition of variables and their components presented in this study, a conceptual model was investigated to explain the relationship between the variables of the study and the hypothesis of the study were tested . The conceptual model is presented below:

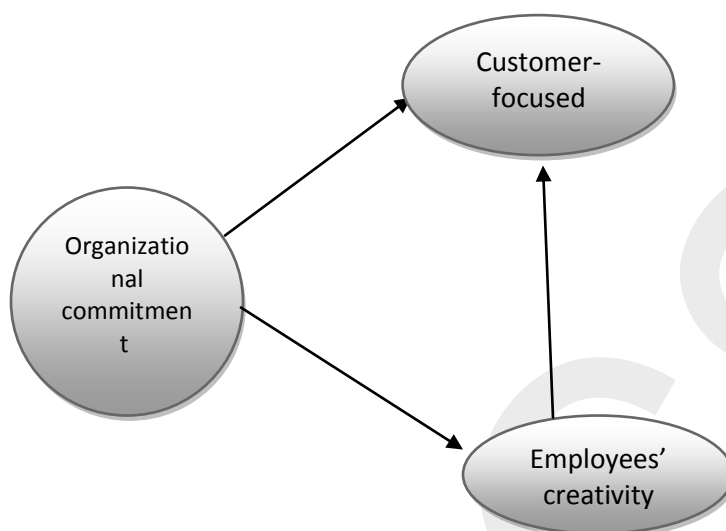


Figure 1. Conceptual Model

Hypotheses

1. There is statistically significant relationship between organizational commitment and customer focused .
2. There is statistically significant relationship between organizational commitment and employees' creativity.
3. There is statistically significant relationship between employees' creativity and customer focused .

Procedure

The data of the study was collected by a questionnaire.. It included 17 items which and designed based on a 5-point Likert scale. The Cronbach Alpha reliability quotients of the questionnaire were .742, .762, and .858 for the organizational commitment section, customer-focused t section, and the creativity, respectively. After collecting the data, they were analyzed by LISER software. The statistic population of the study consisted of employees and experts of Iran Melli bank branches. In this study, by using random sampling 200 employees and experts were selected. After drawing the analytical model of the present study by Path diagram software and it was measured with implementing PERLIS from LISER. Then, by performing B

coefficient and t-test, the hypotheses of the study were tested. It also should be mentioned that fit indices for the model of the study were automatically calculated by the program Perlis.

Data analysis

Table 1. Fit model

Macro	Standard values	Estimated value
Degrees of Freedom	-----	116
Chi-Square	The relevant criterion is dependent on sample size	262.85
RMSEA	0.05	0.081
NFI	0.90	0.92
NNFI	0.90	0.95
CFI	0.90	0.96
RMR	0.05	0.064
GFI	0.90	0.86
AGFI	0.90	0.82

As indicated in Table 1, the AGFI and CFI indices are relatively acceptable

Structural model test

In this study, confirmatory factor analysis was used to test the measurement model and path analysis of the structural model. The following figure shows the output of two models of LISREL software that encompasses both a structural model and a measurement model.

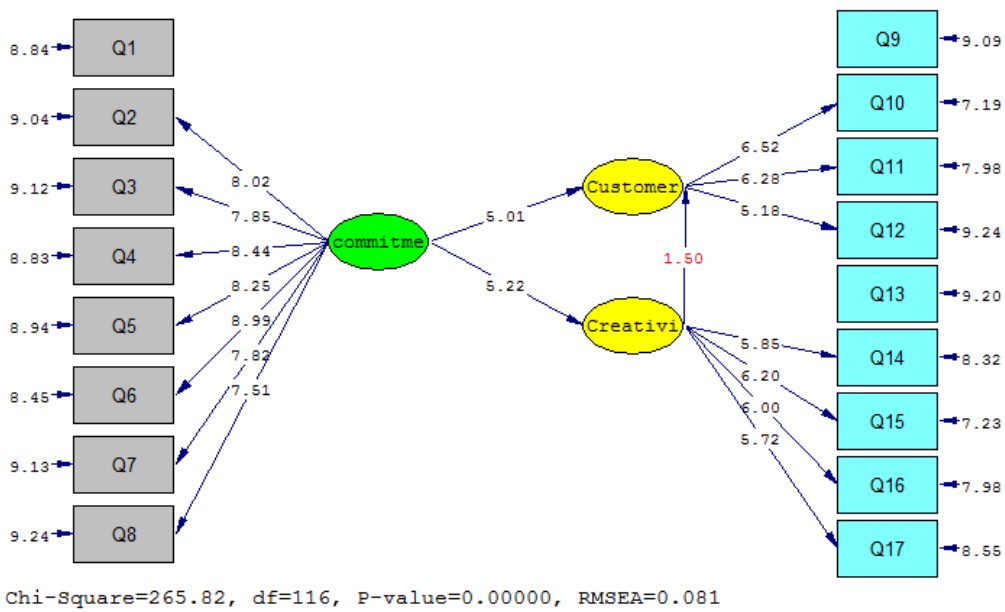
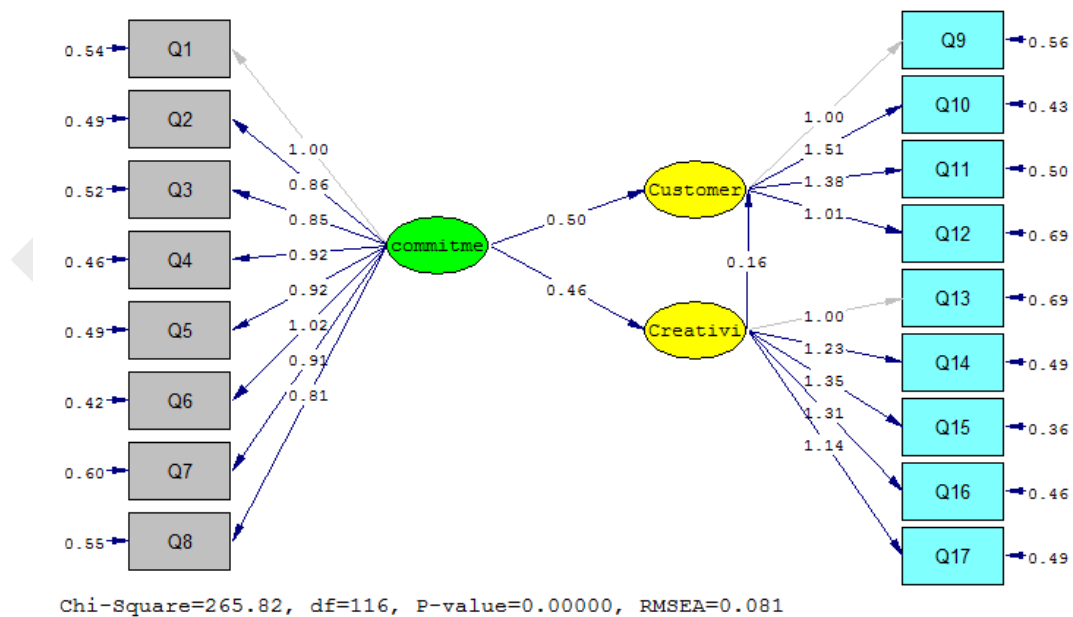


Figure 2. The base model with coefficient path



The structural model of beta coefficient indicates the correlation between variable is (hidden) on the charts that relate to the appearance of the latent variables.

Table2. The results of hypothesis testing

Result	Tstatistics	Coefficient	Hypotheses
Accept	5.01	0.50	There is statistically significant relationship between organizational commitment and customer focused.
Accept	5.22	0.46	There is statistically significant relationship between organizational commitment and employees' creativity.
Reject	1.50	0.16	There is statistically significant relationship between employees' creativity and customer focused .

Findings

According to the analysis of data from each hypothesis , findings and results are analyzed and presented separately.

First hypothesis

Based on the results shown in Table 2, the effect of independent variable on dependent was asserted and the way that connected these two variables was positive and significant (at the level of 5% significance) $t = 5.01, \beta_{22} = 0.50$). As a result, it can be indicated with 95% confidence that there is a significant relationship between organizational commitment and customer-focused. This result is in line with the study of Sousa & Coelho (2011) which they asserted that organizational commitment and customer-focused are two effective factors on creativity.

Second hypothesis

Based on the results shown in Table 2, the effect of independent variable on dependent was asserted and the way that connected these two variables was positive and significant (at the level of 5% significance) ($t = 5.22, \beta_4 = 0.46$). As a result, it can be indicated with 95% confidence that there is a significant relationship between organizational commitment and creativity. This

result is in line with the study of Sousa & Coelho (2011) which they asserted that organizational commitment and customer-focused are two effective factors on creativity.

Third hypothesis

Based on the results shown in Table 2, the effect of independent variable on dependent was not asserted and the way that connected these two variables was not positive and significant (at the level of 5% significance ($t = 1.50, \beta_{22} = 0.16$). As a result, it can be indicated with 95% confidence that there is not a significant relationship between employees' creativity and customer-focused.

Conclusion

Organizational commitment depends on organizational culture and cultural unity and institutional and organizational cohesion, both play important role in strengthening organizational commitment. In addition, according to this issue that the problems of customers are various, organization needs creativity for generating solutions to satisfy the needs of customers. At the organizational level, a lack of efficient management, motivating work commitment ignorance to the specialty, innovation and creativity are considered as factors to destroy the employees' commitment. Recent research asserted that the creativity of employees is very crucial to the competitive advantage of the organization. Therefore, in order to develop an innovation culture, creativity, innovation and the development of new ideas should be regarded as cultural values and create a common system of values, beliefs and goals for innovation. Based on the recent researches, human resources considered as the most important production factor in an organization. So, the way of thinking and creativity of managers, will be effective in the development process of an organization. The role of employees' creativity should not be underestimated. The way of thinking and creativity of managers, will be effective in the development process of an organization. Of course the role of employees' creativity should not be underestimated. On the other hand, given that the management's commitment to customer-focused guarantee the improvement of the quality of products and services, organization should create the customers' satisfaction by creating appropriate conditions for meeting the needs and expectations of customers.

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