

## **Investigation of Relationship between Creative Personality with Job Satisfaction and Managers' Organizational Commitment**

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### **ABSTRACT**

The main goal of this research is determining relationship between creative personality, organizational commitment & job satisfaction of west Mazandaran province managers. Research method was of descriptive-correlation type & statistical population includes all managers of west Mazandaran guidance schools & high schools. Sample size was 217 people according to Morgan Table & after statistical estimation which were selected by accidental sampling method. In this research, three questionnaires of organizational commitment of Meyer(1990), creative personality and job satisfaction of Kandal & Hiulin (1969) were used. Analysis of data was implemented by Pearson correlation coefficient test & stepwise regression. Findings showed that the calculated  $r(a=0.05)$  proves a positive & significant correlation between job satisfaction & creative personality. In other words, it can be said that as job satisfaction increases, creative personality improves but there is no relationship(correlation) between creative personality & organizational commitment.

**Keywords:** creative personality, job satisfaction, organizational commitment

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### **1. INTRODUCTION**

With accelerating changes in the today's world which is IT and communication age & also due to Volatility & unpredictability of these changes, what helps developing countries with increasing productivity & progressing, is seizing opportunities in competing with other countries, and this will not happen unless with creativity & resourcefulness of managers and also managers impacts in improving employees creativity so that they will cooperate with each other to help grow their organization and their society (Ataee,2011). Creativity is a precondition of innovation. Although it is difficult to separate these two from each other in practice, but it can be conceived that Creativity is a preamble to innovation. Experts have presented many definitions for Creativity & innovation (Ghasempour,2010). Richard (2007) defines Creativity as the ability to combine many thoughts in one unique method with establishing a continuity between them. He views innovation as taking creative thought & converting it into a product, new service or new operational methods (Lotfi,2009). Organizational Creativity means offering a new idea for improving quality & quantity of the organization & innovation.

#### **Theoretical framework of the research**

Increasing creativity in Organizations can lead to improving quality & quantity of service, reducing costs, preventing from resources waste, reducing bureaucracy, increasing competition, increasing efficiency & productivity, creating motivation & job satisfaction in employees.

Manager's role is improving creativity, employees motivation and encouragement, delegation of power to employees, finding creative minds and utilizing others' creativity (Dokel,2005). Participative management system with employees' self-control, consultation, encouraging people to innovation & mutual respect, plays an important role in improving employees creativity. Group creativity techniques including brainstorming, visual circuit, parallel thinking, compulsory relationship, 6 thinking hats, are from effective techniques in improving creative thinking (Havlo,2006).

Creativity has 3 components: expertise, creative thinking & motivation that can be both internal & external. Managers can influence all of the components but they can affect motivation better than other two components. Occupation is an issue that has occupied governments & nations minds for years, although job is related to humans economic-livelihood dimension, but it also has relationship with personal, domestic, social, political & cultural

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dimensions of them. Job satisfaction is a field of study that many social economic, ... viewpoints have opined about it.

Today, there are thousands of jobs in a country & many people live on them(Mohammadi,2009). Job satisfaction of people and its effects on their moral and efficiency has been always attended by psychologists & social sciences experts. If someone is satisfied with his/her job, he/she will not be fed up with the job & his/her creativity/talent will flourish in his/her work.

On the contrary, if someone is not satisfied with his/her job, he/she will become depressed & his/her job will not be effective & the society will also be harmed(MoeenZadeh,2009). In Hoppok opinion,"job satisfaction" is a complex & multi-dimensional concept & has relationship with psychological, corporeal & social factors.

Not only one factor brings satisfaction, but a combination of different factors causes that an employee feel satisfied with his/her job & express enjoyment & content(Mohammadi,2009). One important organizational issue is commitment of employees. Managers always try to increase employees commitment, because they consider it as a necessity for organization's development. Macall(2006) defined organizational commitment in different forms as sentimental dependence onto organization, identity(Herci & Belanchardt, translated by Kabiri,2008).

Porter et.al(2008) define organizational commitment as accepting organization's values & getting involved in the organization and consider the criteria of measuring commitment as motivation, willingness to continue work and accepting organizations values. Meger & allen(2007) defined different types of organizational commitment in 3 forms: these three dimensions include sentimental commitment which means a kind of sentimental dependence onto values & goals of the organization. Intellectual commitment is a kind of commitment & is due to impossibility of choosing another job or losing job in employees & in the third dimension, normal commitment(call of duty) lies which is defined as people feeling indebted to the organization(Linkuen,2007). Therefore organizational commitment of employees may follow profitable results for employees, because this variable improves employees' positive impression of the organization (Maccaul, 2005). Organization is one the main entities of a society in it's vast meaning, and management is the most important factor in organizations lives, flourishing & death & it is managers' duty to guide the organizations from current condition towards excellence undoubtedly. Global changes have confronted the organizations with setbacks & handicaps in reaching their goals(Meyer,2007). These changes have caused many new management theories come to existence, so that we can dave say that hundreds of new theories have been formed & presented in 20th century(Pollok,2006). Majdzadeh(2011) conducted a research titled: "job satisfaction relationship with personal characteristics & different needs levels in Shahrekord's higschools women teachers" where education have played an important goal in human society development & that is why education system has maintained its place among other systems. This system is comprised of many components which perform in a coordinated manner to reach predefined goals. It can be said that teachers' role is more important than other educational decision-makers like managers & planners. Fulfilling this role involves having a strong motivation.

Motivation has been a challenging issue & many theories have been proposed about it. Each of these theories look at humans behaviors reasous from a particular angle. In this research, Shahrekord's higschools women teachers satisfaction has been investigated in relation to different physiological needs levels importance, age, education, academic major, work experience & marital condition, safety, respect, self- satisfaction & independence in 2-factor Herzberg's theory. All teachers which were 135 were chosen. Then two questionnaires(1) of Dant's job satisfaction & (2) employees needs evaluation questionnaire of Liman & porter were distributed. Questionnaires were translated from english into persian & their valiity & reliability were calculated. Data analysis was implemented using multi-variate regression, t-test in independent groups, pearon correlation coefficient & percent tables. Findings show that a majority of the respondents are satisfied with their job. Among sanitary & motivational factors, factors of success, responsibility, colleagues, technical management, human relations management & security have acused many respondents to become satisfied.

Factors lie progress, identification, salary & wage, instructions & working conditions had less satisfied employees in comparison to previous factors. Results show that all these levels were of importance for the most of people. Results show that there is significant relationship between job satisfaction with the importance of independence needs, physiologic needs and self-satisfaction. Multiple correlation coefficient between effective factors( mentioned needs) & job satisfaction was ( $r=0.63$ ) &  $r^2$  equals 0.40. These results show that if all these needs enter analysis to predict job satisfaction, about 40 percent of all job satisfaction variance of teachers will be determined & other needs levels lie. Safety & security, social needs & respect does not have significant relationship with job satisfaction. The relationship is direct(positive) for self-satisfaction and independence & negative(indirect) for physiologic needs. In this research, there was no significant relationship between job satisfaction & personal characteristics of people and the hypotheses number 1,5,6 were proved & other & hypotheses were not verified. Sadeh(2011) conducted a research titled" Investigation of relationship between employees creativity & their

performance in Moj-e-Khavar company” in order to make it clear whether there exists any kind of relationship between employees creativity & their performance elements including quality, quantity & working cost and also working time, observing regulations & discipline & responsiveness or not? And if the answer was positive, how is the relationship. To reach the research goals, many definitions from creativity & performance were presented in literature review. One of the definition was that creativity means expressing a new thought which is used by some people during a useful & satisfactory process & performance means an individual’s output in organization which is measured based on quality, quantity, cost, time, discipline & responsiveness of the employees.

Therefore, the relationship between creativity and each of the elements of people performance was investigated using descriptive, applied & field research method and in a population of 1790 and sample size of 300 people using simple accidental sampling method, a questionnaire verified by Chronbach’s alpha and with spss was distributed. Results were analysed and it was verified that there is negative relationship between job quantity, tasks time & creativity, there is no relationship between employees creativity, working cost & responsiveness, there is moderate & direct relationship between discipline observation and creativity, there is moderate & direct relationship between employees creativity & working quality, there is weak and direct relationship between creativity & employees efficiency. Talebpour & Emami(2010) conducted a research titled” Investigation of relationship between organizational commitment & interest in job & its comparison among physical education men teachers of Mashhad city 7 districts”. Results show that organizational commitment of the teachers is equal to:  $SD=7.75$  &  $M=49.26$ , which is regarded a moderate to high commitment. Also the teachers job interest was  $SD=6.91$  (to be referred to figure() in page() &  $M=44.75$  which shows moderate job interest in teachers under investigation. In comparing organizational commitment average which was done by ANOVA(variance analysis) method, difference between organizational commitment average in investigating areas with correlation coefficient of ( $p=0.035$ ) was significant. This research was a correlation-descriptive study & was conducted in field form. Statistical population was 182 teachers which were selected using accidental & cluster method. Together data, 3 questionnaires of personal info, organizational commitment & job interest were used.

Furthermore, descriptive & deductive statistics(mean,SD,...) & (ANOVA, Tuki test for mean difference evaluation) were used.

## RESEARCH METHODOLOGY

The present Research methodology was of correlation type because the researcher looked for investigation of two or more variables. In fact this method is used when variables are complex & their control is difficult, or we want to study the internal relationships of several variables simultaneously in natural situations, or the research goal is only relationship determination which is described, discovered & determined using correlation coefficient.

### Sample & Sampling method

In the present research, 217 managers were selected from 500 managers of west Mazandaran province according to Morgan Table. Three questionnaires of creative personality, job satisfaction & organizational commitment were distributed among the managers. Researcher distributed the questionnaires after receiving necessary licenses from Education departments presidency of the cities Chalus, AbbasAbad, Salmanshahr, Tonkabon, Ramsar & ... . The managers were asked to fill in the questionnaires according to their experiences during past 6 months. Creative personality questionnaire (Majdian,1388) & job satisfaction questionnaire (Smith Condal, Hulin, 1969) organizational commitment (Merir & Allen, 1990) were distributed among managers & collected after responding during several successive weeks.

### Research Results

Data analysis was carried out in two levels of descriptive & deductive. In description level, mean & SD were used. In relations analysis level, Pearson correlation coefficient & multi-variat regression(stepwise) were used because the hypotheses contents were quantitative. In this step, creative personality was dependence variable & job satisfaction & organizational commitment were independent variables. SPSS19 was used for data analysis.

**Main hypothesis:** there is relationship between job satisfaction, organizational commitment & creative personality.

Table 1. pearson correlation coefficient between job satisfaction, organizational commitment & creative personality.

Work ethics components	Creative personality
Job satisfaction	.219**
Organizational commitment	0/065*

\*\* significance level at 0.01

\* Significance level at 0.05

The above table shows the degree & direction of correlation among job satisfaction, organizational commitment & creative personality. As it can be seen, there is direct relationship between job satisfaction & creative personality in 0.01 level. This means personality will become more creative as job satisfaction increases. But no relationship was observed between organizational commitment & creative personality.

## DISCUSSION AND CONCLUSION

Work & occupation are important aspects of human life that will have favorable effects on individuals & society if it matches individual's interests & circumstances. In other words, a dynamic & healthy personality will be followed by organizational commitment & job satisfaction. Commitment is a norm that is related to loyalty feeling, remaining in one's job & being committed to one's company & is affected by some factors like justice in payments, occupational security & growth opportunity, equity & justice in organization, social respect within the organization, job matching with personal life conditions, unity & cohesion feeling among employees. Presence of mentioned factors causes loyalty & commitment within an organization. Based upon what was said, relationship between creative personality, job satisfaction & organizational commitment were investigated. Findings verified that there was no positive & significant relationship between creative personality & organizational commitment of west Mazandaran managers.

Sadeh(2011) conducted a research titled " Investigation of relationship between employees creativity & their performance in Moj-e-Khavar company to see whether there is any relationship between employees creativity & performance elements including work time, discipline, work cos, quality, quantity & responsiveness or not. Sampling method was simple accidental & questionnaire validity & reliability were analyzed by Chronbach's alpha. Results showed that there is reverse relationship between work quantity, tasks implementation time & creativity, there was no relationship between employees creativity, work cost & responsiveness, there was average & direct relationship between discipline & employees creativity, there was average & direct relationship between creativity & working quality. There was weak & direct relationship between employees creativity & their efficiency. When we talk about having a job that matches our interests, some people say that a job must satisfy the job owner with utmost financial needs. But this is like seeing just in front of your eyes. Awareness of the fact that when we chose a job, we must remain at that job about 30 or fifty years. Findings showed that there was significant & positive relationship between organizational commitment & creative personality.

Talebpour & Emami (2010) conducted a research titled " Investigation of relationship between organizational commitment & interest in job & its comparison among physical education men teachers of Mashhad city 7 districts". Results show that organizational commitment of the teachers is equal to:  $SD=7.75$  &  $M=49.26$ , which is regarded a moderate to high commitment. Also the teachers job interest was  $SD=6.91$  (to be referred to figure() in page() &  $M=44.75$  which shows moderate job interest in teachers under investigation. In comparing organizational commitment average which was done by ANOVA (variance analysis) method, difference between organizational commitment average in investigating areas with correlation coefficient of ( $p=0.035$ ) was significant. This research was a correlation-descriptive study & was conducted in field form. Statistical population was 182 teachers which were selected using accidental & cluster method. Together data, 3 questionnaires of personal info, organizational commitment & job interest were used.

Furthermore, descriptive & deductive statistics (mean, $SD$ ,...) & (ANOVA, Tuki test for mean difference evaluation) were used.

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