Design and Explain the Factors Affecting Employees Creativity in Exchange Organization in Iran

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ABSTRACT
For success in business and professional needs is virgin plans and new ideas. Creative and entrepreneurial managers have this feature in their employees, to make appropriate use. Competition in business, money, Business Development, Optimum utilization of manpower, product quality and increase organizational efficiency, new methods require all the workplace conditions and needs time to coordinate Creative service employees may be crucial in ensuring organizational performance. The associated variables with employees creativity in exchange organization are examined in the study. This study considers a conceptual model that is determinant of employees creativity. To test the hypotheses, a questionnaire of 35 questions designed that is valued 0 to 100 and distributted among the population(exchange organization),the total 205 patients of the main branches of clients who have had experience using the online system. The method used in this research is descriptive survey. The path analysis method was used to test the hypotheses, and the AMOS software was used for statistical analysis of data. The results of the study show the significant impact of variables on employees creativity, however, the motivation and reward has had the greatest impact on employees creativity among them.

KEYWORDS: Job performance, Authentic leadership, Intrinsic Motivation, Reward, Need for Achievement, Employees hope.

1. INTRODUCTION
Recent management accounting literature has identified an important role for management control systems in highly uncertain situations and has documented the positive impact of management control systems on creative exploration and innovation activities in settings such as new product development and knowledge-intensive firms(Davila et al,2009). Innovation is an important phenomenon to ensure a firm's survival and growth(Im & Workman,2004). There is widespread consensus that 'innovation is power and success'(Drach et al,2004). However, firms need creative employees to initiate organizational innovation. Creative employees are more likely to discover customers’ hidden needs, to develop a good rapport with customers, and to solve their service problems creatively and effectively, ultimately creating a superior experience(Verhoef et al,2009). Creativity has become a critical success factor for organizations in today’s rapidly changing business environment (George, 2007). Managers increasingly focus their attention and resources on enhancing employee creativity as they strive to build organizations capable of responding to dynamic competitive conditions in an effective and innovative manner (Shalley et al., 2009). Creativity is acknowledged to be important in education (Craft, 2005) both for economic growth (Creative Economy & Programme, 2006Creative Economy Programme, 2006; Department for Culture Media and Sport, Department for Business Enterprise and Regulatory Reform, & Department for Innovation University & Skills, 2008) and as an everyday life-skill (Sternberg, Lubart, 2005). In England, interest in creativity has increased with the publication of several reports (Roberts, 2006), which have suggested that education could do more to harness creative talent. Similar debates are taking place in other national contexts (for instance see Keirl, 2005 for a discussion of the Australian context(Ros & Bill,2012).

Job performance
According to many recent studies, both autonomy (Coelho et al,2011); and role stress (Coelho et al,2011) play an import role on creativity and job performance. Moreover, as the degree to which an employee has freedom, independence, and discretion in carrying out the tasks of the job (Mierlo et al,2006), autonomy also plays a key role in the experience of stress and ultimately job performance (Ruyter et al,2001). Autonomy is basically described as the independence or freedom, as of the will or one's actions. It is the degree to which an employee has freedom,
independence, and discretion in carrying out the tasks of the job (Mierlo et al, 2006). Indeed creativity and innovation are nurtured by cultures that are driven by strong, shared values. Employees need to feel empowered to offer creative thinking. They want to know that all ideas would be heard and respected. This recognition results with increased self-confidence and increased creativity (Wong & Pong, 2003). So autonomy is identified as a determinant of employee creativity and ultimately job performance (Perez & Enkel, 2007). Managing role stress is important since counterproductive results such as job dissatisfaction, low performance and decrease in creativity may occur when it remains unresolved. Based on Role Theory, researchers have focused on role conflict and role ambiguity as the two key determinants of role stress. Role conflict refers to ‘the degree of incongruity or incompatibility of expectations associated with a role. It is an evaluation related with the lack of information needed to perform a role effectively. Role ambiguity is an employee’s uncertainty about others’ expectations; it occurs when an employee perceives an incompatibility between expectations of two or more role set members, such as managers, customers and co-workers(Coelho et al,2011).

**Authentic Leadership**

Individual creativity is a function of individual and social/contextual factors (Egan, 2005). One of the most relevant contextual factors is leadership. Several researchers focus on identifying the role of specific leadership behaviors and leaders’ characteristics in supporting, suppressing, facilitating, or inhibiting creativity (Wang and Cheng, 2010). These behaviors include transformational leadership, emotional intelligence, close monitoring, developmental feedback, supportive supervision, controlling supervision, benevolent leadership, leader encouragement of creativity, leader inspirational motivation, and empowering leadership. The AL construct comprises four dimensions: (1) Self-awareness is the degree to which the leader demonstrates an understanding of how (s)he derives and makes sense of the world and is aware of his or her strengths, limitations, how others see him or her, and how (s)he impacts others; (2) Balanced processing is the degree to which the leader shows that (s)he objectively analyzes the relevant data before coming to a decision and solicits views that challenge deeply held positions (Walumbwa et al, 2008); (3) Internalized moral perspective refers to the degree to which the leader sets a high standard for moral and ethical conduct, guides actions by internal moral standards and values (versus group, organizational, and societal pressures), and expresses decision making and behaviors that are consistent with such internalized values (Avolio & Gardner, 2005); (4) Relational transparency is the degree to which the leader presents his/her authentic self (as opposed to a false or distorted self) to others, openly shares information, and expresses his/her true thoughts and feelings, reinforcing a level of openness with others that provides them with an opportunity to be forthcoming with their ideas, challenges, and opinions. Empirical evidence (e.g., Kernis & Goldman, 2005; Walumbwa et al., 2008, forthcoming) shows that a core AL factor can emerge from the relationships among the four dimensions.

**Intrinsic Motivation**

Knowledge is a critical asset of an organization (Krogh et al, 2000). Frequently, organizations use Information Technology (IT) in order to ensure that newly created knowledge is stored, transferred and shared. One of the aims of IT is to establish knowledge repositories and connect communication networks (Alavi, 2000), therefore playing a critical role in successful Knowledge management(KM). Information system research has demonstrated the value of studying intrinsic and extrinsic motivation (e.g., Venkatesh, 1999). When an employee is motivated it means he/she is moved to do something (Ryan & Deci, 2000). Since motivation is therefore a main concern of any manager, it has been one of the most studied factors in KM (Bock et al, 2005), and it has been identified as a key determinant in information technology acceptance behavior (Shang et al, 2005). People can be motivated either extrinsically or intrinsically. If a person is intrinsically motivated, he/she will engage in an action because it is enjoyable and he/she finds it inherently interesting. On the other hand, an extrinsically motivated individual’s actions are driven by a goal (Deci & Ryan, 1980). Research has shown that these two categories of motivation can lead to very different behavior and performance (Ryan & Deci, 2000). Prior research has shown that KM practices cannot improve business performance simply by using IT to capture and share lessons learned (Alavi & Leidner, 2001). Gold et al. (2001) found that it is an organization’s formal organizational structure and the incentive systems that make up its overall KM structure that support open sharing of valuable knowledge (Wood & Gray, 1991).

**Reward**

Money is the most obvious way for an organization to reward its employee for suitable behavior. Carrillo et al. (2004) surveyed UK construction organizations and found that most reward schemes in organizations were financially based. In order to encourage knowledge contributors to share, the organization can provide different forms of economic rewards such as salary increases, bonuses, job security, or promotions (He & Wei, 2008).
Results from recent empirical research also provide evidence that economic rewards significantly influence usage of electronic repositories by knowledge contributors (Kankanahalli et al., 2005). Thus, when individuals receive an economic reward for their knowledge, they will feel more motivated to share knowledge, which will lead them to generate more unique, useful, and creative ideas. They will feel that money is a fair exchange for their knowledge sharing behavior (Bartol & Srivastava, 2002). Furthermore, as a consequence of receiving money, an individual will experience a higher level of satisfaction (Osterloh & Frey, 2000).

Need for achievement

The second individual characteristic examined in this study is the need for power (nPow). Individuals with a high nPow are believed to seek influence and to drive themselves to achieve control over others (McClelland, 1985). Like nAch, the effect of nPow on creativity has been characterized from both objective and psychological points of view. From the objective point of view, high-nPow individuals tend to be ambitious and believe that they have influence over work outcomes. They attempt to gain control over their work environment and seek positions of authority and status. They are also more likely to win in organizational competitions (e.g., sales competitions) because they take more active roles in controlling their work schedules and attracting others’ recognition, resulting in higher productivity and better work results (Hon & Rensvold, 2006). These individuals are more likely to adopt creative roles in the workplace. From the psychological point of view, high-nPow individuals believe that they are powerful, capable, and able to control their work settings (McClelland, 1985). Research on personality (Alpander, 1991) has shown that the need for power control is one of the strongest and most deeply ingrained human needs. People are unlikely to feel the need for something they feel incapable of using; thus, high-nPow individuals are more likely to master power and to feel capable of shaping their work and work environments (Hon & Rensvold, 2006). As they are aware of power, people with a high nPow are more likely to exhibit creative performance than those with a low nPow.

Employees hope.

In order to consider whether or not AL predicts employees’ creativity through the mediating role of employees’ hope, the research must consider how employees’ hope relates to their creativity. Creativity “requires some level of internal, sustaining force that pushes individuals to persevere in the face of challenges inherent to creative work” (Shalley & Gilson, 2004). Creativity also requires challenging the status quo and a predisposition to accept possible failure (Zhou & George, 2003). Considering that according to the theory of hope developed by Snyder, hope may be seen as an “empowering way of thinking”, one may expect that individuals experiencing greater versus lower hope are more able to face those challenges successfully. Willpower leads hopeful employees to pursue goals and persevere when goal blockages arise (Snyder, 2000). Waypower leads them to look for alternative pathways when earlier ones are unworkable or impracticable (Snyder, 2002). Not all alternative pathways are necessarily new/useful, but hopeful people (at least when realizing the ineffectiveness of old/known alternative pathways) look for new/useful ideas and solutions more frequently than do employees lacking hope. Moreover, because hopeful employees enjoy goal pursuit, they are more intrinsically motivated and, as a consequence, tend to look for creative ways when implementing their “agency energy” (Zhou & Ren, 2012).

Research Objectives
Main Objectives
- Examining effective factors influencing employees creativity.
Sub Objectives
1- Identifying factors influencing employees creativity.
2- Measuring any of the factors influencing employees creativity.
3- Rating any of the factors influencing employees creativity.
4- Extracting the conceptual model about the factors influencing employees creativity.
5- Developing and drawing inclusions from the extracted conceptual model about the factors influencing employees creativity.

Research hypotheses
H₁: There is a significant and positive influence job performance in employees creativity.
H₂: There is a significant and positive influence authentic leadership in employees creativity.
H₃: There is a significant and positive influence intrinsic motivation in employees creativity.
H₄: There is a significant and positive influence reward in employees creativity.
H₅: There is a significant and positive influence need for achievement in employees creativity.
**H₆.** There is a significant and positive influence on employees' hope in employees' creativity.

**Model**

![Conceptual model diagram]


**Theoretical framework for research**

**RESEARCH METHOD**

Considering the subject of this research, the universe of this study is the clients' employees of exchange organization in Tehran-Iran. The sampling method and sample volume was determined by Morgan table. The universe was 440 people and sample volume was determined 205 persons. Samples were collected by the simple accidental sampling method. A closed questionnaire was used for collecting data and the questions were categorized into 6 sections with a value of 0-100. For analyzing data, path analysis was used.

**Kolmogorov-Smirnov test**

To use path analysis and regression method, errors must have a normal distribution. To examine this, Kolmogorov-Smirnov test is being used.

<table>
<thead>
<tr>
<th>Table 1: One-Sample Kolmogorov-Smirnov Test</th>
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</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>N</td>
</tr>
<tr>
<td>Kolmogorov-Smirnov Z</td>
</tr>
<tr>
<td>Asymp. Sig. (2-tailed)</td>
</tr>
</tbody>
</table>

In the table above, since p-value = 0.071 and p > 0.05, the hypothesis of being normalized is accepted.

A primary sample of 205 people were examined to do this research and as for getting sure of its reliability, Cronbach's Alpha was used. As it's shown in the table below, α =0.982, which proves the reliability of the questionnaire.

<table>
<thead>
<tr>
<th>Table 2: Reliability Statistics</th>
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</thead>
<tbody>
<tr>
<td>Cronbach’s Alpha</td>
</tr>
<tr>
<td>.982</td>
</tr>
</tbody>
</table>
In the table above, Cronbach’s alpha = 0.982 and α > 0.70, then it can be said that this questionnaire is reliable. In this model, the impact of independent variables such as job performance, authentic leadership, intrinsic motivation, reward, need for achievement and employees hope on the dependent variable of employees creativity is examined. Therefore, the model is illustrated as following:

Graph 2: The regression coefficients of independent variables in exchange organization.

In the figure above, 0.65 demonstrates regression coefficient between employees creativity and job performance variables, and 1.12 demonstrates the variance of reliability variable.

**Regression coefficients of variables in exchange organization**

The table above shows the calculated regression coefficients of independent variables on dependent ones. According to this table, the regression coefficient of the variable job performance is 0.653. Also, the calculated regression coefficient of authentic leadership is 0.548, Intrinsic Motivation = 0.768, Reward = 0.851, Need for Achievement = 0.722 and employees hope = 0.602. Considering the last column of this table which shows p-value related to independent variables coefficients being significant hypothesis, job performance 0.000, authentic leadership 0.000, Intrinsic Motivation 0.005, Reward 0.016, Need for Achievement 0.003, employees hope 0.007. Because all of these p-values < 0.05, as a result, it can be concluded that all of these coefficients are significant. In the second column, this table shows standard error and the third column shows the critical value, which is attained through dividing the coefficient estimation by the standard error.

**Table 3:** Regression coefficient of independent variables in exchange organization

<table>
<thead>
<tr>
<th></th>
<th>Estimate</th>
<th>S.E.</th>
<th>C.R.</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees Creativity</td>
<td>Job performance</td>
<td>.653</td>
<td>1.120</td>
<td>.209</td>
</tr>
<tr>
<td>Employees Creativity</td>
<td>Authentic Leadership</td>
<td>.548</td>
<td>2.051</td>
<td>.135</td>
</tr>
<tr>
<td>Employees Creativity</td>
<td>Intrinsic Motivation</td>
<td>.768</td>
<td>1.970</td>
<td>.193</td>
</tr>
<tr>
<td>Employees Creativity</td>
<td>Reward</td>
<td>.851</td>
<td>2.181</td>
<td>.204</td>
</tr>
<tr>
<td>Employees Creativity</td>
<td>Need for Achievement</td>
<td>.722</td>
<td>2.142</td>
<td>.174</td>
</tr>
<tr>
<td>Employees Creativity</td>
<td>Employees Hope</td>
<td>.602</td>
<td>1.771</td>
<td>.160</td>
</tr>
</tbody>
</table>
Structural equation
In this article, independent variables like job performance is shown by $X_1$, authentic leadership $X_2$, Intrinsic Motivation $X_3$, Reward $X_4$, Need for Achievement $X_5$, employees hope $X_6$, and the dependent variable of employees creativity is shown by $Y$. According to the regressional coefficients, the linear regressional model being fitted to data is as follows:

$$Y = 0.11 + 0.65x_1 + 0.54x_2 + 0.76x_3 + 0.85x_4 + 0.72x_5 + 0.60x_6.$$  

Standardized Regression Weights
The standardized coefficients of independent variables have been shown in the graph below.

<table>
<thead>
<tr>
<th>Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>employees creativity ← job performance</td>
</tr>
<tr>
<td>employees creativity ← authentic leadership</td>
</tr>
<tr>
<td>employees creativity ← intrinsic motivation</td>
</tr>
<tr>
<td>employees creativity ← Reward</td>
</tr>
<tr>
<td>employees creativity ← need for achievement</td>
</tr>
<tr>
<td>employees creativity ← employees hope</td>
</tr>
</tbody>
</table>

As it is obvious from the table above, the variable of Reward has the most impact and Authentic leadership has the least impact on the variable of employees creativity.

Comparing the independent model and the proposed model
In order to examine the suitability of the model, the following criteria are used. The nearer the values of these criteria to 1, the more suitable the model will be. The independent model is a kind of model in which there’s no relationship among variables, being called a basic model.

<table>
<thead>
<tr>
<th>RMSEA</th>
<th>AGFI</th>
<th>GFI</th>
<th>CFI</th>
<th>IFI</th>
<th>RFI</th>
<th>NFI</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>0.021</td>
<td>0.804</td>
<td>0.832</td>
<td>0.744</td>
<td>0.920</td>
<td>0.718</td>
<td>0.912</td>
<td>proposed model</td>
</tr>
<tr>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td>independent model</td>
</tr>
</tbody>
</table>

The values of the table above proves the suitability of the model.

K2 of the suggested models
The following table shows the K2 value for the suggested model.

<table>
<thead>
<tr>
<th>CMIN</th>
<th>DF</th>
<th>CMIN/DF</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>39.018</td>
<td>21</td>
<td>1.858</td>
<td>0.000</td>
</tr>
</tbody>
</table>

For this model, $\chi^2 = 39.018$, degrees of freedom = 21 and sig = 0.000, and because sig < 0.05, it is concluded that the regression model being fitted among dependent and independent variables is significant and suitable.

Conclusion
H1. There is a significant and positive relationship between job performance and employees creativity.
According to the achieved results, there is a significant and positive relationship between job performance and employees creativity with a sig of 0.000 and a regression coefficient of 0.65. Therefore, it can be stated that there is a strong relationship between employees creativity and job performance, and the regression coefficients between the two stated variables is direct (positive). As a result, it can be said that job performance influences employees creativity and in customers’ point of view; the more the job performance, the better the employees creativity, therefore, the hypothesis is accepted.

H2. There is a significant and positive relationship between authentic leadership and employees creativity.
According to the achieved results, there is a significant and positive relationship between authentic leadership and employees creativity with a sig of 0.000 and a regression coefficient of 0.54. Therefore, it can be stated that there is a
strong relationship between employees creativity and authentic leadership, and the regression coefficients between the two stated variables is direct (positive). As a result, it can be said that authentic leadership influences employees creativity and in customers point of views; the more the authentic leadership, the better. Employees creativity, therefore, the hypothesis is accepted.

**H3.** There is a significant and positive relationship between Intrinsic Motivation and employees creativity. According to the achieved results; there is a significant and positive relationship between Intrinsic Motivation and employees creativity with a sig of 0.005 and a regression coefficient of 0.76. Therefore, it can be stated that there is a strong relationship between employees creativity and Intrinsic Motivation, and the regression coefficients between the two stated variables are direct (positive). As a result, it can be said that Intrinsic Motivation influences employees creativity and in customers point of views; the more the Intrinsic Motivation, the better. Employees creativity, therefore, the hypothesis is accepted.

**H4.** There is a significant and positive relationship between Reward and employees creativity. According to the achieved results; there is a significant and positive relationship between Reward and employees creativity with a sig of 0.016 and a regression coefficient of 0.85. Therefore, it can be stated that there is a strong relationship between employees creativity and Reward, and the regression coefficients between the two stated variables are direct (positive). As a result, it can be said that Reward influences employees creativity and in customers point of views; the more the Reward, the better. Employees creativity, therefore, the hypothesis is accepted.

**H5.** There is a significant and positive relationship between Need for Achievement and employees creativity. According to the achieved results; there is a significant and positive relationship between Need for Achievement and employees creativity with a sig of 0.003 and a regression coefficient of 0.72. Therefore, it can be stated that there is a strong relationship between employees creativity and Need for Achievement, and the regression coefficients between the two stated variables are direct (positive). As a result, it can be said that Need for Achievement influences employees creativity and in customers point of views; the more the Need for Achievement, the better. Employees creativity, therefore, the hypothesis is accepted.

**H6.** There is a significant and positive relationship between employees hope and employees creativity. According to the achieved results; there is a significant and positive relationship between employees hope and employees creativity with a sig of 0.007 and a regression coefficient of 0.60. Therefore, it can be stated that there is a strong relationship between employees creativity and employees hope, and the regression coefficients between the two stated variables are direct (positive). As a result, it can be said that employees hope influences employees creativity and in customers point of views; the more the employees hope, the better. Employees creativity, therefore, the hypothesis is accepted.

The results attained from analyzing data demonstrate that all effective factors in fluencing employees creativity have a strong and significant impact, but the factor of reward and intrinsic motivation has more impact on employees creativity exchange organization in Iran. According to the results of the proposed model is practical and efficient impression it can be expanded for future research. However, future research studies to be completed in connection with the proposed employee creativity is expressed:
- Studying the relationship between such variables, employees stress and Motivation, into job satisfaction.
- Studying the relationship between such variables, style life and job quiet, into employees creativity.
- Studying the relationship between such variables, scale reward and reduction stress, into group Motivation.
REFERENCES