

Design and Creative Staff Explanatory Model-Case Study: Comparing Hamrah Aval and MTN Staff

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ABSTRACT

Employee creativity is a key factor for improving organizational productivity, that makes the job satisfaction, synergies, effectiveness, commitment to work and the lack of turnover. That's why this study is to design and introduce the variables that could be created by the staff to be creative. Data collection questionnaire Rate 0-100 and simple non-sampling methods, sample size is Morgan. To test and analyze the study's data and software path analysis and structural equation is utilized. Their results suggest that the variable of reputation feedback in Iran cell and Autonomy in hamrahaval has the most impact and Motivation in Iran cell and need satisfaction in harahaval has the least impact on the variable of employee creativity.

KEY WORDS: Employees Creativity, Autonomy, Reputation Feedback, Need Satisfaction, Reward, Motivation.

INTRODUCTION

In today's complex business environments, it is certain that firms delivering the same products and services in the same way will not long survive in general at the mature phase of industry life cycle in particular. So creativity is often presented as an imperative for long-term organizational success and survival. Thus individual creativity workplace has been of growing concern for researchers and practitioners (Hülya& Ayse.2011). Creativity is considered as a key to personal and organizational social prosperity; creativity signifies the production of novel and useful ideas, and marks the starting point for innovation and entrepreneurship (Leonidas et al.2010). As a construct relevant to business management, creativity has been explored from several standpoints. Organizations value creativity because it assists in responding to rapidly changing global and external forces and provides the stimulus for internal flexibility and revitalization. Definitions of creativity are widely contested. It has been described as an individual skill or process, which "depends to some extent on personality characteristics", and one, which is of interest for this study that, can be heightened when aligned with intrinsic (task) motivation (Richardet al.2010). Creativity is the generation of ideas that are simultaneously novel and useful. Coordination is the effective management of interdependencies among tasks and resources. Organization theory teaches us that: (a) creativity is needed to the extent that tasks are uncertain (i.e., their successful performance requires solving relatively new problems), and (b) coordination is needed to the extent that tasks are both complex (involve relatively numerous types of problems) and interdependent (the solutions to these problems are relatively more closely linked by input, output, or process dependencies)(Paul & Clara.2011).According to the above-mentioned subject matter, the question arises whether the variables presented in this study is related to creativity of employees in the company HamrahAval and MTN? The results of this study can be applied to employees HamrahAval and MTN?

Conceptual definitions of variables

Autonomy: 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 (Hülya&Ayse .2011).

Need satisfaction: One reason the concept of needs has been so appealing is that it has heuristic utility for delineating dimensions of the environment that would be expected, a priori, to lead to positive versus negative work-related outcomes. Aspects of the environment likely to allow need satisfaction are predicted to yield positive outcomes, whereas those likely to thwart need satisfaction are predicted to yield negative outcomes (Nasrin Arshadi.2010).

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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. Results from recent empirical research also provide evidence that economic rewards significantly influence usage of electronic repositories by knowledge contributors. 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. Furthermore, as a consequence of receiving money, an individual will experience a higher level of satisfaction (Parvaneh Gelard *et al.* 2013).

Extrinsic motivation: Information system research has demonstrated the value of studying intrinsic and extrinsic motivation. When an employee is motivated it means he/she is moved to do something. Since motivation is therefore a main concern of any manager, it has been one of the most studied factors in KM¹, and it has been identified as a key determinant in information technology acceptance behavior (Shin *et al.* 2011).

Conceptual framework and hypotheses

Research Objectives

Main Objectives

- Examining effective factors influencing Employees Creativity

Sub Objectives

- Identify the relationship between autonomy and creativity of employees.
- Identify the relationship between reputation feedback and creativity of employees.
- Identify the relationship between need satisfaction and creativity of employees.
- Identify the relationship between reward and creativity of employees.
- Identify the relationship between motivation and creativity of employees.

Research hypotheses

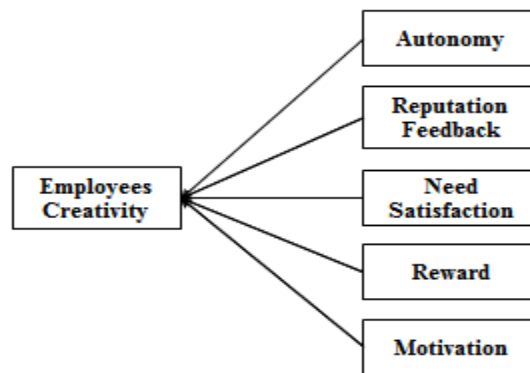
H₁. There is a significant and positive influence of autonomy on employees' creativity.

H₂. There is a significant and positive influence of reputation feedback on employees' creativity.

H₃. There is a significant and positive influence of need satisfaction on employees' creativity.

H₄. There is a significant and positive influence of reward on employees' creativity.

H₅. There is a significant and positive influence of motivation on employees' creativity.



The proposed model

¹ Knowledge management

Graph 1: The Conceptual model of examining the effective factors (Autonomy, Resources & Technology, Need Satisfaction, Reward, Motivation) influencing Employees Creativity (taken from: Parvaneh Gelard et al. 2012, Shin et al. 2011, Nasrin. 2010).

Theoretical framework for research

Research Method

Considering the subject of this research, the universe of this study is the employees of the main branches of irancell and hamrahaval in Tehran province-Iran. The sampling method and sample volume was determined by morgan table. The universe was 136 employees irancell and 127 employees hamrahaval sample volume. Samples were collected by the simple accidental sampling method. A closed questionnaire was used for collecting data and the questions were categorized into 7 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 2: One-Sample Kolmogorov-Smirnov Test

	Error	
	Irancell	Hamrahaval
N	136	127
Kolmogorov-Smirnov Z	.109	.135
Asymp. Sig. (2-tailed)	.068	.074

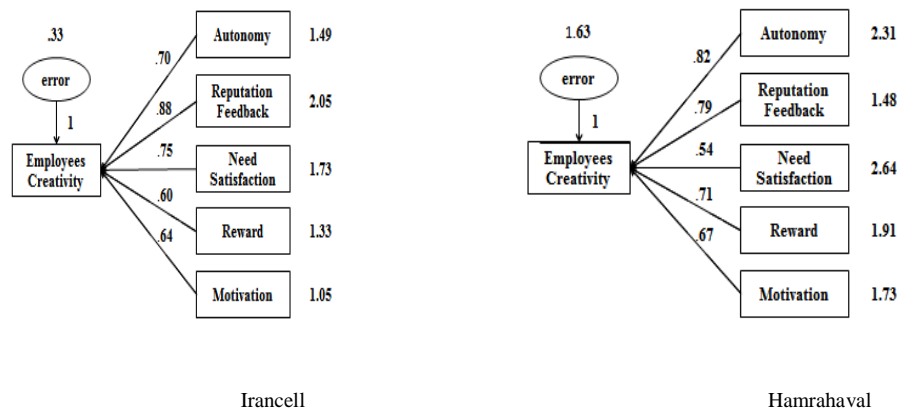
In the table above, Since p-value = 0.068 (irancell) p-value = 0.074 (hamrahaval) and $p > 0.05$, the hypothesis of being normalized is accepted.

A primary sample of 136 (irancell) and 127 (hamrahaval) people were examined to do this research and as for getting sure of its reliability, cronbachs Alpha was used. As it's shown in the table below, $\alpha = 0.849$ (irancell) $\alpha = 0.801$ (hamrahaval), which proves the reliability of the questionnaire.

Table 3: Reliability Statistics

	Cronbach's Alpha	N of Items
irancell	.849	28
hamrahaval	.801	28

In the table above, cronbachs alpha = 0.849 (irancell) and 0.801 (hamrahaval) and $\alpha > 0.70$, then it can be said that this questionnaire is reliable. In this model, the impact of independent variables such as satisfaction, brand value, verbal advertising, commitment, Trust, perceived quality influencing Loyalty to brand is examined. Therefore, the model is illustrated as following:



Graph 2: The regression coefficients of independent variables in irancell and hamrahaval.

In the figure above, 0.70 (irancell) and 0.82 (hamrahaval) demonstrates regression coefficient between Employees Creativity and Autonomy variables, and 1.49 (irancell) and 2.31 (hamrahaval) demonstrates the variance of reliability variable.

Regression coefficients of variables in irancell and hamrahaval

The table above shows the calculated regression coefficients of independent variables on dependent ones. According to this table, the regression coefficient of the variable Autonomy is 0.70(irancell) and 0.82 (hamrahaval). Also, the calculated regression coefficient of Reputation feedback is 0.88 (irancell) and 0.79 (hamrahaval),Need Satisfaction =0.75 (irancell) and 0.54 (hamrahaval),Reward =0.60(irancell) and 0.71 (hamrahaval),Motivation = 0.64 (irancell) and 0.67 (hamrahaval).Considering the last column of this table which shows p- value related to independent variables coefficients being significant hypothesis. Autonomy 0.031(irancell) and 0.000 (hamrahaval), Reputation feedback 0.018(irancell) and 0.011 (hamrahaval), Need Satisfaction 0.025(irancell) and 0.017 (hamrahaval), Reward 0.000 (irancell) and 0.005 (hamrahaval), Motivation 0.000(irancell) and 0.000 (hamrahaval), 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 4: Regression coefficient of independent variables in irancell and hamrahaval

			Estimate	S.E.	C.R	P	Estimate	S.E.	C.R	P
			Irancell				Hamrahaval			
Employees Creativity	<---	Autonomy	.70	1.22	.269	.031	.82	1.51	.548	***
Employees Creativity	<---	Reputation feedback	.88	1.43	.630	.018	.79	1.21	.635	.011
Employees Creativity	<---	Need Satisfaction	.75	1.31	.548	.025	.54	1.62	.359	.017
Employees Creativity	<---	Reward	.60	1.15	.741	***	.71	1.38	.512	.005
Employees Creativity	<---	Motivation	.64	1.02	.269	***	.67	1.31	.489	***

Structural equation

In this article, independent variables like Autonomy is shown by X_1 , Reputation feedback X_2 ,Need Satisfaction X_3 ,Reward X_4 ,Motivation X_5 and the dependent variable of Employees Creativity to brand is shown by Y . According to the regressional coefficients, the linear regressional model beging fitted to data, is as follows:

$$\text{Irancell } Y = 0.29 + 0.70 x_1 + 0.88 x_2 + 0.75 x_3 + 0.60 x_4 + 0.64 x_5.$$

$$\text{Hamrahaval } Y = 0.18 + 0.82 x_1 + 0.79 x_2 + 0.54 x_3 + 0.71 x_4 + 0.67 x_5.$$

Standardized Regression Weights

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

Table 5: the standardized coefficients of variables

			Estimate	
			Irancell	Hamrahaval
Employees Creativity	<---	Autonomy	.74	.79
Employees Creativity	<---	Reputation feedback	.91	.75
Employees Creativity	<---	Need Satisfaction	.73	.61
Employees Creativity	<---	Reward	.68	.77
Employees Creativity	<---	Motivation	.59	.74

As h's obvious from the table above, the variable of reputation feedback in irancell and Autonomy in hamrahaval has the most impact and Motivation in irancell and need satisfaction in harahaval 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 6: comparing the suggested and independent model in irancell and hamrahaval

RMSEA	AGFI	GFI	CFI	IFI	RFI	NFI	Irancell
0.034	0.740	0.766	0.830	0.864	0.805	0.789	proposed model
0.000	0.000	0.000	0.000	0.000	0.000	0.000	independent model

RMSEA	AGFI	GFI	CFI	IFI	RFI	NFI	Hamrahaval
0.050	0.842	0.830	0.793	0.770	0.861	0.837	proposed model
0.000	0.000	0.000	0.000	0.000	0.000	0.000	independent model

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 6: K2 of the suggested model in irancell and hamrahaval

Irancell	CMIN	DF	CMIN/DF	P
	21.378	21	1.018	0.014

Hamrahaval	CMIN	DF	CMIN/DF	P
	30.807	21	1.467	0.031

For this model, $\chi^2 = 21.378$ in irancell and $\chi^2 = 30.807$ in harahaval, degrees of freedom = 21 and sig = 0.014 in irancell and 0.031 in hamrahaval, and because sig < 0.05, its concluded that the regressional model being fitted among dependent and independent variables is significant and suitable.

Conclusion

H₁. There's significant and positive relationship between autonomy and employees creativity.

According to the achieved results; there's a significant and positive relationship between autonomy and employees creativity with a sig of 0.031 (irancell) and 0.000 (hamrahaval) and a regression coefficient of 0.70 (irancell) and 0.82 (hamrahaval). Therefore, it can be stated that there's a strong relationship between employees creativity and autonomy, and the regression coefficients between the two stated variables is direct (positive). As a result, it can be said that autonomy influences employees creativity and in customers point of views; The more the autonomy, the better the. Employees creativity, therefore, the hypothesis is accepted.

H₂. There's a significant and positive relationship between reputation feedback and employees creativity.

According to the achieved results; there's a significant and positive relationship between reputation feedback and employees creativity with a sig of 0.018 (irancell) and 0.011 (hamrahaval) and a regression coefficient of 0.88 (irancell) and 0.79 (hamrahaval). Therefore, it can be stated that there's a strong relationship between employees creativity and reputation feedback, and the regression coefficients between the two stated variables is direct (positive). As a result, it can be said that reputation feedback influences employees creativity and in customers point of views; The more the reputation feedback, the better the. Employees creativity, therefore, the hypothesis is accepted.

H₃. There's significant and positive relationship between need satisfaction and employees creativity.

According to the achieved results; there's a significant and positive relationship between need satisfaction and employees creativity with a sig of 0.025 (irancell) and 0.017 (hamrahaval) and a regression coefficient of

0.75(irancell) and 0.54 (hamrahaval).Therefore, it can be stated that there's a strong relationship between employees creativity and need satisfaction, and the regression coefficients between the two stated variables is direct (positive).As a result, it can be said that need satisfaction influences employees creativity and in customers point of views; The more the need satisfaction,the better the.Employees creativity, therefore, the hypothesis is accepted.

H₄.Theres a significant and positive relationship between rewardandemployees creativity.

According to the achieved results; theres a significant and positive relationship between reward and employees creativity with a sig of 0.000(irancell) and 0.005 (hamrahaval) and a regression coefficient of 0.60 (irancell) and 0.71 (hamrahaval). Therefore, it can be stated that there's a strong relationship between employees creativity and reward, and the regression coefficients between the two stated variables is 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 the.Employees creativity, therefore, the hypothesis is accepted.

H₅.Theres a significant and positive relationship between motivationandemployees creativity.

According to the achieved results; there's a significant and positive relationship between motivation and employees creativity with a sig of 0.000 (irancell) and 0.000 (hamrahaval) and a regression coefficient of 0.64(irancell) and 0.67 (hamrahaval). Therefore, it can be stated that there's a strong relationship between employees creativity and motivation, and the regression coefficients between the two stated variables is direct (positive).As a result, it can be said that motivation influences employees creativity and in customers point of views; The more the motivation,the better the.Employees creativity, therefore, the hypothesis is accepted.According to the results of this research can be concluded that the proposed model is practical and efficient, Organizations and companies can benefit from the results of this research to develop creativity in their employees. In this context, this paper proposes some suggestions for future research:

- This review NGOs Iranian model.
- The relationship between employee creativity and organizational ability.
- The relationship between employee creativity in the sub-outsourcing resources.

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