

Investigation of Circular Relationship between Organizational Commitment, Organizational Creativity, Job Stress and Achievement Motivation of Employees in Mellat Bank of Shar-e Babak

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ABSTRACT

This research aims to investigate circular relationship between four variables, organizational commitment, organizational creativity, job stress and achievement motivation, which each one is independent variable for next variable (as dependent variable). Accordingly a model was designed and tested. For this purpose, sample size of 97 people was selected among 200 employees of Bank Mellat in Shahr-e Babak using Morgan table. Four questionnaires including Allen and Meyer's "organizational commitment" (1987), Torrence's "organizational creativity" (1990), Hellriegel and Slocum's job stress (1996) and Hermens's achievement motivation ATM (1997) were used to collect data, all of them were standard and their validity was confirmed. Reliability of questionnaire was evaluated and confirmed by Alpha Cronbach. In inferential statistics, Kolmogorov-Smirno was used to determine the normality of variables according to developed hypotheses and also correlation analysis techniques test, structural Equation Model are used using AMOS 22 and SPSS20. Results show that the model is confirmed. At the end, some recommendations are presented according to the results of each hypothesis.

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INTRODUCTION

Today, with advances in science and technology, societies move towards complexity and specialization. Organizations as entities in this society aren't excluded from this rule. The consequence of this complexity and specialization process is existence of a competitive world which committed, motivated and skilled Human resources are requirements of this world. Organizational commitment is an attitude of employees' loyalty to the organization and a continuous process. Studies have shown that organizational commitment leads to desirable results, such as the labor force participation and active involvement in organizational affairs, lower turnover and higher performance. On the other hand, with the increasing development of science and technology and the massive flow of information, today, our society requires skills that help it to keep pace with the development of science and technology progress. The goal should be to foster people who can face with problems by a creative brain and resolve them. Nowadays, our people need to teach creativity to step towards prosperous society with creation of new ideas. Today complex life is being new at the moment and creativity and innovation are necessary to sustain active life. Human requires innovation to create vitality and dynamism in life to satisfy his motivation of diversity seeking. Human society needs development and innovation to survive and escape from death and stagnation. Today, the slogan "Destruction awaiting you unless you are creative and innovative" is in front of all the people and organizations. Therefore it is necessary to create an opportunity to achieve the goals and ideals of society by which new perceptual causes are provided from cognitive and thought processes for people and they hereby look at the relevant issues and aspects [9].

In this research, we investigate circular relationship of four variables including organizational commitment, organizational creativity, job stress and motivation of achievement that respectively each one is independent variable of next variable (as dependent variable). And also we measure the impact of two variables

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of organizational creativity and job stress as intermediate variable between two variables of organizational commitment and motivation of achievement.

Theoretical foundations:

Organizational commitment:

Organizational commitment is a multidimensional construct that has special effects on work and employment issues such as reduced absenteeism, dysfunctional behaviors and job turnover [17], self-reported organizational citizenship behaviors [14], Work effort [7] Bisiyo, Hackett and Allen 1995) and Job performance [13].

In available resource on organizational commitment, there are generally two views about this concept: In a vision, organizational commitment can be considered as an attitudinal or affective issue. According to this view, organizational commitment is strong interest in the organization and identify with it and conceptually, at least three factors can be considered for it: 1. Acceptance and strong belief in the goals and values of the organization; 2. The desire to make a strong effort to achieve organizational goals; 3. Immense desire to stay and join the organization. In second view, organizational commitment is deemed to be behavioral issue. This obligation is called an arithmetic commitment that is based on pristine theoretical work. In this view, people attach to organization because of their benefits and investment and continue its membership in the Organization.

In this research organizational commitment according Allen and Meyer is:

Affective commitment 2: Organizational Commitment is a kind of emotional attachment to the organization. Continued commitment 3: Tend to do regular activities based on individual recognition of the costs associated with leaving the organization.

Normative commitment 4: means that people remain in organization because they feel that they should not leave the organization.

Organizational creativity:

Bentley states that creativity is application of knowledge and skills in new ways to achieve worthwhile results [6]. Creativity is an emergence and production that is new idea and thought, while innovation is implementation of that idea and thought. In other hands, creativity refers to creation of new idea and thought and innovation means application of new idea (Alvani 2002). In fact, criteria of being thoughtful is principal part of creativity that permit us to exclude new effects but insufficient from creativity range [18].

Job stress:

Job stress is an issue that Job seekers should pay significant attention to it and consider emotional and psychological issues in their recruitment process of job [3].

Job stress can be defined as accumulation of stress making factors and job related situation that most people agree about its stress making. One of stressful situation and relevant to work is that in one hand, employee expose to demands or pressures being placed in the workplace and on the other hand, they have limited time available to satisfy these demands. It is natural that because they cannot cope with it, face with successive prig of supervisors. In other word, stress result from work is subject to certain individuals over a certain job. There are some points in this definition: An employed person to what extent have experience (Experienced or novice), how much is his strength and his weakness in dealing with the current situation and what kind of personality he shows in his workplace. These definitions are appropriate in their place because one relies on certain aspects of workplace and other is related to certain feature and aspect of individual personality. In these two definitions, one point is missing that is interaction between individual and environment. Therefore, our definition of job stress is: Interaction between employed person and working conditions is in a way that works demands and as a result the pressures associated with it is more than one can afford them. This definition is related to person-environment context [16].

Achievement motivation:

Motivation is a set of processes causing stimulation, orientation and preservation of human behavior to achieve a goal. Achievement is the one of basic and determinant needs of human behavior which is known as one of sight for self-actualization. This need is one of the most major tools that draw motivation from outside to inside and transfer the control to the person [11]. John Atkinson considers the achievement motivation as a consequence of the tendency to achievement and tendency to avoid. Tendency to achievement exists from multiple connection of achievement motivation, possibility to achieve success and incentive value of success. The tendency to avoid of failure forms from multiple connection of motivation to avoid failure, subjective probability of failure and incentive value of avoiding failure [15].

Research background:

Hajloo *et al* [10] in a research titled investigation of relationship between organizational creativity, job stress and achievement motivation with organizational commitment of nurses concluded as following:

Organizational creativity, job stress and achievement motivation could appropriately predict organizational commitment of nurses. There is positive relationship between organizational creativity and achievement motivation while there are negative relationship between organizational creativity and job stress and achievement motivation and job stress. Meanwhile, the official employe esshowedgreater organizational commitment comparing with contractual employees.

GhasemiAfsjar [8] achieved following results in a research titled Explainthe relationship betweencreativityandachievement motivation withentrepreneurshipfromthe staff perspective of Cooperatives, Labour and Social Welfare Office in Hormozgan province:

There is significant relationship between creativity and entrepreneurship and among its components only two components, innovation and flexibility, are able to predict entrepreneurship. Meanwhile, there is significant relationship between achievement motivation and entrepreneurship and components of high ambition, strong motivationand foresight are able to predict entrepreneurship.

Ahmadi, Ebadollah [1], in other research titled relationship of organizational creativity and job satisfaction among employees of Fars Agriculture of Jihad Organization concluded that there is negative significant relationship between organizational creativity and job satisfaction.

Azad Marzabadi *et al* [5] in a research titled relationship between Organizational spirituality with psychological empowerment, creativity, Spiritual Intelligence, job stress and job satisfaction of Staff University concluded that:

There is positive significant relationship between Organizational spirituality with psychological empowerment, creativity, job stress. Also there is significant relationship between Careerhistories with organizational spirituality.

*Research hypotheses:**Main hypothesis:*

There is circular unidirectionalrelationship between Organizational commitment, organizational creativity, and job stress and achievement motivation.

Secondary hypothesis 1: there is positive relationship between organizational commitment with organizational creativity.

Secondary hypothesis 2: there is positive relationship between organizational creativity with achievement motivation.

Secondary hypothesis 3: there is negative relationship between achievement motivation and job stress.

Secondary hypothesis 4: there is negative relationship between job stress and organizational commitment.

Secondary hypothesis 5: job stress has intermediate role in relationship with organizational commitment and achievement motivation.

Secondary hypothesis 6: organizational creativity has intermediate role in relationship with achievement motivation and organizational commitment.

Conceptual model of research:*Methodology:*

According subjects and hypothesis, current study is applied one in terms of goal and descriptive correlative one in terms of methodology. The data is gathered by field and non-field method.

Population and sample:

Population of this study include all staff of Bank Mellat in Shahr-e Babak who are 200 people according statistic of Personnel department and is considered regarding the population characteristics of simpler random sampling. Sample volume was calculated 97 people using Morgan table.

Research tools:

Research tools include four questionnaires, Allen and Meyer's organizational commitment questionnaire including 18 questions in 3 heading (1-affective commitment, 2- continuance commitment 3- Normative commitment), each questions is graded from one to five according Likert scale. Tornece's organizational creativity questionnaire include 60 questions with four components (1- fluid, 2- innovation, 3- flexibility and 4- expansion) and Hellriegel and Slocum's job stress questionnaire (1996) includes 10 questions in 3 parts (1-Physical environment, 2- job conflict, 3- role ambiguity), each question including 5 option (Always, often, sometimes, rarely or never) and Hermence's achievement motivation questionnaire (ATM) (1977) with 29 items that evaluate 10 characteristics (1- high ambition, 2- strong motivation, 3- Long resistance, 4- retry, 5- time perception, 6- forethought, 7- efficiency, 8- effectiveness, 9- selection of a good friend, 10- low risk) and is as half-finished sentences that each sentences is followed by four options and one of them should be selected by respondent. All of them are standard and their validity is confirmed. Reliability of questionnaire was evaluated by Alpha Cronbach (table 1).

Table 1: Alpha Cronbach coefficient for research variables of final sample.

Variable	Alpha coefficient
Organizational commitment	0.9014
Organizational creativity	0.7149
Job stress	0.8881
Achievement motivation	0.8952

Statistical methods:

Descriptive and inferential statistics were used to analyze data of this research. In descriptive part, Central (mean) and dispersion (SD) indices and minimum and maximum are calculated. In inferential statistics considering developed hypotheses, Kolmogorov-Smirnov test was used to determine normality of variables and correlation analysis techniques test, structural equation model using AMOS 22 and 20SPSS were used.

Research findings:

In this part, it is investigated how to distribute the statistical sample in terms of the most important variables such as gender, work experience of respondent. 81.8% of respondents were male and 17.2% female in terms of gender. Regarding work experience, about 14.5% have less than 5 years experiences, 12.4% between 6-10 years, 26.4% between 11 to 15 years, 18.3% between 16 to 20 years and 11.6% between 21-25 years and 14.1% more than 25 years and 4.4% didn't answer to this question.

Using factor loadings, factor analysis and forming observed variables, achievement motivation, job stress, organizational commitment and organizational creativity for their hidden variables and a summary of their descriptive statistics are demonstrated in table (2).

Table 2: descriptive statistics of research variables and their dimensions.

Variable	mean	Standard deviation	Min	Max
Achievement motivation	3.25	0.558	1.4	4.7
Job stress	2.41	0.77	1.1	3.8
Organizational creativity	3.01	0.816	1.3	4.6
Organizational commitment	3.2	0.96	1.2	4.7

It is worth nothing that Kolmogorov-Smirnov test was conducted before testing hypothesis to determine used statistic method. Accordingly, all data have normal distribution. Therefore, parametric statistical techniques were used to analyze data. Figure (1) demonstrates path analysis between organizational commitment, organizational creativity and achievement motivation.

Chi square indicator, RMSEA, GFI and NFI are presented in table (3) for above mentioned, accordingly we can conclude that model have an appropriate fitting.

This conclusion is obtained according figure (1) and table (3) and calculating values of T for testing the significance of the coefficients. In addition to confirming the generality of model, path coefficient between achievement motivation and organizational creativity is more than other paths. Nevertheless all paths are significant. It means that secondary hypothesis 1 and 2 are hold in significant mood and also secondary hypothesis 6 is significant base on confirming the generality of model.

In figure (2) diagram of path analysis is presented between achievement motivation with job stress and organizational commitment.

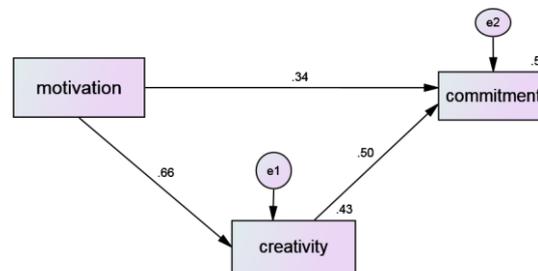


Fig. 1: path analysis diagram of achievement motivation, organizational creativity and organizational commitment.

Table 3: fitting indicators of path analysis (1).

Conclusion	NFI	GFI	RMSEA	Chi-Square (sig)
Generality of model is confirmed	0.866	0.762	0.063	294.7 (0.000)

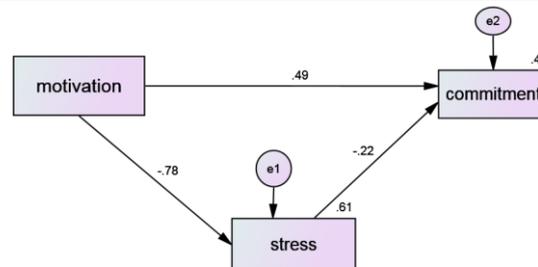


Fig. 2: diagram of path analysis (2) between achievement motivation and job stress and organizational commitment.

Chi square indicator, RMSEA, GFI and NFI are presented in table (4) that was demonstrated in figure (2) for path analysis (2), accordingly we can conclude that model have an appropriate fitting.

Table 4: fitting indicators of path analysis (2).

Conclusion	NFI	GFI	RMSEA	Chi-Square (sig)
The generality of model is confirmed	0.83	0.787	0.065	283.7 (0.000)

This conclusion is obtained according figure (2) and table (4) and calculating values of T for testing the significance of the coefficients. In addition to confirming the generality of model, path coefficient between achievement motivation and job stress is more than other paths with negative effect. Nevertheless all paths are significant. It means that secondary hypothesis 3 and 4 are hold in significant mood and also secondary hypothesis 5 is significant according confirming the generality of model.

Conclusions and Recommendations:

According results from model (1) and (2) we can conclude that the conceptual model is confirmed. This result is compliance with similar research including GhasemiAfshar, Azad Abbadiet, Ahmadi and Hajlooet about making relationship between research variables. Therefore it is recommended that:

Managers of Mellat Bank in Shahr-e Babak can increase their level of tolerance toward life and job stress by proceedings associated with common problems in the organization such as inter-organizational disputes, violation of the rights of individuals, Neglect of client and also holding training classes and meanwhile providing strategies to reduce the level of stress to make security and job satisfaction thatall cause to reduce job stress and a kind of investment in order to upgrade the level of organizational commitment.

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