THE EFFECTS OF CREATIVE DECISION MAKING IN ORGANIZATIONAL COMMITMENT (CASE STUDY OF MASHIZ'S BANK EMPLOYEES)

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Abstract: *This research has attempted to consider the role of the creative decision making in organizational Commitment. Aiming at studying the contributing factors in establishing and strengthening organizational commitment, the study deals with how factors such as job security, participation in ownership, participation in goal-setting and participation in decision-makings can make a difference in Mashiz's Bank employees' organizational commitment in the city of Zahdan. Accordingly 6 hypotheses have developed and after identifying the statistical community with using the Cochran formula 80 respondents selected as sample size by random sampling and information gathered by using questionnaire. After that descriptive statistics (chart and table) and inferential statistics (SPSS software) were used to analyze and test hypotheses. According to the research results, it was shown that level of participation in decision-making, job security, participation in goal-setting, and participation in ownership are the most influential factors in establishing and strengthening health care training center employees' commitment in the study population, respectively. Also Finding showed that there are significant and positive relationships between the organizational Commitment and all independent variables (new resolutions, identifying resolution, experience and knowledge, trust between the members of decision making team, individuals' motive and confidence and valuable goals).*

Key words: *organizational commitment, creative decision making, newness of solutions, understanding solutions, valuable goals*

INTRODUCTION

As an organization weakness that currently attracted the attention of researchers and experts in organizational behavior, decreased organizational commitment is considered, which does not simply refer to individual loyalty to an organization; however, it is an ongoing process by which organization employees express their interest in organization, and its objectives and values. Ching-Fu Chen (2006) views organizational commitment as an effective response to the whole organization. Erdheim, Wang & Zickar (2006) introduced organizational commitment as a mental state that determines type of the relationship of employee with organization, the

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linkage constitutes implications that determine the continuance of employee's membership in the organization.

Organizational commitment is a working attitude (attitude represent how persons' feelings about something work) (Robbins, 1995), which is directly related to employee's participation and tendency to stay in organization, in that it is particularly related to organization's performance (Mathieu and Zajac, 1990). Organizational commitment can make good information on planning, organizing, increased efficiency, high performance, reduced absenteeism, and delay available to managers (Hixm and Sireg, 1990).

Accordingly, it is evident that recognition and application of determining factors in organizational commitment can influence organization's efficiency; because the general attitude of organizational commitment is vital to the understanding of organizational behavior as well as a good predictor of the emergence of organizational citizenship behavior and the tendency to remain in organization (Thomas *et al.,* 2006). Generally speaking, organizational commitment as a core of job attitude which determines how employees act intellectually and behave toward their jobs could call on many researchers to conduct studies in this regard (Baker *et al.*, 2006). In the present circumstances where work and employment are recognized by change and vitality, employees are less likely linking themselves to their employers. In the perspective of an organization, this seems problematic, because the decline of labor's productivity from an optimal level is synonymous with the demise of organizational commitment (Hixm and Sireg, 1990). Since organizations are in need of employees with higher performance level in order to achieve its goals and efficiency, and the crucial matters calls for employees committed and loyal to organization and its goals, senior managers of organizations are required to know some information so that they can retain employees' level of commitment at a desirable level by means of decent strategies. It is crystal clear that recognition of determining factors in organizational commitment and methods of improving it as well as laying the foundations for their application can allow for members' satisfaction and commitment as well as organization's efficiency, and eventually increasing organization's productivity. Accordingly, the present study seeks to explore the linkages between the factors among the employees of health care education centers in Zahdan and prioritize them in an attempt to explain why such factors as job security, participation in ownership, participation in goal setting, and participation in decision-making can contribute to the enhancement of employees' organizational commitment level.

2. THEORETICAL FRAMEWORK

Organizational commitment has received much attention in the past few decades. Extensive research has been conducted into the definition of organizational

commitment and its contributing components. However, there is no agreement and consensus in this regard, as well as its definite indicators. It might be said that the first batch of research on organizational commitments was pioneered by Whyte (1965). He published his thesis about over-commitment, known as "Organization Man", in which he describes the organization man as one that "not only works for the organization, but also belongs to it". Two years later, Lawrence (1967) asserted that an organization is desirable that the feeling of complete loyalty to its goals spreads through its employees from the highest to the lowest levels. The hypothesis had a positive impact on commitment to organization in the related literature (Lovrence and lorsch, 1967).

In his study on a sample of the commitment, Sheldon (1971) found that their Commitment to organization werenot derived from their investment in the organization, yet it was due to their relations and social participation they solicited together. He defined commitment as kind of desire and orientation to organization that connect individual identity to it (Long, 1978). Subsequently, Porter *et al.* (1976) defined commitment as the degree of a person's identification through a specific organization and degree of his intervention, participation and collaboration with respective organization (Porter *et al.*, 1976).

From a philosophical point of view, the most fundamental idea of participation is the acceptance of the equality of people principle. That is, when people are provided with equal weight and importance as united together, their participation allows for a stand-up and move. In such intellectual and philosophical participation context, we can easily call it the process of one-way and multi-way bond evolution in which public trust grows, so does their power for democracy and self-government. Self-governed man is not a burden to others, though it is their effort assistance. The concept is compatible with human nature (Becker, 1960). Through participatory methods, employees are provided with an opportunity to become involved in issues and assume an active role in the decisions influencing them. According to the idea of individual participatory management having to do with decision-making, it is more likely for them to accept and uphold it. Individuals who are in close contact with the work come up with better ideas about experts who are not familiar with its detail. Therefore, people are interested in adopting decisions that they can contribute to them. In addition to this, people's participation in decisions can dampen boredom and apathy observed in routine jobs. When subordinates recognize that managers are genuinely interested in their idea and belief, they would feel an amazing feeling about their tasks and works (Penroata and Newport, 2008).

Arjeris believes that the centralization of the power to make decision which is kept under the control of few people in the organization can hurt most employees'

mental and emotional health (Saatchi, 2010). The managers who manage to fully satisfy their management through maintaining a good relationship always persuade employees to take part in decision-makings and offer new ideas and solutions to the problems of organization (Saatchi, 1993). As a whole, participation in decision-making can reduce employees' resistance to change. The necessary condition is that person genuinely take part in decision-making about the change and embrace adopted decisions and feel committed to fulfilling them.

Interest in profit sharing and involving employees in ownership rise not only from day to day , but researchers' and management and economic related expert's attentions have been also drawn to them. There is also a growing interest in the probability of a relationship between employees' participation plans for institution' earnings or employees' participation plans for institution's ownership and the attitude and performance of employees in the past fifteen years among researchers of different countries, including Baddon, Hunter, Hyman, Leopolado & Ramsay (1989), Bradley and Smith (1992), Jones and Pliskin (1997), Lange (1997), Pendleton, Wilson and Wright (1998) (Pendleton, 1999). According to Pierce, Rubenfeld and Morgan (1991), the degree of employee participation in ownership, which exerts a behavioral, social-psychological effect, depends on how employees' evaluation and understanding of ownership work (Pierce, 1991). Proponents of employee participation in ownership believe that ownership instill more desirable attitude toward a firm and such attitudinal change would result in behavioral changes such as further personal efforts and less desire to leave organization, in the sense that all the changes would be incorporated into the improvement of organization's productivity and efficiency.

Klein (1987) reviewed the current literature and detected three perspectives; the first model is the extrinsic satisfaction model which suggests that employee ownership increases organizational commitment if employee ownership is financially rewarding to employees so that the number and price of stock they own serve as financial investment (Klein, 2000). On the contrary, the intrinsic satisfaction model suggests that employee ownership can increase organizational commitment through employee's increased job satisfaction. The model states that employee's intrinsic feelings about ownership would increase organizational commitment and organization-related factors are not involved in this case. The intrinsic satisfaction model has been described elsewhere as direct effect model, especially where organizational commitment and participation in ownership are concerned. Finally Bard (2003) introduces the instrumental satisfaction model in which the commitment coming from employee ownership does not have to do with ownership, but the increase of employee effect on making-decision and other organizational activities (Bard, 2003). Many empirical studies have been conducted

into the forgoing models, including Buchko (1992), Klein (1987), Hammer and Steren (1980), Frank and Rosenstein (1984), Penelton et al (1998) [Klein, 2000; Pendleton, 1999; French and Rosenstein, 1984; Hammer and Stern, 1990].

Reviewing the existing literature relating to employee ownership, Frank (1984) believe that the effects of employee ownership are due to financial rewards earned from the share of employee ownership. Klein (1987) tested the three viewpoints, arriving at the conclusion that employee feel commitment satisfaction most when the organization consider a higher financial share of participation in employee ownership programs. He also holds that employees' positive attitude and behaviors come from financial rewards provided by ownership, so ownership per se is not intrinsically rewarding to employees (Klein, 2000).

According to the discussion, since Klein and Rosen (1986) state that higher share of employee ownership would bring about employees' good and positive feelings about rewarding and work system as well as occupational institution (French and Rosenstein, 1984).

According to goal setting theory, if a goal is set for each individual, he is motivated to achieve foregoing targets. When personal needs of organization members as well as the goals of organizational system are met, the entire members in charge of the institution will feel successful in the tasks entrusted to them (Penroata and Newport, 2008). Goal setting is a powerful motivational technique that produced positive outcomes of performance in almost 90 percent of studies and research conducted into organizational behavior science (Xiao, 2002).

Erez and Early (1987) attempted to test the effect of cultural values on goal acceptance, organizational commitment, and finally performance. They concluded that assigning goals refers to goals assigned to people, i.e. goal are assigned to individuals in organizations applying instruction and command practices as goal commitment and performance work for lower levels. On the contrary, organizations utilizing participation practice in setting goals, goal commitment and performance are seen at upper levels. The study was carried out among American students, showing that goals imposed to student groups remarkably reduced goal acceptance and performance level (Erez, 2001). Latham, Erez and Locke (1988) attempted to explore the effect of collaborative goal setting on organizational commitment through a series of investigations in the US. Their results revealed that the more participatory and influential the goals of employees assigned to implement them, the more agreeable the goals will be among them.

Another factor of decreased organizational commitment is rapid pace of changes in the workplace and consequently decline in job security. For instance Blau (2000), in a sample of about 500 medical technicians, found that more than

20% reported that they had changed jobs during a one-year period (Blau, 2000). According to the statistics released by US Department of Labor, individuals born in the years 1957-1964 changed their jobs, holding an average of 10.2 jobs from ages 18 to 38. Rousseau believe that decline in job security resulted in decreased organizational commitment in the past periods (Saatchi, 2010). It is likely for all members of organizations across the globe to care about the issue of job security to a reasonable extent. Employment for a lifetime, compassion and considerable attention to individual employees and emphasis and insistence on seniority in the service are all incorporated into person's job security. Generally speaking, employees spend all their service life living in a company, so it in turn has to provide them with job security and sense of belonging and attachment. This directs the concept of cultural conformity into the company and employee's loyalty, close and sustainable identity will be linked to company's objectives. Collectively, level of job security as the fourth determining factor is to be investigated as to the level of employee's organizational commitment.

In sum, the relations reviewed in the research literature demonstrate that employees' organizational commitment level can be generally influenced by four factors; level of participation in decision-making, participation in ownership, participation in goal setting, and their job security. Accordingly, the present study attempts to explore and test the assumed relation between the foregoing factors and organizational commitment level among public bank employees in Zahdan on the basis of the following conceptual model, considering the effect of such variables as employee's age, gender, and education level as intervening variables.

Creative Decision Making

Creative decision making is an expression which invented by Edward Dobono in 1967. Creative thinking has more focus on possibilities; it is the same as investigation and changing in viewpoints and concepts which result in creative decision making and is process buildup decision making and creativity (James, 1998:50).

Extensive activities to find and implement solutions designed to remedy the unfavorable situation defined as the problem solving process. In fact, the purpose of problem solving is finding answer or answers for a question. Decision-making is the process through which the solution of defined problem is selected.

Five factors which have been known effective by Robert J. Sternberg and Linda A O'Hara in creative decision making are as following:

1. Knowledge 2. Mentality 3. Strong motivation 4. Personality 5. Environment

Creative decision making is the process which consists of 8 stages, each stage has its own procedures and for achieving result it is essential to heed these

sequences. One of the best methods of fostering creativity is using techniques which increase creativity in certain conditions. Such techniques can be used in all stages of process. We mention here to creative decision making techniques and its 8 steps (James 1998: 80-52).

1. **Environmental Analysis:** Solving any problem or applying any opportunity is impossible unless being aware of its existence. Creativity in creating solutions is impossible unless there is a reason for doing so. Rational techniques for the environment's analysis are emphasized on standard control processes and environmental navigation.

2. **Problem solving recognition techniques:** Many people realize there is a problem when they fail reaching their goal or they think their goal is too far to reach. They may recognize the opportunity when they aware of their ability to reach beyond their goals by choosing a defined solution or utilizing a situation. They mostly compare current performance with goals, experiences or past performances in order to aware of problem existence and they recognize the problem when they observe there is any difference between current situation and what previously has been imagined proper. Also could gain some insight or understanding of current or potential issues through the techniques of complete description or simple review of current situation.

3. **Problem recognition techniques:** Correct recognition of the problem requires a careful analysis and is most important step in the process of creative problem solving. Problem recognition ensures that actions will conducted towards the actual problem solving or utilization of real opportunity rather than simply addressing the symptoms of a problem or an obvious opportunity.

4. **Hypothesize Techniques:** Future concerned assumptions consists the basis for any decision. Assumptions limit solutions. People often manipulate the basic assumptions in order to change the solutions in whatever form they want. In this stage the only applied technique for understanding hypotheses and obtaining possible solutions, is reverse engineering technique.

5. **Techniques offering different solutions:** One of the easiest and fastest ways to increase innovation in the organization is development of its members' skills in order to create various solutions as part of the problem solving process.

There is nothing mysterious and unknown about these skills. Some of these techniques applied by person and some by others and many of them are used in both cases.

6. **Creative techniques for evaluation and selection stage:** Selection among the solutions is often described as a rational process. In the stage of creative problem solving, Criteria already have identified and the various solutions that have been created should be compared with those criteria and finally being selected.

7. **Creative techniques for Implementation:** Having an idea is not enough solely, specific action plans must being developed and presented in order to offer innovation or innovation integration in organizational processes. The resources required to complete these program must being achieved. Implementation is largely in accordance with the organizational.

8. **Control:** There is no special technique in control stage, but traditional control activities overlap with environmental analysis and problem recognition stages. In this stage after defining the standards, performance can be measured by ideal situation technique.

   Source of creativity is necessity. In most cases, if necessity remains unseen in your life, there won't be any requirement for creativity. Human needs usually appear steadily unless in exceptional conditions like different crises.

Hypotheses and conceptual framework

In this paper, we are trying to show is there any relationship between creative decision making and Organizational commitment? And what are the effective components of creative decision making on Organizational commitment?

The applied hypotheses in this paper are:

1. There is a relationship between newness of solutions and Organizational Commitment

2. There is a relationship between understanding solutions and Organizational Commitment

3. There is a relationship between valuable goals and Organizational Commitment.

4. There is a relationship between trust among team members and Organizational Commitment.

5. There is a relationship between experiences of members and Organizational Commitment.

6. There is a relationship between motivation of members and Organizational Commitment.
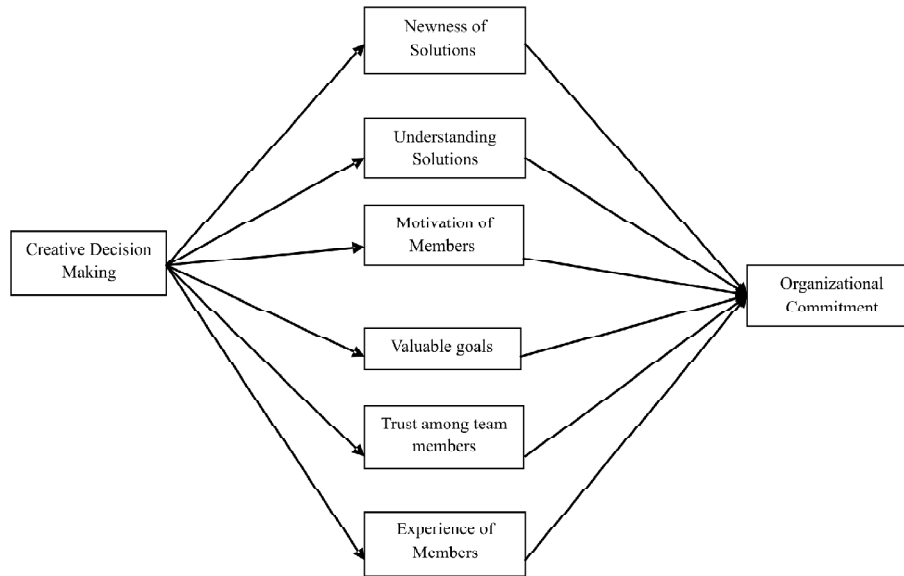
Figure 1: Conceptual Model of Research

Research Method

This research is an applicable in the terms of its goals and also descriptive from viewpoint of its nature and methods. Statistical population of this research included Mashiz's Bank employees in Zahdan. In order to collecting required data, a questionnaire with 30 questions was designed. In spite of standard questionnaires and in order to reconfirm the validity of research, professors and specialists of this field of study confirmed the validity of research tools. Furthermore we used Chronbach's alpha in order to evaluate the reliability of questionnaire. Research sample selected by using simple random sampling among Mashiz's Bank employees. In order to data analysis of questionnaire and approving or rejecting the research hypotheses, we have applied one-sample t-test method.

Data Analysis

Data analysis findings have been shown in following table.

Table 1
The Relationship between newness of solutions and Organizational Commitment

				Test Value = 3		
Hypotheseis	*T*	*DF*	*sig*	*Avarage Diffrence*	*Confidence Interval 95/0*	
					Min	*Max*
newness of solutions	5/964	69	0/0	0/4761	0/3169	0/6355

Table 2
The Relationship between understanding solutions and Organizational Commitment

Hypotheseis	*T*	*DF*	*sig*	*Avarage Diffrence*	*Confidence Interval 0/95*	
					Min	*Max*
understanding solutions	9/198	69	0/0	0/8035	0/6293	0/9779

Test Value = 3

Table 3
The Relationship between valuable goals and Organizational Commitment

Hypotheseis	*T*	*DF*	*sig*	*Avarage Diffrence*	*Confidence Interval 0/95*	
					Min	*Max*
valuable goals	14/010	69	0/0	1/0392	0/8913	1/187

Test Value = 3

Table 4
The Relationship between trust among team members and Organizational Commitment

Hypotheseis	*T*	*DF*	*sig*	*Avarage Diffrence*	*Confidence Interval 0/95*	
					Min	*Max*
trust among team members	7/343	69	0/0	0/7095	0/5168	0/9023

Test Value = 3

Table 5
The Relationship between experiences of members and Organizational Commitment

Hypotheseis	*T*	*DF*	*sig*	*Avarage Diffrence*	*Confidence Interval 0/95*	
					Min	*Max*
experiences of members	12/546	69	0/0	1/0678	0/8981	1/2377

Test Value = 3

Table 6
The Relationship between motivation of members and Organizational Commitment

Hypotheseis	*T*	*DF*	*sig*	*Avarage Diffrence*	*Confidence Interval 0/95*	
					Min	*Max*
motivation of members	7/251	69	0/0	0/6228	0/4515	0/7942

Test Value = 3

CONCLUSION

According to the analysis of the data following results was achieved: Understanding solutions, newness of solutions, valuable goals, trust among the team members, and past experiences of members are associated with Organizational Commitment. Means that when employees being aware of solutions, and apply new solutions different from past solutions, having valuable goals, adequate knowledge as well as experience and there can be trust, interaction and cooperation between them, then decisions made by them would be creative and productive decisions in specific situations and can help them in Organizational Commitment. Participation in ownership due to deriving benefits (extrinsic satisfaction model), deriving satisfaction with job (intrinsic satisfaction model), and participation in management (instrumental satisfaction model) can build up and reinforce organizational commitment. When employees share their ideas in goal-setting and make their objectives aligned with those of organization and feel that reaching organization's objectives is synonymous with reaching personal objectives, they try their best to achieve the goals. Most employees uphold the idea that their organizational commitments start to mount when their thoughts are respected and they are allowed to share their ideas about organization's issues, in which they can be convinced about the adopted decisions by authorities. Therefore, if managers involve employees in participation and decision-makings, it will serve as an instrument for involving them directly in tasks, and afterwards they will put efforts into them and strive not to disregard any effort to achieve the goals. If person makes sure that he will not lose his job, he can feel a sense of security both in the workplace and for his job, which increases organizational commitment. Managers are required to be capable of providing a reasonable level of job security as well as the use of employee participation in decision-makings so that they can boost and prolong employees' commitment.

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