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THE RELATIONSHIP BETWEEN CORPORATE COMMUNICATIONS AND JOB CREATIVITY WITH PERFORMANCE OF INSURANCE PRIVATE COMPANIES CITY OF BANDAR ABBAS

Sareh Jafari and Payam Paslari*

Department of Management and Economic, Bandar Abbas Branch, Islamic Azad University, Bandar Abbas, IRAN

ABSTRACT

Background: The study aimed to explore the relationship between Corporate communications and job creativity in employees' performance at private insurance companies of Bandar Abbas. **Methods:** It is an applied study in terms of purpose and a correlation type in terms of method. Population consisted all employed staff till end of 2014 in private insurance branches of Bandar Abbas which it was about 123 people. Because of some limitations, sampling was done randomly. Three standard questionnaire including: Robins questionnaire of organizational relations (2005), Renship job creativity questionnaire with 30 items, Baldrige model of performance with 25 items were applied to collect data. Descriptive and inferential tests of Kolmogorov-Smirnov test, Spearman Correlation and Linear Multi-variable Regression were used to analyze data. **Results:** Results show that there is direct and significant relationship between organizational communications and employees' performance at private insurance companies of Bandar Abbas ($r=0/359$, $p<0/01$). Also there is direct and significant relationship between job creativity and employees' performance at private insurance companies of Bandar Abbas ($r=0/282$, $p<0/002$). According to regression results about, creativity predicts positively performance for employees and has increasing effect on explained variance of performance ($Beta=0/216$, $p<0/05$). Also, Corporate communications predict changes in performance and has increasing effect on its explained variance ($Beta=0/504$, $p<0/05$). **Conclusions:** Eventually, it was found, based on moderate R^2 , that 13/2 percent of variance changes in performance is due to creativity and organizational relations.

INTRODUCTION

Organization survival and institutions depends on its efficiency and effectiveness on employees' performance. Fundamental changes in organizations were so rapid in the last decades so that organization managements have been more complicated than before. Human resource is the largest capital and source in organization of countries. Human resource is able to change cultural, social, political, and economic structures and so on. The reason for these changes depends on many factors, that one of the most important factors is organization management. Human resource role is known very important for all areas of activities. Therefore, the most important component in process of activities is human that make decisions, will do them and predict the sustainable activity based on them. In order to achieve organizations' purposes desirably, it is necessary to use human resource capabilities and provide also facilities to develop talents and increase efficiency in employees [1].

An organization manager must have behavioral traits, managing skills and abilities to maintain and keep his/her identity and effectiveness at the beginning of or during his/her responsibility [2].

Determining management success for goals is possible when performance is assessed carefully with existing methods and indicators at economic institutions. Researchers have shown that local management performance measurement is complicated and difficult. Two approaches interested in management performance assessment can be identified in studies about organizations and sociology. First area of study has focused on the concepts of efficiency, effectiveness and related indicators to them, second one, sociology, has focused on the effectiveness within the framework of social capital theory and its effect on organizational performance management [3].

But human economic attempts have been always focused on it to achieve maximum result from minimum attempts and facilities. It can be called as a passion to gain additional efficiency. Several studies show that performance balance for employees is not satisfactory in organizations and many problems arise from such shortcomings. Another important variable is organizational communications that can be associated with employees' performance. Relations and their orientations toward organizational goals are necessary issues for managers. Because managers have found out that effective relations with employees and understanding their motives for relations can be a vital factor to succeed for organizations' goals by managers. According to this issue and other studies, managers spend much time to communicate with people. Relations and communications allow employees to have interactions with each other at all levels of organizations, achieve desirable goals, be supported and take advantage from formal structure of organization. Relations, at organizational level also, lead to create cohesion and linkage between different parts of an organization and are associated with organization empowerment and promotions in missions and ultimately organizational performance improvement and desirable achievement. The importance of organizational relations is emphasized for managers, because relations and communications is observed obviously in all managers' activities [4].

KEY WORDS

Performance, Job Creativity, Organizational Communications, Insurance

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*Corresponding Author
Email:
payam.paslari@gmail.com
Tel.: +98-9364577988

Maybe it is due to "communications" outputs that Careinz said management requires a kind of communication. Managers can motivate employees through effective communicating in organizations, provide bases for organizational performance improvement and consequently achieve strategic objectives [5].

On the other hand, there are various definitions for creativity that each one explain special point of view, for example Robins [6] defined creativity as a unique combination of ideas or a connecting the ideas , Lotanz(1992), believed creativity is a new mix of ideas and approaches by people or groups, also it is constantly felt necessary in organizations. Therefore, it should be institutionalized and become a part of culture and work in organizations. If superior managers and policy makers do not believe creativity and innovation as essential and vital activities in organizations, no activities will continue in this context. Creating innovative and research cores can simplify and accelerate creativity and innovation in organizations. Training is needed due to observe creativity as a common norm in organization and have common ideas about innovation [7].

So creative managers' characteristics and mechanisms for creativity strengthening can help employees and managers to take advantage from their intellectual, mental and mind abilities to make organizations dynamic and create, develop and apply creativity to strengthen spirit of scientific courage, criticism and research spirit in every single employees. It can turn the organization to a creative one that follows its employees' reviews of past processes, generating thoughts, ideas, goods and new services. And modernism as a fundamental value becomes as a part of common beliefs in the organization (Pirkhaleghi, 2005).

Indeed, continues innovation is a kind of regular exploration to find new ways and responses for environmental changes and pressures. Because in today's complicated environments, repeated reactions to face with changes are not efficient and must search for new ways constantly. In other words, those organizations and systems survive at complicated and changeable environments that continually can create and distribute new ideas and plans against environmental pressures [8].

Today, management and development experts emphasize on importance and position of performance and assessments models as one of valid indicators for developing society and organizations and also a vital key to achieve goals for social and personal dimensions of development [9]. Private insurance companies need communication improvements or at least proper communications with customers and creativity in services to attract more customers. This issue is related to efficiency, job quality and finally their performance. country Considering the necessity of organizational communications in management science literature, the vital role of performance and the importance to achieve its highest levels for managers and organizations, and the role of employees' creativity on organizational performance, some theories have been examined about mentioned variables on the basis of studies about effective communications, organizational creativity and organizational performance which were done inside or outside country. Also determination of communication types in private insurance companies, using effective communications, and studying organizational creativity rate and performance of organizations have been accomplished during the study. Therefore, the main question is that is there any significant relationship between organizational communications, job creativity and employees' performance at Bandar Abbas private insurance companies?

MATERIALS AND METHODS

The study purpose is applied. Also it is descriptive – correlative one. Population consist of all employed staff till the end of 2014 at private insurance companies branches that equals to 123 individuals. The population, totally, is selected randomly as a sample because of limited number of the statistical population.

In present study, following questionnaires were used to collect data:

In order to assess communications, a questionnaire was used with 13 items that is derived from Rabinz'[10] and data was graded by 5-scale Likert. The questionnaire was collected by Siegel (2001) and translated and credited by Moqimi [11]. Validity have been reported 89 percent.

Due to assess creativity, a questionnaire with 30 items, by Rendsip has been made and published for Staff Journal in 1979. It is a short form with single dimension. QahremanTabrizi and et.al (2005) have used retesting coefficient to assess its validity that it has been reported 92 percent.

Also, in order to assess organizational performance, a questionnaire was used with 25 items which is based on Baldrige Model and four dimensions including customer service, quality, efficiency and innovation. It is graded by Likert Scale. The questionnaire is derived from Haresy and Goldsmiths'(1980) and its reliability has been reported 87 percent by Moqimi and Ramezani [12].

Data analysis methods

Inferential and descriptive methods (Pearson correlation coefficient, linear multi-regression) were used to analyze results.

RESULTS

Inferential results

Necessary assumptions for multi-regression, and Pearson correlation coefficient are: normality of data distribution that is approved by Kolmogorov-Smirnov test. Results show that normality assumptions approved all variables and their dimensions ($p > 0/05$) except organizational communication variable ($p < 0/05$). The results have been shown in [Table 1]. Therefore, parametric statistics can be used for related calculations because number of subjects is more than 100 individuals [13]. Spearman correlation is applied because organizational communications are not normal.

Table 1: Single sample Kolmogorov-Smirnov Test results

Variable	dimensions	Sample volume	Test indexes	significance
Organizational communication	Active listening	123	4.33	0/21
	Multiple canals	123	2.31	0/101
	simplification	123	2.31	0.131
	Cluster communication	123	2.75	0.121
	Feedback and emotion control	123	1.46	0.213
	Total	123	2.18	0.027
Organizational Performance	Customer services	123	1.60	0.312
	quality	123	1.36	0.12
	innovation	123	1.06	0.201
	Total	123	1.46	0.435
Job creativity		123	2.13	0.956

Simultaneously, multiple regression has been used to explore linear relationship between variables (organizational communications and creation) and the variable (performance). According to [Table 2], results show that creativity predicts positively employers performance and has increasingly effect on its explained variance ($\text{Beta} = 0/504$ and $p < 0/05$). Eventually based on moderated R^2 rate, communication and creativity cause 14/6 percent of changes in performance variable variance at private insurance companies.

Table 2: Regression model coefficients

Predictor variables	Non-standardized coefficient		Standardized coefficient Beta	t	P	R2	
	B coefficient	Criterion error					
stable	60.359	8.788		6.86	0.001	0.146	
performance	Job creativity	2.704	0.237	0.216	6.416		0.008
	Communication	2.769	0.243	0.504	1.648		0.007

Spearman correlation coefficient has been used to study the relationship between organizational communication and employees' performance. The test results has been shown in the [Table 3]. Results of Spearman correlation test show that there is significant relationship between organizational communications and employees performance at Bandar Abbas private insurance companies ($p < 0/05$). This relationship is direct. According to the moderated r^2 rate, organizational communications explain 12/8 percent of changes in employees' performance.

Table 3: Correlation coefficient between organizational communications and performance

Variable	Performance Spearman correlation coefficient	Significance	numbers	Relationship	Relationship type	R2
Organizational communications	0.359	<0.001	123	exists	direct	0.128

Spearman correlation coefficient was used to study the relationship between job creativity and performance. Results have been shown in [Table 4]. The results of Spearman test show that there is significant relationship between job creativity and employees' performance at private insurance companies ($p < 0/05$). The relationship is direct. According to the moderated r^2 rate, job creativity represent 7/9 percent of changes in employees' performance.

Table 4: Correlation coefficient between job creativity and performance

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CONCLUSION

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Variable	Job creativity Spearman correlation coefficient	significance	numbers	Relationship	Relationship type	R2
Job creativity	0.282	<0.002	123	exists	direct	0.080

Results of theories show that there is significant relationship between organizational communications and employees' performance at private insurance companies on Bandar Abbas ($p < 0/05$). The relationship is direct. Therefore, results of the study emphasize on communications role in formation of employees social capital that is similar to researches implemented by Majidi and Javadieh (2011). ZarghamiJafari and Akhavan [14] reported significant relationship between creativity and employees' motive. Ahmadi and Parsanejad (2001) reported significant relationship between creation and job satisfaction. Abaspour and Baroutian [4] reported significant relationship between organizational communications and performance. Communication is a process in which people interact in a certain way through message signal transferring. There are seven parts in a communication process: communication source, message coding, message, channel, result encoding, message receiver, result feedback, this issue is related to creativity and employees performance at private insurance companies of Bandar Abbas. The results of Spearman correlation indicate that there is direct and significant relationship between organizational communications and employees' performance. It means that as communications decrease or increase among employees, performance would be reduced or increased, as well. This finding is consistent with studies implemented by Haqiqatjou and Nazem [7] who believe creativity is significantly related to organization health and employees' efficiency, with Tassi, Horang, Lie and Hou [15] that emphasized on creativity importance on work environment, with Yan, Davison and Moue [16] and Han [17] who emphasized on importance of creativity formation among employees. Generally, communications are actions that cause to transfer ideas from a person to another one and be perceived and performed by them. Certain factor in all human communications is that employers must be more close and friendlier to employees for much more influence. They should be sensitive to other's perceptions about ideas and information, and remove words may slow down work process. So employers can be related to employees' performance changes.

Results of Spearman correlation indicate that there is a direct and significant relationship between job creativity and performance among employees at Bandar Abbas private insurance companies. It means that as communications increase or decrease in an organization, performance would be increased or decreased among employees of Banda Abbas private insurance companies. This finding is consistent with other researches including Elvis'(2008) that emphasized on importance of communication in organizations. To explain this finding, it can be mentioned that employees' point of views should be notable and welcomed, and appropriate conditions should be provided for issues related to organization. Also, employees' freedom for personal taste and idea to present their new ideas and do their duties can be related to much more performance

CONFLICT OF INTEREST
There is no conflict of interest.

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