THE INVESTIGATION OF HUMAN RESOURCES MEASURES WITH HIGH PERFORMANCE ON CREATIVE BEHAVIOR IN SERVING WITH MEDIATING ROLE OF ORGANIZATIONAL COMMITMENT (CASE STUDY: DANA INSURANCE OF TEHRAN CITY)

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Abstract. The main goal of this study was to investigate the relationship between human resource measures with high performance on creative behavior in serving based on marketing management. The study population includes all Dana insurance managers in Tehran. After collecting data and information, a questionnaire was prepared and then using descriptive statistics, the status of obtained data was described and Cronbach's alpha was used to the reliability and to answer five research hypotheses, parametric inference statistical methods. In the meantime, with the help of confirmatory factor analysis, structural equation modeling, using partial least square, and Lisrel software the data analyzed. The results show that human resource measures with high-performance and organizational commitment, innovative behavior has an impact on service delivery.

Keywords human resource practices (measures) with high-performance, organizational commitment, innovative (creative) behavior in service

1. Introduction

In today's world, communication, exchange of goods, information and technology has increasingly expanded and progressed. Today the innovative services behavior in current technological space is required for the organization and plays an important role and most organizations are looking to create new ideas in order to use knowledge to offer new products and innovative and services for customers and in this way create the infrastructure necessary for business practice, innovation and learning. Increased importance of innovation caused by globalization of markets and competitive pressure to companies to be always looking for innovation. These facts will stimulate companies as a requirement, increase their focus on innovation. The importance of the enterprise and organizations development hasn't been away from governments' attention. State officials more and more provide areas for innovation activities in these businesses because they form a large percentage of the economy and have an important role to play in promoting innovation. For this purpose, in this chapter an overview of the research has been described. To achieve this goal, after the statement of the problem and the importance of research, objectives, questions, and hypotheses are expressed. Then the theoretical framework, conceptual and analytical models, conceptual and operational definition of variables will be examined respectively.

2. Literature

Creative behavior in service, as behavior that brings change, is associated with a change in career. This kind of behavior are expression and creation of new things or different and is defined by virtue of orientation for the change, because these behaviors are associated by creating new products, services, idea, procedures and processes.

The creative (innovative) behavior in service (serving) includes exploring opportunities and generate new ideas, but can also include behaviors to apply change, applying new knowledge or improvements of processes to enhance personal performance or job. Innovation in processes or new products is a useful behavior which is developed and applied in human resources so that solve organization's problems and improve its situation. The share of human resources in the development of organizational innovations refers to innovative business practices which include all activities related to the development of innovation.

Conceptually, this structure is based on psychology research of organizational services of innovative behavior. Studies show innovative business practices is influenced by individual and situational factors such as perception from influence or superior support (Leonard, 2010).

Now, at the beginning of the third millennium, the world is entering (experiencing) a new era. Today's world is the world of rapid and extensive developments in all aspects. The emergence of developments in the global trade also is no exception. Each of the actors of international situation is seeking improvement and establishment of their capacity and status in the international trade. So, the necessity of survival in today's competitive economy and changing environment is smarter, harder and faster performance than in the past. In the field of human resources we find that innovative organizations encourage actively the training and development of its members as they can be updated. They provide job security for their employees in an excellent level to reduce the fear of deportation because of a mistake and make people assertive to be changeable. When a new thinking evolves, vanguards of change actively and with enthusiasm give ascendancy to thought and support it and will overcome the problems and ensure that the innovation will be implemented.

In spite of the trained younger generation and expansion of higher education, due to lack of coordination between macroeconomic policies with policies on research and innovation and the vacuum of demand-driven innovation, this important hasn't been realized. Therefore, it is necessary to adopt appropriate macroeconomic policies in order to create development of innovative activities demand and creation of change and profitability (Rezai, 2014).

Today, the major industrial and advanced countries of world, in the light of creative behavior in different fields to serve not only to properly and optimally benefit from its resources and capital, but also using it move technical and production wheels for the development of the country and in this movement achieve innovations and creativeness that contributes accelerating the growth and development of the country.

In this regard, the conducted studies include a wide array of variables.

Taleghani et al., (2012), studied the relationship between knowledge management and organizational innovation in an insurance company. A total of 180 experts in insurance studied companies, 86 people were selected using simple randomly as sample. Information on knowledge management variable based on a "Whig" model which has also been by "Newman" and "Sedra and Gable" and information related the variable of organizational innovation was obtained based on "Moghimi" and "" and "Shah Hosseini and Kavoosi" model. Spearman's rank correlation coefficient results showed that the indicators of knowledge creation, knowledge preservation, knowledge transfer and application of knowledge have significant relationship with organizational innovation. The highest correlation coefficient for the prediction of organizational innovation was related to application of knowledge variable by a 0.878 coefficient and the lowest correlation coefficient was related to variable of knowledge preservation by 0.656 coefficient. To achieve organizational innovation, administrators need to integrate knowledge capital in different sectors and having knowledge of internal and external forces. On the other hand, knowledge should be distributed throughout the organization, because a better distribution of knowledge will increase the probability of organizational innovation.

Moaffagh (2014) stated that the employees' innovation or creativity is considered as major outcomes in adapting of

organizations to the environmental conditions and the use of opportunities. Despite the importance of this variable in identifying this structure in the organizational context and its assessment, few researches have been done to date. The results of this study can be effective for researchers and employers to optimized understanding of the nature of organizational innovation and evaluation of these structures.

Luthans (2008) in a research argues that knowledge acquisition and integration of existing knowledge with new knowledge lead to innovation in products. One of the ways to promote continuous innovation, is the ability of companies in reshaping organizational knowledge and of other roles of knowledge management in the innovation process, facilitating cooperation between the duty borders of organization, helping to build capacity, capability and reduced complexity in the innovation process can be referred.

Shelley (2009) in a study entitled transformational (evolutionary) leadership, organizational creativity and innovation states transformational (evolutionary) leadership has significant impacts on creativity at the individual organizational level. At the individual level, hierarchical linear modeling results show a positive relationship between transformational (evolutionary) leadership and employees' creativity. In addition, transformational (evolutionary) leadership through psychological empowerment affects on employees' creativity. At the organizational level, regression analysis results show that transformational (evolutionary) leadership has a positive relationship with organizational innovation which is measured by market-oriented criteria (which specifically has been designed for developing countries and growing industries).
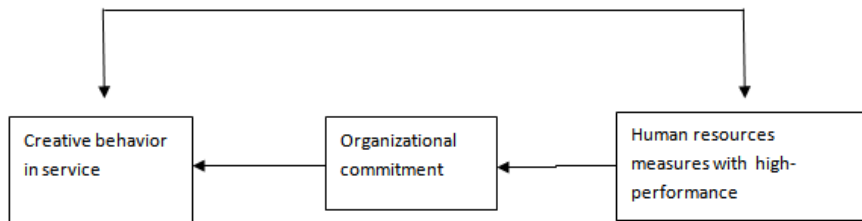
3 Conceptual model of research

Figure 1: Derived from the research model (Dhar, 2015)

After break down factors influencing dependent and independent variables using questionnaires and adapt it to the conditions of present society, we examined the relationship between creative behavior in serving (service), organizational commitment and human resource practices (measures) with high performance. Independent variable is human resource practices (measures) with high-performance and the mediator variable is organizational commitment, which its effect on the dependent variable –creative behavior in serving (service) is measured.

4. Methods

The following hypothesis are considered for this research:

- Human resources practices (measures) with high-performance have a significant impact on organizational commitment.

- Organizational commitment has a significant impact on innovative behavior in service delivery.

- Human resources practices (measures) with high-performance have a significant impact on creative behavior in service delivery.

Regarding this research is to develop practical knowledge, in terms of purpose is an applied and in terms of data collection is a descriptive one. Also, because this study aimed to investigate

and identify factors influencing innovative behavior in service delivery, is a correlational one, and considering this study concerns the distribution of statistical characteristics of the population is a survey. Additionally, because the data are collected from a population at defined point of time also this is a cross-sectional study.

5. Results

In this study, to calculate the reliability Cronbach's alpha coefficient method was used. In this method, firstly the scores variance of each item of questionnaire and the total variance are calculated and then alpha coefficient is calculated using the following formula:

$$\alpha = \frac{n}{n-1} \left(1 - \frac{\sum si^2}{s^2}\right) \tag{1}$$

n= the number of questions Cronbach's, α =Alpha coefficient, si = item standard deviation, s = standard deviation of total questionnaire

In this study, to calculate Cronbach's alpha coefficient SPSS 20 software was used. For this, Cronbach's alpha was obtained that its rate is more than 0.7 and is at an acceptable level indicating the research questionnaire has an enough reliability and the results can be trusted so that if a questionnaire is used to maintain the results achieved again.

Table 1: Results of descriptive statistics

Percentage	Frequency		
60.0	54	Female	**Sex**
40.0	36	Male	
6.3	6	Less than 30 years	**Age**
35.8	32	Between 30 and 40	
56.3	51	Between 40 and 50	
1.8	2	More than 50	
100.0	90	**Total**	
15.0	14	Diploma	**Education**
9.5	9	Associate	
53.5	48	Bachelor	

17.8	16	Master	
4.3	4	PhD	
100.0	90	Total	
47.0	42	Married	
53.0	48	Single (unmarried)	**Marriage status**
100.0	90	Total	

6. Testing of hypotheses

6.1 Descriptive study of research variables

The description of variables is important because the results of hypotheses are extracted based on data and indicators of these variables. The data are spatial scales. To describe the variables central and dispersion indicators were used that continues to be discussed.

The description of variables: In this study, 90 subjects were selected as sample and data has been gathered by questionnaire. Given the choice of 5-point Likert scale for questions constituent of questionnaire, the values of responders should be examined to be cleared the mean of their responses are less than 3 showing that the studied population in that index has been evaluated in an unfavorable situation. Because the mean value of responses have been more than 3. The statistical indices (indicators) of variables are shown in table 4-2.

Table 2: Measures of central tendency and dispersion variables

kurtosis	Skewness	SD	Median	Mean	sample size	Variable
-0.651	-0.217	1.0622	3	3.089	90	**Human resource practices with high-performance**
-0.665	-0.121	1.0252	3.2	3.3	90	**Organizational Commitment**
-0.412	-0.506	0.8267	3.8	3.7	90	**creative behavior in service delivery**

6.2 Inferential analysis of findings

To examine the normalization of factors of the model KS test was used and in all tests, statistical hypothesis is as follows.

H0: data are normal (data come from a normal population)

H1: data aren't normal (the data are not from a normal population)

Table 3: Kolmogorov-Smirnov test results

Normality result	Sig	statistic z	Variables
Normal	0.16	0.12	Human resource practices with high-performance
Normal	0.13	0.14	Organizational Commitment
Normal	0.17	0.10	creative behavior in service delivery

6.3 The convergent validity, mix reliability and goodness of fit index

A kind of relations of hidden variables in the structural equation model is based on correlation (harmony). The correlation is the relationship between two variables in a model, but non-directional and nature of this relationship is assessed by correlation analysis. Table 4.5 shows the Pearson correlation coefficients for the relationship between hidden variables for two by two. On the main diagonal of this matrix is 1 number showing each variable has a complete correlation of with itself. All coefficients are significant at the 95% confidence level (the value of significance level is less than 5%). Whatever the value

of the correlation coefficient is more, the relationship between two variables is greater and more powerful. Table 4-5 in addition to correlation coefficients concerns divergent validity. The square root of the mean of explained variance from all correlation coefficients of other variables is the necessity of divergent validity approval. For example, the square root of the mean of explained variance for human resources with high-performance variable is 92.3% which is more than the correlation of this variable with other variables. As the table shows the square root of the mean explained variance, for all the variables, is more than correlation of that variable with other variables.

Table 4: Indicators of reliability, validity and model goodness of fit

AVE	$\sqrt{AVE}$	(3)	(2)	(1)	Hidden variables
0.923	0.852			1	Human resource practices with high-performance
0.926	0.858		1	0.521	Organizational Commitment
0.932	0.868	1	0.269	0.439	creative behavior in service delivery

A kind of relations of hidden variables in the structural equation model is based on correlation (harmony). The correlation is the relationship between two variables in a model, but non-directional and nature of this relationship is assessed by correlation analysis. Table 5-4 shows the Pearson correlation coefficients for the relationship between hidden variables two by two. On the main diagonal of this matrix is 1 number showing each variable has a complete correlation of with itself. All coefficients are significant at the 95% confidence level (the

value of significance level is less than 5%). Whatever the value of the correlation coefficient is more, the relationship between two variables is greater and more powerful. Table 4-5 in addition to correlation coefficients concerns divergent validity. The square root of the mean of explained variance from all correlation coefficients of other variables is the necessity of divergent validity approval. For example, the square root of the mean of explained variance for human resources with high-performance variable is 92.3% which is more than the

correlation of this variable with other variables. As the table shows the square root of the mean explained variance, for all the variables, is more than correlation of that variable with other variables.

Table 5: Goodness of fit indicators of model

Allowed Limit	Estimated	Index name
Less than 3	1.018	**Chi-square on the degrees of freedom**
More than 0.8	0.88	**Goodness of fit index (GFI)**
More than 0.8	0.84	**Adjusted Goodness of Fit index(AGFI)**
Less than 0.1	0.014	**The *Root Mean Square* Error of Approximation(RMSEA)**
More than 0.9	1	**Comparative fit index (CFI)**
More than 0.9	0.96	**Normalized fitness index (NFI)**
More than 0.9	0.99	**Non-normalized fitness index (NNFI)**
More than 0.9	1	**Increased fitness index (IFI)**

7. Conclusion

Table 6: Path coefficient, t-statistics and hypotheses result

Impact path	Hypothesis status	R^2	T	Beta	hypotheses
+	confirmed	0.31	5.06	0.56	Human resource practices with high-performance ← **Organizational commitment**
+	confirmed	0.58	3.94	0.51	Human resource practices with high-performance ← **creative behavior**
+	confirmed		5.26	0.63	**Organizational commitment← creative behavior in service delivery**

|t|>1.96 Significant at P<0.05, |t|>2.58 Significant at P<0.01

The obtained results of the structural equation with respect to the amount of t-statistic is outside the critical interval (t value is greater than 1.96) and beta coefficient is a positive value, so with 0.95 probability the researcher claims that a human resource practices with high-performance has significant and positive effect on organizational commitment is confirmed. About hypothesis 2, the obtained results of structural equation show that given this amount of t-statistic is outside the critical interval (t value is greater than 1.96) and beta coefficient is a positive value, so with the probability of 0.95 researcher's claim that " human resource practices with high-performance has significant and positive effect on innovative (creative) behavior is confirmed and about hypothesis 3, the obtained results of the structural equation with respect to the amount of t-statistic is outside the critical interval (t value is greater than 1.96) and beta coefficient is a positive value, so with 0.95 probability the researcher claims that a human resource practices with high-performance has significant and positive effect on creative (innovative) behavior in service delivery is confirmed.

7.1 The researcher's proposals to studied organization

Considering the results of this study, to improve the effectiveness of human resources practices (measures) with high performance on creative (innovative) behavior in service delivery with mediating role of organizational commitment, seven suggestions can be noted as follows:

1) The use of reward and punishment system for employees who are provided feedback for their positive and negative works leading to their commitment to the organization.
2) The use of experts, in order to attract manpower suitable with position
3) Use of different marketing proper wit structure of each country, such as electronic, viral, integrative marketing in order to make creativity in service delivery to customers.
4) Providing gift to customers after sales thus customer always remembers who has given this gift to her/his and her/his friends and acquaintances will see the name and number and communication address and it is a kind of innovation and creativity.
5) Commitment and full obligation about assumed responsibilities of organization for customers to attract trust in the customers. The customer brings customer.
6) Using human resources management the organization hierarchy to be respected properly in order to the individuals do their responsibilities according to their

abilities and eventually everyone will be able to offer innovative behavior in his/her own place.

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