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## THE RELATIONSHIP BETWEEN EFFECTIVE COMMUNICATION AND CREATIVITY OF STAFF IN IRAN NATIONAL BANK

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**Resumen:** Tener una comunicación efectiva para las organizaciones se considera un factor importante para la obtención de objetivos organizacionales; Por lo tanto, si la organización tiene la intención de obtener la máxima productividad, el sistema de comunicación deberá ser de tal manera que toda la información relacionada sea ofrecida a las autoridades aplicables. El propósito de la presente investigación es examinar la influencia de diferentes aspectos de la comunicación efectiva sobre la creatividad de los empleados de Bank Meli. La sociedad estadística de investigación consta de 380 empleados centrales de los departamentos centrales del Banco Meli en Teherán. Los resultados de la investigación muestran que la creatividad de los empleados es de bajo nivel y por otro lado, los resultados del coeficiente de correlación de Pearson confirma la relación entre la comunicación efectiva y la creatividad y hay una relación positiva y negativa entre dos variables de comunicación efectiva y creatividad de los empleados del Banco Meli. En caso de utilizar la regresión múltiple mediante el uso de método paso a paso para reconocer la influencia simultánea de 5 aspectos de la comunicación efectiva sobre la creatividad, muestra que el positivismo tiene la mayor influencia en la comunicación efectiva, es decir, si el nivel de positivismo es más alto, La creatividad puede ser más alta también.

**Palabras clave:** comunicación efectiva, creatividad del personal, National Bank

**Abstract:** Having effective communication for organizations is regarded as important factor for obtaining to organizational goals; thus, if organization intends to obtain maximum productivity, the communication system shall be so that the entire related information is offered to applicable authorities. The purpose of present research is examining the influence of different aspects of effective communication on creativity of employees of Bank Meli. The statistical society of research consists of 380 headquarter employees of central departments of Bank Meli in Tehran. Results of research shows that creativity of employee is at low level and on the other hand, results of Pearson correlation coefficient confirms the relationship between effective communication and creativity and there

is positive- negative relationship between 2 variables of effective communication and creativity of employees of Bank Meli. In case of using multi regression by using step-by-step method for recognizing simultaneous influence of 5 aspects of effective communication on creativity, it shows that positivism has the highest influence on effective communication i.e. if the level of positivism is higher, the level of creativity may be higher too.

**Keywords:** effective communication, creativity of staff, National Bank

## 1 INTRODUCTION

### 1.1 Presentation of the topic

In management, factors such as human communications, impactful parameters on communications, official and non-official groups, approaches for improvement of communications, and removal of communication hurdles in the organization are of importance. Upon combination of the two terms of communication and organization, one can attain a new concept which is referred to as organizational communications. In the organizational communications, which is a type of human communication, four features of purposefulness, structuralism, emphasis on duties, and enclosure in an organization have been further attended in comparison to other forms of communication. The other point of importance is given that the solar Iranian calendar year 1396 (March 2017-18) has been named as the “Year of Resistance Economy, Production and Employment”, in order to implement the existing policies for removal of unemployment, improvement of the state of economy, non-reliance on oil revenues, and emphasis on domestic production; the reinforcement of environmental infrastructures such as economic, political, financial, and social structures is a must. On the other hand, given the variability of the outside environment of organizations, we need to make use of some tools and means, in order to incline the organization toward competitive advantage.

One of the existing tools for materialization of competitive advantage is entrepreneurship, which has currently established a significant role upon the assistance of technology and especial techniques. Given that competitive advantage is established based on the interaction of elements such as creativity, innovation, and entrepreneurship; utilization of creativity techniques; identification of its obstacles; and change of the style of decision-making, in line with the organizational conditions and characteristic of individuals will have an effective role. This goal

will only materialize via establishment of effective communications. In other words, since the majority of decisions adopted in the administrative organizations such as banks, are collective decisions, and at times these decisions have not been planned, usage of skills and necessary tools for reinforcement of effective decisions is inevitable. Utilization of the techniques of creativity necessitates an understanding of the characteristics of individuals for the sake of their compatibility with the applied approach. Achievement of this goal is feasible via formation of effective communications.

Thus, via establishment of effective communications, the managers of Bank Melli Iran can pay attention to different aspects of this realm, such as analysis of environmental conditions (study of threats and opportunities); study of the internal state of the organization (strong points and drawbacks); and threats; while upon reinforcement of creativity; they can discover avenues for enhancement of the efficiency of personnel, setting the stage for Bank Melli Iran to accomplish its main goals, which are the provision of credits, and render of services to the Central Bank of Iran, in addition to assisting the government and different economic, social, and cultural sectors in accomplishment of the goals of sustainable development. In the meantime, in order to elaborate upon this topic in a more precise manner, initially a text is presented on the importance of communications, while thereafter the schools of thought of entrepreneurship, process of creativity; techniques of creativity; and their hurdles have been detailed. At the end, the outcomes of the analysis of this research and the corresponding recommendations have been rendered.

## 2 STUDY’S THEORETICAL FOUNDATIONS: ORGANIZATIONAL COMMUNICATIONS BASED ON DIFFERENT APPROACHES

There are tangible differences in the approaches of the science of management toward the concept of organizational communications, based on

the definition presented for each of these organizations. For instance, in the classic school of thought in which the organization is considered as a machine; the elements of communications are as follows: Communication is a duty; the communicational path is vertical; the communications channel is always in written form and the style of communication is official. In the two other approaches; namely human relations and human resources, which focus on the needs of personnel and the impact of personnel's content on the rate of efficiency; communications, in addition to being a duty, maintain a social and innovative state. The path of communication is vertical, horizontal, and/or collective. At this point, the communication channel is often face to face and unrestricted, while the style of communication is unofficial. Opposite to this school of thought, one can refer to systemic, cultural, and critical approaches. For instance, in the systemic approach, the organization is observed as a living creature, which impacts the environment, and is impacted by the environment, both. This view is rooted in the general theory of systems. Each system is considered to be comprised of segments, whose commonality is their hierarchical order; their dependence on each other; and boundaries of infiltration. Additionally, the system maintains a give-and-take and feedback order. Norbert Wiener, in his book on cybernetics or Control, authored in the year 1961, divides the features of each system into the four general groups of assemblies; systems with the same endings; systems with negative entropy, and systems with compulsory diversification. In this approach, organization consists of a whole, or bonded integral parts, comprised of individuals, official and unofficial organizations, managerial approaches, and human relations which govern the physical environment and members of each assembly.

Organizational approaches can also be studied based on a cultural standpoint. In this approach, the inner and outer environment of the organization maintains a strong or distinguished culture, and is comprised of elements, such as values, heroes, cultural tradition and network. Based on the cultural outlook toward the organization; focus on relations with customers is more valued than focus on organizational structure. In this approach; organizational identity is of importance. Within the five said viewpoints, which put emphasis on the common organizational goals, contrast and contradiction is an inappropriate concept, and power is considered as the natural right of managers. The outlook of radicals considers contrast and conflict as

a positive phenomenon and part of organizational affairs. Based on this standpoint, organization is a battlefield in which the rival forces (management and unions) confront each other in a bid to attain highly incompatible goals. The approach of the radicals can be grouped into critical and post-modern methods. In the first approach, organization is the scene of domination, and the second approach, questions organization as a disciplined and meaningful entity. In this approach, mastery of know-how, unofficial communication networks, communication technology, and symbols are the four elements of power in the organization. The organizational communication is a process, via which a system for receipt of information; exchange of definitions among individuals and outer and inner departments of the organization is launched. Communications is a system, tasked with coordination and harmonization and formation of common grounds for the activities of the organization and ultimately enhancement of organizational efficiency. Perception of the concept of organizational communications boosts the efficiency of the organization's personnel, and shortage of organizational communication principles begets problems at the organization (1).

As Nazari and Tahani pointed out in their article in the Iranian solar calendar year 1393; upon consideration of the role of effective communications as a structural variable, which promotes innovation, and given that innovation is an integral part of the entrepreneurship process, it can be said that the managers, who maintain better feedback, verbal, and listening skills, will succeed in formation of effective communication. Hence, communication is an integral part of managerial performances, and managers should maintain managerial skills in order to fulfill their duties (2).

Given that creativity, as an important and influential factor, has been studied by different researchers, seemingly it is an impactful variable on communication skills, and up to an extent, the communicational skills of individuals can be foreseen based on their creativity. Thus, the main question asked by the researcher is whether there is a relationship between effective communication and creativity among the personnel of Bank Melli Iran? Given that creativity may impact the communicational skills of the organization's personnel; one of the main challenges facing the contemporary managers is the communicational skills which put emphasis on innovation, change, and creativity. Also, bolster of the creativity of the bank's

managers and personnel may make them more flexible and logical in dealing with problems and shortcomings in their efforts to counter crises and threats. Thus, it seems that maintenance of minimal skills in interpersonal communications is one of the important features of management, and given that a significant percentage of unplanned decisions are adopted by senior managers; the outcomes of this research are decisive in identification of their level of creativity and communicational skills, guiding them in usage of these skills, in a bid to boost the efficiency of the corresponding branches.

### **3 EXPERIMENTAL BACKGROUND OF THE RESEARCH**

Rasoul Nazari and Majid Tahani have studied the relationship between the creativity and communicational skills of sports managers. The results of this study show that sports managers maintain average creativity and communication skills. Furthermore, there is a positive and meaningful relationship between the creativity of managers and their verbal and feedback skills. Therefore, it seems that high creativity and communicational skills should be considered as the main conditions for occupation of managerial posts.

Mr. Mehrdad Moharramzadeh and Ms. Farideh Hosseinzadeh, in their study, under the heading of: "Relationship between the supportive culture; motivator of creativity; innovation; and performance of the personnel of Sports and Youths General Department", concluded that the supportive culture, motivator of creativity, and innovation maintain a positive and meaningful correlation with performance. Hence, maintenance of an appropriate environment and a motivating, and creative atmosphere in the workplace leads to the content of personnel and customers, and boost financial performance.

In the year 1387, Azizi concluded that upon application of information technology at the Physical Education Department; complexity and concentration has enhanced, which in turn have led to a reduction in the creativity of personnel and sluggishness of communications.

Ms. Alaleh Karimifard, in a study in the year 1393, under the heading of: "Relationship between the aspects of organizational justice, and preparedness of personnel for creativity and innovation in East Gilan hospitals" concluded that

organizational justice impacts the level of preparedness, innovation, and creativity of personnel. Also, the impact of innovative approach on readiness of personnel for creativity and innovation has been confirmed.

Rita Bisula and Barbara Imperatori in a study which they carried out in the year 2011 on the collective and personal creativity in the organization, and in opposition to creativity clichés, concluded that creativity is not just a concept related to creative intelligence and mindset, and plan for creativity is not just limited to the concept of linear correlation, and in fact reflects a comprehensive and more complicated approach, based on which the creative skills of the individual, team's dynamism, and organizational approaches for formation of collective, creative performance interact with each other.

Furthermore, based on the study which was carried out by Parajo and Ahmad in the year 2006; for attainment of a highly innovative performance, the organizations should initially develop their cultural and behavioral backgrounds and innovative approaches; and only with the formation of such appropriate environments it is possible for organizations to boost their innovative capacity in research and development, thereby boosting effectiveness, and fulfilling an innovative performance.

Conceptual Model: Communication is defined as the process of delivery of personal information to someone else, and its perception by the receiver, which is tantamount to transferring and sharing thoughts, beliefs, and realities such that the receiver would receive and understand them. In this manner, communications is the purposeful and meaningful interpersonal interaction, such that the transferred data would maintain the same meaning for the sender and receiver both.

Hamid-Reza Rezai cites Farhangi on five aspects of effectiveness of communications, which are namely openness, sympathetic, supportive, positive, and equality-based dimensions.

The concept of openness emerges within at least three main facets of communication. The first and most obvious of the qualitative aspects of openness is that the sender of message should be inclined to interact with other parties to communication with relative openness. This doesn't mean that the party to communication would reveal all of the unraveled aspects of his life for others in the first interaction. The second facet of openness is the

enthusiasm of the sender of message to sincerely express his motivators and their impacts on him. Majority of people want others to show a clear reaction toward their remarks or actions. Every single human being maintains the right to know and understand the nature of reaction of others toward his deeds and remarks. The third aspect of openness of communications was initially presented by Arthur Buchner, and Clifford Kelly, which is related to possession of sentiments and thoughts. It is interpreted that the considered individual informs the receiver of his sentiments and thoughts; which he is responsible for. Maybe one of the most difficult qualitative aspects of communication is the application of empathy in a mutual relationship. Empathy shows that the sender and receiver of message have reached the same sentiment, both. There are three steps for application and bolster of skills related to empathy. The first step is avoidance of judgment and assessment of the behavior of the other party. The second step is perception of the sentiments and emotions of the other party. Perception of the demands and needs, ideals, abilities, experiences, and fears of the other party enables us to better understand him and his sentiments and emotions, and to sympathize with the other party in a better manner. In the third step, we should also try to experience what others have experienced based on their outlook and ability. We should realize that this experience should be based on the other person's outlook and sentiments; and should not be founded on what we think. So, completely placing oneself in his place and playing his role, motivates us to better understand him. An effective and reliable interpersonal relationship is one which has taken shape in a supportive atmosphere. Open and sympathetic interpersonal communications cannot last in an atmosphere filled with fear and threats and would sooner or later lead to the relationship's breakup. If the participants in communications sense that their remarks and behavior is being criticized and attacked, they would avoid any action which would manifest their inner demands, and needs.

Positivism in an interpersonal relationship relies upon at least three factors. Firstly, the interpersonal relationship is appropriately shaped and grows when we value and respect ourselves. Those, who maintain positive thoughts about themselves, transfer this positive feeling and sentiment to others and compel others to think positively. Secondly, interpersonal relationships appropriately take place when we transfer our good sentiments to the other party. Obviously, the transference of this sentiment to

the other party leaves a positive impact and encourages him to play a more active role in the considered communication and to boost and elevate his level of communication. Thirdly, a positive and appropriate sentiment about the general conditions, which govern communications, is vital and important for effective interaction between two or several people. In other words, lack of interest and fervor in the addressee or addressees, drifts apart the sender of the message from the communication and pushes him toward the severance of communication.

Equality is an especial feature. A person can be more intelligent, stronger, richer, and even healthier than another person, because two persons would never be equal with each other in all aspects. Despite this inequality, interpersonal communications are generally more effective when the governing atmosphere would be based on equality. However, this doesn't mean that unequal individuals cannot communicate with each other. But, if they would want to establish an effective communication; the equality in their characters should be attended and/or more emphasis should be put on their commonalities which is a type of equality. This means that in interpersonal relationships, there should be a particular policy and outline, in order to identify the personal characteristics of the parties to communication. The important point which the parties to communication should take into account is that the two of them are humans and valuable creatures, whose features, in turn, can be valuable for others.

The other discussed benchmark in this study is creativity. We initially presented a definition of creativity, and thereafter elaborated on its importance, process, techniques, and obstacles.

Creativity is defined as the ability to blend ideas in a unique manner which would be conducive and beneficial for establishment of unusual communication among different ideas, and the innovation of the process of application of a creative idea and its transference into a product, service, or method. In other words, creativity puts emphasis on ability of the mind, and not the activity itself. An individual can present a new idea and terms of its application, but not necessarily take any essential measure for its transformation into a reality. Creativity is the prerequisite to innovation and, ideas, on their own, do not maintain a value as such, unless they are transformed into a new product, service, or process.

The ever-increasing complexity of problems necessitates collective approaches in an effort to achieve creative outcomes. The theory of organization in regard to creativity in recent decades has significantly developed. However, two problems remain unsolved. Firstly, there is no comprehensive, common model for elaboration on the progress of collective creativity. Secondly, no case study exists in regard to the process of publication of theory and its relationship with the management community (6). Creativity of employee is highly important in assessment of the companies' human resources, especially in relation to companies founded on know-how. Nonetheless, the complexity of the concept of creativity means assessment of creativity of employees is a difficult task. Ming Hui-Chin and Jear Coffman in the study which they carried out in the year 2008 under the heading of: "Creativity of employee and research and development: a critical review", concluded that four approaches of development, interdisciplinary science, social system, and social network, play complementary roles in perception of the assessment of creativity within the structure of research and development.

Nonetheless, it is necessary to take into consideration the interaction of the social-cultural structure with the creativity of the employee (10). Shompeter believes that creativity is the spirit which is blown into entrepreneurship, and innovation is an integral part of the process of entrepreneurship. Both, creativity and innovation are integral and inseparable parts of entrepreneurship. According to Peter Deraker, the presence of innovation in entrepreneurship is essential to an extent that it can be said entrepreneurship in the absence of innovation, is non-existent, and creativity in the absence of innovation is inconclusive. In other words, communication between these three elements forms a chain, which is referred to as entrepreneurship chain. Now, a number of cases such as process of creativity, techniques of creativity, and hurdles on the way of creativity will be mentioned.

### 3.1 Process of Creativity

Generally speaking, creativity is a process which maintains the five following phases:

First Phase: Preparedness: Preparedness includes precise focus and concentration on the studied issue in order to find a solution.

Second Phase: Incubation: It is comprised of the phase of contemplation and reaction. In this

phase, the attention of conscious mind drifts apart from concentration on the considered topic.

Third Phase: Phase of Insistence: In this phase, creative individuals engage in their ideas, without attaching any importance on their measures' consequences and costs.

Fourth Phase: Phase of Insight: In this phase, the individual discovers an idea which he has always sought but has previously neglected.

Fifth Phase: The Phase of study and research (verification): In this phase, the fresh insight or idea is tested in order to be assured of its credibility and appropriateness (11).

### 3.2 Creativity Techniques:

Creativity is a skill which anyone can learn. One of the best approaches for development of creativity is the application of techniques of creativity. In this section, we cover some of the most important techniques of creativity, in short. Meanwhile, some of these approaches such as brainstorming, nominal group, and Delphi technique and so forth will be studied under the heading of collective decisions.

1- Fish Bone Diagram: The main goal of this method is identification and preparation of a list of all possible reasons behind the considered issue. In this approach, a diagram similar to fish bone is shaped, in which the issue is written within a circle in the fish's head, while the reasons behind the issue are written within the spinal column of the fish. After completion of the diagram; the individual or group analyzes the stems and branches within an organized framework.

2- Comparative Method: In this method, two things which are different in principle are compared. Meanwhile, by carrying out this measure, we show that a similarity exists between them. In this method; the facts, knowledge, and/or technology related to a particular domain is applied in another especial domain.

3- Journeys of the mindset: In this method, the caretaker of the group teaches the participants to pay an imaginary visit to a physical location, which has nothing to do with the studied issue. The participants make comparisons between their observations and considered issue, while the caretaker of the group calls on participants to present approaches for resolution of the issue, based on the comparison that they have made. Thereafter, the

participants are asked to share their imaginary journeys, comparisons, perceptions, and solutions with the group (sharing experiences) and to ponder and comment on the ideas of others. This technique is beneficial for issues which are very difficult to solve, and/or are in need of unique approaches and solutions.

#### **4 THE THEORY OF INNOVATIVE RESOLUTION OF THE ISSUE: (TRIZ METHOD)**

The term TRIZ is rooted in the letters of four Russian words. It is referred to as the creative theory of the issue, or organized innovation. This term was first presented by a Russian scientist. He believed that creativity is not just an innate art, and one can invent and innovate, by being inspired by previous innovative approaches, and therefore there is no need for carrying out thousands of trials and errors in order to achieve the appropriate outcome. This Russian scientist, J. Altshuler, considers TRIZ under the heading of Technology of Creativity and Innovation.

This term has taken shape based on the general principle that evolution and development of any technical system (any system which carries out a duty) abides by a set of actual and vivid rules and regulations. Based on this set of rules, within the process of completion of any technical system; whenever a part of performance of this process reaches the peak of maturity in its duty, it will contradict other parts of that system. This conflict and contradiction leads to improvement of lesser developed segments, and this process continuously improves, narrowing the gap to the ideal mode in the reformation of the system. TRIZ is founded on the logical premise that the majority of technical and even non-technical topics, and contradictions which individuals deal with on a daily basis, have been previously solved by others if they become sufficiently widespread. So, if initially we spread this issue and later search the previous models, it is possible that we swiftly find the solution to an issue, which previously took months and/or even years to solve. This theory, upon presentation of grouped solutions which have been achieved from past discoveries, grant a particular tendency to the mindsets of innovators and transform mental confusions into a set of fresh ideas. In TRIZ approach, the innovative issue is referred to under the heading of contradiction, while presenting forty principles for innovative resolution of the issue. In

other words, when the researcher encounters a contradiction, which is insurmountable with the application of common methods, usage of TRIZ principles provides the best choice for resolution of the problem.

#### **4.1 Impediments to Creativity**

Tereza M. Ambila details six factors that negatively impact creativity as follows:

1: Assessment of individuals based on expectations: Creative individuals cannot comfortably carry out their activities because of their fear about assessment of their performance, and under these conditions, they would be only after fulfillment of expectations. Individuals should feel that they are working for themselves, not others.

2: Keeping a watchful eye on individuals: If individuals feel that some others are keeping an eye on them, they would become less creative. Even if some individuals are eyed, this should be carried out without their knowledge.

3: Reward: Although financial rewards and other kinds of rewards are good motivators, they do not necessarily always maintain this role. The creative individuals are mainly after inner content in comparison to tangible rewards.

4: Competition: The individuals, who compete with their colleagues, will maintain lesser creativity. A creative thinker should be mainly after reduction of rivalry; not to restrict the freedom of individuals for discovery of new domains.

5: Restricted choice: Individuals, who face restriction in choosing the terms of implementation of their activity, maintain lesser creativity. Restrictions leave a negative impact on creativity.

6: Tendency toward outer rewards: Individuals, who think of outside rewards such as financial motivators, portfolios, titles and promotions, will maintain lesser creativity. Inner motivators are more important for creative individuals, and engagement in work, cheers them up.

Now that we detailed benchmarks of research, we draw up a conceptual model, with due consideration of their corresponding indices. The following presents the conceptual model of the study:

Creativity, is comprised of innovation of effective methods at work; adoption of appropriate and viable methods for achievement of organizational

goals; ability to analyze topics and attainment of appropriate result; attachment of importance to in-depth studies, and avoidance of shallow studies.

Meanwhile, effective communications maintain five aspects of openness, empathy, support, positivism, and emphasis on equality.

With due regard of the abovementioned discussions, and aspects of effective organizational communications, the assumptions of the study are defined as follows:

#### **4.2 Main premise**

There is a meaningful positive relationship between effective organizational communications and creativity of personnel.

#### **4.3 Minor Assumptions**

1- There is a meaningful positive relationship between openness and creativity of personnel.

2- There is a meaningful positive relationship between the empathy and creativity of personnel.

3- There is a meaningful positive relationship between the supportiveness and creativity of personnel.

4- There is a meaningful positive relationship between the positivism and creativity of personnel.

5- There is a meaningful positive relationship between the equality and creativity of personnel

#### **4.4 Methodology**

In this study, in order to get familiar with the general features of respondents, a table on the variables of gender, marital status, and academic qualifications of the respondents were drawn. Also the descriptive indices (median and deviation of the criterion), variables of this study, and the dimensions of the variable of effective communications at Bank Melli Iran were rendered. Given that the assumption of the research, is presence of a relationship between the aspects of variable of effective communications with the variable of creativity of personnel; thus, in order to study this relationship we make use of Pearson Correlation Coefficient. In this correlation;

the level of meaningfulness is the rate of possibility of attainment of the outcomes of the study to the extent that the researcher has observed. If the level of meaningfulness would be less or equal to 0.05, we should conclude that there is a meaningful relationship between the two variables and these two variables are interrelated.

Meanwhile, if the meaningful level is larger than 0.05, in this case correlation between the two variables is not meaningful and these two variables do not maintain a linear link with each other. The values of all correlation coefficients fluctuate between -1 to +1 which is shown by the direction of the relationship (positive or negative). The closer the absolute value of correlation coefficient to one; the stronger is the relationship between the two tested variables. With due regard to the correlation coefficient of the dependent variable (Creativity) and the independent variable (empathy, openness, supportiveness, positivism, and equality) we will respond to the assumptions of the study as follows: If the correlation coefficient between the dependent and independent variables is positive and meaningful, then the independent variable leaves a positive impact on the dependent variable and there is a direct relationship between them; and if the correlation coefficient between the dependent and independent variables is negative and meaningful, this means that the independent variable leaves a negative impact and maintains a reverse relationship with the dependent variable. If the correlation coefficient would be negligible (close to none) and non-meaningful, there is no meaningful relationship between the independent and dependent variables.

In the next phase, we intend to find out the level of impact of five aspects of the variable of effective communications, concurrently, on the creativity of personnel. To this end, we make use of multiple regressions, based on which we determine the model of regression with the application of stepwise method. In this method, we include variables in the model, one by one. This means that initially the variable which maintains the highest correlation with the dependent variable is selected and in this manner, the independent variables enter the model as long as the model is meaningful. Thus, in accordance to the table of regression coefficient, the meaningful level of each variable that enters the model is less than 0.05 and its existence in the model is confirmed. However, the fixed number of each model is confirmed when its meaningful level in the table of regression coefficients is less than 0.05.



## 5 FINDINGS AND CONCLUSION OF THE RESEARCH

### 5.1 Study's descriptive figures on demographic variables

With due regard to Table (1), we conclude that the majority of respondents are within the 31-40

year age group; married; have maintained 11-20 years of service; and are BA graduates. Also, the average age of the members of study's sample group is 39.42 years (minimum age is 24 and maximum age is 57), and the average years of service of the members of study's sample group is 17.38 years (Minimum 2 years, and maximum 29 years).

**Table 1:** Study's descriptive figures on demographic variables

Variable	Groups	Abundance	Level of abundance	Average
Age	20-30 years	54	14.2	39.42
	31-40 years	194	51.2	
	Over 40 years	131	34.6	
Gender	Women	162	42.6	
	Men	218	57.4	
Marital Status	Married	347	91.3	
	Single	33	8.7	
Years of Service	1-10 years	101	26.6	17.38
	11-20 years	217	57.1	
	Over 20 years	62	16.3	
Academic studies	BA	310	81.6	
	MA	66	17.4	
	PhD	2	0.5	
	Overall	378	99.5	

### 5.2 Determination of the descriptive indices of the study's variables

With due regard to Likert Scale in this study and the results of Table (2), the median effective communications (3.53) has been achieved which shows the effective communications of the personnel of Bank Melli Iran is above average. Meanwhile, the level of creativity (2.152) attained shows that the creativity of the personnel of Bank Melli Iran is low.

Among the different aspects of effective communication, the aspect of equality maintains the least average (2.78). In other words, the aspect of equality in the existing communications in Bank Melli Iran is weak and at a low level. The highest median among the aspects of communications belongs to the factor of empathy (4.05), which shows empathy among the personnel of Bank Melli Iran is higher than average and powerful.

**Table 2:** Descriptive Indices (median and deviation of criterion) of study's variables

Main variable	Effective communications	Openness	Empathy	Supportiveness	Positivism	Equality	Creativity
Average	3.53	2.92	4.05	3.27	3.83	2.78	2.152
Deviation of criterion	0.63	0.78	0.82	0.46	0.92	1.05	0.605

Determination of relationship between the aspects of effective communications and creativity

Based on Table (3), we conclude:

- 1- Given that the correlation coefficient between two variables of openness and creativity of the personnel of Bank Melli Iran is equivalent to 0.207, thus, there is a positive and fragile relationship between these two variables, and on the other hand the meaningful relationship of this

coefficient stands at 0.000. Therefore, the first assumption of this study in regard to existence of a relationship between the two said variables among the personnel of Bank Melli Iran is certainly accepted by us.

- 2- Given that the correlation coefficient between two variables of empathy and creativity of the personnel of Bank Melli Iran is equivalent to 0.138, thus, there is a positive and extremely fragile relationship between these two variables, and on the

other hand the meaningful relationship of this coefficient stands at 0.007. Therefore, the second assumption of this study in regard to existence of a relationship between the two said variables among the personnel of Bank Melli Iran is certainly accepted by us.

- 3- Given that the correlation coefficient between two variables of supportiveness and creativity of the personnel of Bank Melli Iran is equivalent to 0.249, thus, there is a positive and fragile relationship between these two variables, and on the other hand the meaningful relationship of this coefficient stands at 0.000. Therefore, the third assumption of this study in regard to existence of a relationship between the two said variables among the personnel of Bank Melli Iran is certainly accepted by us.
- 4- Given that the correlation coefficient between two variables of positivism and creativity of the personnel of Bank Melli Iran is equivalent to 0.289, thus, there is a positive and fragile relationship between these two variables, and on the other hand the meaningful relationship of this coefficient stands at 0.000. Therefore, the fourth assumption of this study in regard to existence of a relationship between the two

said variables among the personnel of Bank Melli Iran is certainly accepted by us.

- 5- Given that the correlation coefficient between two variables of equality and creativity of the personnel of Bank Melli Iran is equivalent to 0.272, thus, there is a positive and fragile relationship between these two variables, and on the other hand the meaningful relationship of this coefficient stands at 0.000. Therefore, the fifth assumption of this study in regard to existence of a relationship between the two said variables among the personnel of Bank Melli Iran is certainly accepted by us.
- 6- Given that the correlation coefficient between two variables of effective communications and creativity of the personnel of Bank Melli Iran is equivalent to 0.278, thus, there is a positive and fragile relationship between these two variables, and on the other hand the meaningful relationship of this coefficient stands at 0.000. Therefore, the main assumption of this study in regard to existence of a relationship between the two said variable s among the personnel of Bank Melli Iran is certainly accepted by us.

**Table 3:** Pearson Correlation Coefficient among study’s variables

Variables	Effective communications	Openness	Empathy	Supportiveness	Positivism	Equality
Creativity	0.278	0.207	0.138	0.249	0.289	0.272
Meaningfulness	0.000	0.000	0.007	0.000	0.000	0.000

Determination of the regression model between the aspects of effective communications and creativity of the personnel of Bank Melli Iran

With due regard to Table (4), the following model is determined between the aspects of the variable of effective communications and creativity

$$\text{Creativity} = 11,280 + 0.313X \text{ Positivism}$$

In the said model, the independent variables entered the regression; of which only the variable of positivism remained in the model, and elaborated on 8% of the variance of the dependent variable. The meaningful level confirms the impact of the variable positivism on the level of creativity of individuals.

With due regard to Beta coefficients; positivism with a coefficient of 0.313 leaves the highest impact on efficiency. This means that in return for any unit of change in the variable of positivism, a 31% change in the rate of creativity of individuals can be estimated. Given the above, the more positive the individuals; the higher the level of their creativity. Note that in the beginning, with due regard to attained correlation coefficients; all independent variables maintained a meaningful relationship with creativity. However, the regression of many of them has lost its meaningfulness, and only the variable of positivism remained in the final regression.

**Table 4:** Study of concurrent impact of independent variables of effective communications on the rate of creativity

Model	Coefficients		Anova		Model Summary		
	Beta	Sig	F	Sig	R	R Square	Adjusted R Square
Fixed No.	11.280	0.000	32.114	0.000a	0.284a	0.080	0.078
Positivism	0.313	0.000					

## 6 GENERAL CONCLUSION

Given the confirmation of the existence of a relationship between effective organizational communications and creativity, application of techniques for establishment of effective communications plays a decisive role in enhancement of creativity of individuals. By the way, the results of the said study, match the outcomes of the study carried out by Mr. Javadzadeh in the year 2017 on the relationship between effective communicational skills of managers and creativity of personnel.

## 7 SUGGESTIONS

- 1- Development of managerial activities is in need of maintenance of appropriate conditions and infrastructures. Structure, technology, culture, communications, and strategy should all shape for the sake of development and facilitation of organizational management, and should be redesigned in case of need.
- 2- Managers should reinforce talent in their personnel via welcoming their fresh ideas, putting the conditions in place for progress of organizations.
- 3- Granting different rewards and financial and spiritual benefits for personnel who are creative, in comparison to those, who carry out the tasks based on usual approaches.
- 4- Reformation of the culture and strategy of the organization
- 5- Provision of distinguished human resources at the organization in order to secure success in all phases of the process
- 6- Support of the personnel by senior managers
- 7- Implementation of suggestions and joint management of the company to enforce the

Kaizen principles, as well as comprehensive quality management and institutionalization of teamwork. Application of organic and flexible structures, a dynamic and powerful organizational culture; and formation of workgroups for public education can be highly effective to this end. Furthermore, usage of techniques such as Delphi Technique, nominal group, brainstorming, formation of think tanks, and presentation of educational courses on the techniques of creativity can also be helpful.

- 8- One of the most important factors in facilitation and reinforcement of creativity and innovation in the organization is establishment of an appropriate structure to serve the considered goals. If we divide the organizational structures into machinated and organic types, the organic structure is the appropriate structure for creativity and innovation in the organization. One of the other factors contributing to development and reinforcement of creativity and innovation in the organization is the support and encouragement of those, who render creative ideas and views.
- 9- Arrangement of the workplace: This measure is a blend of sorting out, systematic arrangement, self-discipline, spic and span, and standardization, all of which have been applied in an institutionalized manner in Japan. Its results include prevention of unwanted incidents, reduction of delays, control of operations, and enhancement of efficiency in workplace, to name a few. Generally speaking, the aim of arrangement of the workplace is to prevent any wastage. This system reduces the number of errors; prevents unnecessary measures; and drops the search duration; boosts creativity and tangible results; and reinforces the personnel's morale.

10- The more positive the individuals, the further would be their creativity. Based on the study's findings, given that only 4.9% of those, who maintain lower ranked jobs are highly positive, it is better to render incentives for reinforcement of positivism in employees.

11- One of the effective methods for handling rumors and wrong information is close supervision of departments. This approach cements trust between the personnel and the manager, and shapes new communication channels. This method also helps save the culture of entrepreneurship in the workplace.

12- Pareto Act is applied to boost efficiency. In order to enforce this act, four major measures are essential:

1: Identification of most valued activities. Twenty percent of deeds carried out by the individual materialize 80% of the set values at workplace.

2: Identification of least valued activities: 80% of measures carried out by individuals do not fulfill any values.

3: decisions should be made to allocate more time to higher valued activities

4: Decisions should be made to hand over and/or eliminate many of the low-valued activities

Pareto Act, in this situation, allows the individual to meaningfully make the level of efficiency of his activity transparent, and to make decisions based upon the optimal usage of his time.

Pareto Act maintains several applications within the realm of management. This act states:

1- The identity of those who constitute the upper 20% of the table of personnel should be clarified. (Those who make 80% of the decisions)

2- The manager should allocate 80% of the time of meetings with personnel to the said upper 20%.

3- The manager should earmark 80% of the budget for education of the employees to this upper 20%.

4- The manager should specify the 20% of activities which make 80% of earnings and should train an aide to administer the 80% of rather

insignificant activities. Upon adoption of this approach, a longer duration remains for consideration of creative activities.

Generally speaking, there are four methods for enhancement of efficiency at the workplace, and achievement of better results in a lesser duration:

1- Further implementation of some specified activities

2- Reduction of some specified activities

3- Commencement of some activities which the individual does not currently carry out

4- Stoppage of some activities which are underway

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