Explain the relationship between organizational commitment, organizational health and employee creativity of the Social Security Organization

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Abstract

The aim of this study is to investigate the relationship between organizational commitment, organizational health and the creativity of staff. The statistical population consisted of 230 staff of the Social Security Organization. The sampling method of present research is the simple random. By using the Cochran formula the sample size is equal to 144. The researchers use questionnaire that consists of 32 questions which are all questions for the whole five-item Likert is used to collect data. In this research, the structural relations model was used to analyze the data. To determine the validity and reliability of questionnaire the content validity and Cronbach's alpha coefficient were used. The amount of the organizational Commitment Questionnaire Allen and Meyer is equal to 0.85, the organizational Health questionnaire of the Hui et al (1996) is equal to 0.88 and Torrance creativity questionnaire obtained 0.92. For data analysis and hypothesis testing, statistical software LISREL was used. The results showed that there is a significant relationship the organizational commitment, organizational health and the staff creativity.

Keywords: organizational commitment, organizational health and the staff creativity.
Introduction

One of the most important responsibilities of the human resource management is the retention of competent staff in order to secure organizational success and make optimum use of them. The human resources are the most important strategic assets of organization. Thus, the use, maintenance, upgrade, development and finally management of these resources are considered an important factor for progressive organizational goals. One of the most important motivational issues that the large volumes in industrial and organizational psychology studies in the developed countries is organizational commitment (Mahdad, 2007). Whenever the amount of this commitment is higher, the forces of self-control, motivation increased in staff according to efficiency and effectiveness. Staffs that do not have a sense of interest and commitment and attachment to their organization continuously and effectively have been inactive and in the long time will harm their organization (Vinitwatakhon, 1998). In addition, today, creativity is also an important part of organizational life because the rapid changes in all aspects of the world have changed. So organizations operating environment and their managers are forced to adapt their efforts to global changes and developments to find new ways.

Therefore, all organizations in order to survive need the new ideas and new opinions. The new thoughts and opinions such as the emotional organization body are saved and protected. But the compressed competition and hard, tastes and desires of customers are causing unpredictable organizational matters (2010 Kudrowitz.). To survive and thrive organizations have to adapt to the competitive environment and upgrade themselves. The organizational safety is the organization's ability to survive successfully deal with the external destructive forces to effectively attain its objectives and goals (Vine, 1986). Therefore, the purpose of the present research is to examine the organizational commitment, organizational health and creative staff.

Research literature:

The organizational health:

Health means the absence of disease and failure in an organism. The occurrence of a serious disease may lead to irreparable damage of organisms or even lead to death. On the other hand, disease does not mean that the organisms operate optimally because it is healthy but it does not fulfill its duties and functions. Thus, in the field of medical and mental health, the concept of perfect health or positive health is considered. In the mood of positive health, the organism performs the task perfectly and prosperity results (Azizi Moghaddam, 2006).

Organizational health is not a new concept. Mais in 1959 defined and offered a proposal to measure the health of organizations. He noted that the organization was not always healthy. In his view, organizational health and organizational survival adapt to changes and expand its ability to survive and prosper. Organizational health is the organization's ability to survive and adapt to external destructive forces. It effectively attains the main goals and objectives in the long-term (Wayne, 1986). Lynden & Klinge (2000) wrote about organizational health. They stated that the organizational health is a fairly new concept and it includes the organization's ability to grow and improve. Observers of healthy organizations emphasized the variables of...
committed and conscientious staff, with high spirits, and open communication channels as factors of success and aspects of healthy organization. A healthy organization is where its employees stay there and work and be proud of it. Miles defined a healthy organization as an organization that not only survive but also thrive and adapt to the challenges imposed by its competitive environment. What is clear in this definition is that the healthy organization should deal successfully with the forces outside and moves effectively towards its main goals and objectives (Hui and Miskel, 2008). According to Parsons Theory, the organizational health has three main levels and every dimension is based on the following components:

1) The technical level: Technical level is the low-level system in which the real product of the organization is considered and it includes:
   A. morale: the morale points to the feeling of reassurance, trust, sympathy and friendship that among between the staff. Staff have who feel comfortable with each other perform their tasked well.
   B. Academic Emphasis: it emphasizes the organization’s role in promoting its employee learning. High-level scientific purposes have been for the staff. The staff can attain such learning outcomes in a regular and serious environment.

2) The level of administrative management: Mediation efforts are internal controlling system and they include:
   A. consideration (compliance of respect): it means friendly and supportive management behavior. Consideration reflects the behavior that implies of respect, mutual trust, and cooperation. In other words, the consideration is not just means to the artificial kindness and friendliness but it is the honest attention to the staff as professional colleagues.
   B. The initiating structure (task-oriented): it is the behavior that determines the manager’s clear expectations of work, performance standards and procedures. The initiating structure is task-oriented and achievement-oriented.
   C. A resource support: It is the amount of materials and equipment needed and requested by the staff. A resource support refers to an organization that has the required materials and resources.

3) The institutional level: The institutional level is concerned with the environment of the organizations and it includes:
   A. The manager’s influence: It is the manager's ability to influence the decisions of superior clerks. Influential manager encourage work effectively with superiors but also preserves independence in thought and action.
   B. Institutional integrity: It is the organization's ability to adapt to the environment and compromise with methods that protect the health programs of organization (Hui and Miyskel, 2003).

Based on the dimensions and attributes that Miles, Kelingel and others use to identify healthy organizations, the characteristics of the healthy organization are stated as follows:
- The objectives of organization for the majority of the organization staff are clear and all the activities carried out toward the goals. The staff has the sense of belonging within the organization and is interested in giving their opinions about the problem.

- Issues within the framework of the existing facilities actively are realistically resolved. The staff resolves problems informally and works together regardless of the official positions and titles of staff members.

- The decision to increase the efficiency of institutions based on factors such as ability, sense of responsibility, of data, the volume of work, appropriate time and analysis will be done.

- Programing at the institute is done based on facts or prospective planning, performance and order; and in this case there is a spirit of cooperation. In other words, the assumed responsibility by the active participation of all members is observed well.

- Judgment and reasonable demands of the lower levels staff of the organization are given attention and respected. The personal needs and human relationships are investigated and resolved.

- Free and voluntary collaboration is promoted. Employees are obliged to consider readiness in helping the resolution of crises. Staff is quite animated, and participates in the activities. Their presence in the organization is important; and for them it is enjoyable. Management and leadership adapt to and create flexibility, a sense of trust, freedom and mutual responsibility between partners. People are aware of what is important to the organization and what is less important. Risked conditions of development and change are accepted by the management and the staff of the Institute.

- The Institute believes that the individuals should learn from past mistakes and their effects at work. Poor performance at the Institute is immediately recognized and fixed collectively. The organizational structure, policies and guidelines are set so that they can help employees perform tasks and guarantee the health and survival of the institution in the long term. In addition, organizational structure and policies organizations need change so that it can adapt with the environmental conditions. There is a reasonable equilibrium and balance between responsibility and authority and the institute work thanks to the lack of bureaucracy (Saatchi, 2001). Leiden and Kelyngel have stated eleven elements that provided for organizational health according to the statistical research findings in the case of the organizational health assessment of the faculty of higher education:

- The first dimension is connection: In healthy organizations relationships between the staff and their subordinates and the elite must be facilitated. Relationships should be reciprocal and established at different levels of the organization. In a healthy organization, face-to-face oral discussion is important that of written documents.

- The second dimension is about participation and involvement in the organization: In the healthy organization staffs of all levels are appropriately involved in decision-making.
- The third dimension is loyalty and commitment: In the healthy organization there is atmosphere of a higher reliability between the individuals. Staffs enjoy coming to work and they feel their organization is a comfortable professional atmosphere.

- Fourth dimension is the credit or reputation of the institution or company: A healthy organization reflects perceptions of a positive reputation to staff and the staff generally to values such credited reputation.

- Fifth dimension is about spirit: the appropriate spirit of the organization is the promotion of a friendly atmosphere where employees trust and admire each other. Equally, they love their jobs and their organization.

- Sixth dimension concerns morality: in a healthy organization generally there the staff tends to be valued based on appropriate morality.

- Seventh dimension is the recognition: in a healthy organization the staff is encouraged to realize their talent; they are supported and generally they feel that they are valuable. They are suitable for advancement within an atmosphere of gratitude and care.

- Eighth dimension is about path target: in a healthy atmosphere the staff can detect the high focus of their part.

- Ninth dimension is concerned with leadership: leaders have a decisive factor in the profitability and effectiveness of the organization. They are to be friendly and easily communicate with their staff.

- Tenth dimension is the improvement of staff development: in a healthy environment of organization, there are specialist and special committee to support the education and the continuous improvement of forces of organization.

- Eleventh dimension is about the use of resources: staff must see that the resources and adequate facilities consistent with their expectations; progress is to be divided between them (Jahed, 2005).

**The creativity of organization:**

Today, the creativity is crucial for organizational life and success because the rapid changes in all aspects have forces organizations and their managers to adapt themselves to those new competitive contexts. They have to create new ways for own actions. Therefore, all organizations in order to survive are need new thoughts and new fresh ideas. Thoughts and new ideas protect the organization from the annihilation because of intense competition and the unpredictable demands of customers. In such circumstances, the organization has to do its utmost not to lose its customers and markets; it needs to meet the tastes and expectations of the customers. New creative innovative ideas can help organizations achieve those goals. (Bolanowski, 2008).
So the successful organizations are the organizations encourage creativity and innovation in all their activities. In other words, today's organizations to survive must be dynamic and the managers and their staff should be creative and innovative so that they could adapt the organization to these changes and respond to the needs society. In the system of global economy and increasing competition, creativity and innovation are the key to survival and success; the lack of creativity and innovation are synonyms of destruction of the organization. An organization that does not have the creativity and innovation cannot survive and will vanish from the scene (Randall, 2008).

Scientists have defined creativity with numerous and diverse interpretations. Every definition represents only one dimension of the important dimensions of creativity. For example, Herbert Fuchs (2001) believes that «creativity process is any thinking process that can solve existing problems." George Seidel (1999) thinks that "the ability to relate and connect the threads, regardless of what area or areas is carried out; it is the enjoying principles of creative from mind." Erich Fromm (2000) also believes that "Creativity is the ability to see and answer" (Pire khaefi, 2005). According to Santrock’s attitude (2004), creativity is the ability of thinking about the fresh and unusual ways and achieving unique solutions to problems (Samad Agayi, 2009). In fact, creativity is the interaction between talent, process and environment. Creative workers understand the needs of the market and produce appropriate products in the appropriate contexts (Makel and Plucker, 2008). According to Torrance (1989), creativity is composed of the following four aspects:

Fluency: that is the ability to establish the meaningful relationships between thought and expression which is based on the number of ideas or solutions at a certain time measurement.
Originality: The ability to think in an unusual way and contrary to common practice.
Flexibility: refers to the ability to think in different ways to solve a new problem.
Elaboration: it is the ability to pay attention to details while doing an activity (Shoghi and Mortazavi, 2012).

Organizational commitment:

There have been many definitions of organizational commitment. According to Porter, et al (1974), organizational commitment is an attachment to a particular organization, which is characterized by the following three factors.

1. Belief in the goals and organizational values and accepting them.
2. Willingness to hard work to realize the goals of the organization
3. Strong desire to join the organization (Moghimi, 2001).

The organizational commitment is the attitude of staff about the loyalty to the organization and the participation of individuals in organizational decisions making and success.

The organizational commitment results from the different factors and variables that have followed different results. Different models to analyze the different factors affecting of the organizational commitment are established. The model of organizational commitment of Richard M. Steers and Miro Allen model are among them.
Figure 1: The different factors affecting on the organizational commitment

In Meyer and Allen three-dimensional model of the organizational commitment some dimensions are provided:

Affective commitment: it includes the emotional attachment of staff to the organization identification and involvement in organizational activities.

Continuous commitment: it includes a commitment based on values of the organization and employee’s involvement in the life of the organization.

Normative commitment: it includes feelings of people based on the need to stay in the organization.

In general, all the models presented for organizational commitment have emphasized the fact that the organizational commitment leads to good results, such as high productivity and lower turnover. It will decrease absenteeism and several studies confirmed its authenticity (Mogimi, 2001).

Types of work commitment in view of Chalabi with regard to the four systems of Parsons:

According to Chalabi, in of work commitment (like any other social commitments) species identification and the positive emotional desire another kind in the form of socially accepted ethical rules are accepted. This definition is based on the four distinguished types of work commitment in the form of the Quartet Parsons (Chalabi, 1997). These four kinds are:

A. The relationship commitment
B. The organizational commitment
C. The professional commitment
D. The work commitment

- Work commitment is the most common, and potentially the deepest most lasting form of work commitment. Work commitment is the kind of the positive emotional desire...
compared to respect the "Other generalized diffusion" (social community) in the field of work.

- Professional commitment refers to the sense of responsibility and interest in a particular career and professional community. A professional association is the kind of «other special generalized » The external manifestation of professional associations can be found in trade and business associations, labor unions, in the business. This kind of commitment is the function of the existence the professional associations, cheerfulness and their vitality.

- Organizational commitment is the identification with the work organization and loyalty to its values, expectations and objectives. Organizational commitment to the organizational culture and cultural consensus in of work organization is dependent on organizational cohesion and organizational consensus. Both have an effective role in strengthening the organizational commitment. Porter, Steers, Mudy and Bolean (1974) think that organizational commitment includes:

  - the individual belief in accepting the goals and organizational values.
  - His willingness to exert effort to achieve the organizational and career goals.
  - His strong tendency to maintain the organizational membership.

Following this definition, scholars such as Becker (1992), by simplifying the definition express that organizational commitment is to join the organization and perform a job based on the following components:

1. Obeying or adaptation and conformity with the organization through reward and punishment mechanisms.
2. The sense of identity and identification or desire of belongings and dependence.
3. The internal or congruence of the value of individual with the goals and values of the organization (Moshabaki, 1997).

- The commitment proposes the relationship at the micro and immediate level included the person responsibility sense of work in the ongoing social relationship with "concrete others" is in every day of work. In fact "personal community" or network of individual social relations in the field of work affect the quality of work, of work satisfaction and work commitment.

- Commitment to a relationship is a kind of sense of duty to others in particular and relative loyalty to the values of its expectations and objectives. Relation commitment in the work is the density function relationships of the person's statements to the others, especially partners and history of this relationship. The nature of relationship commitment is specifically-oriented; while the nature of the work commitment forms the basis of other commitments of work that is general-oriented.

- The work commitment is a kind of "public commitment". Based on this commitment the individual has the sense of responsibility to his own work towards all members of the community whereas in particular the commitment-oriented means the commitment to a relationship, a person only in its relations with some of the specific and limited sense of
responsibility. In the form of the quartet Parsons, the four main dimensions of work according to Chalabi include: 1. dimensions of proof
   2. Personality dimensions
   3. Social dimensions
   4-cultural dimensions.

Figure 2: The main aspects of work within the framework of the Quartet Parsons system

<table>
<thead>
<tr>
<th>Dimensions of Personality of work G</th>
<th>Dimensions of proof of work A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dimensions of social of work I</td>
<td>Dimensions of cultural of work L</td>
</tr>
</tbody>
</table>

In the dimension proof of work, the actor in dealing with the environment (subject of work/ dimension a) with consume handy and intellectual energy (work activity / g) is based on a kind of organizing (working conditions / dimension i) the work subject change such as the ideal situation (product of work / L) that needs to be achieved.

Through the society and socialization, humans achieved kind of character. So the system of human character through its different areas of society includes field of work within society. In work field and in the context of nuts, four components of the work personality dimension can be defined as follows: skill of work (a), motivation or desire to work (g), collective identity in the work (i) and personal identity in the work (I). Similarly, for the social dimension of work four main aspects are to consider. They are as follows:

Work relationships (a), guarantee of implementation work (g), work commitments (i) and norms of work (I). The fourth main aspect of work is the dimension of cultural work. From the point of view, work in the general conditions of human action, can be defined in at least four ways:

In the dimension of physical work, it consists of activity (a). In the biological dimension, the work requires a kind of allocation of intellectual and handy energy (g). Also in the work as a explicit or implicit, the kind of obligation or claim is hidden (I). It means that work in construction of its essence changes the targeted status quo to the ideal situation (a kind of proof negation). Finally, at least as an abstract and potential, it is a kind of ultimate goal (I) (Chalabi, 1997).

Factors affecting on the work commitment weakness:

"Habibi” examined the evolution of the work commitment at three level of the national, organizational and individual levels in Iran and the factors and the foundation of the non-aligned of work in Iran. He put the focus of his own discussion. He believed that the national level or social mentality of people in the Iranian society is less to side of growth and development. It has been driven mainly through an increase in the production and this caused distance between the interests of the state or society with the individual interests. Therefore there is a loss of motivation in higher work and productivity. The economic and social dimension of the existence of revenues from the export of crude oil or raw material, followed by the distribution and the administration of revenues with no activity are included the culture low working and demolition of work commitment. At the organizational level, a lack of
efficient management and stimulating to work commitment and as well as neglect to expertise, innovation, and creativity of staff led to a lack of commitment to work in Iran.

The growth of flattery culture in conjunction with unfair distribution of wealth and income and payment of wages unrelated to the quantity and quality of work are the most important the factors of the lack of work commitment.

![Conceptual Model](image)

**Hypotheses:**
1. There is a significant relationship between the organizational commitment and the creativity of staff.
2. There is a significant relationship between organizational commitment and organizational health.
3. There is a significant relationship between organizational health and employee creativity.
4. There is a significant relationship between the organizational commitment and organizational health through the creativity of staff.

**The research method:**

Data were necessary to this study; a questionnaire that tested its reliability was collected. Researchers used a questionnaire that consists of 32 questions. All questions for the whole five-item Likert were used to collect data. This data is analyzed by LISREL software. The statistical population in this study is 230 employees of the Social Security Organization. In this research, by using simple random sampling, 144 employees were selected as sample. To determine the validity and reliability of questionnaire, we used the content validity and Cronbach's alpha coefficient. The amounts were respectively the organizational commitment questionnaire Allen and Meyer was 0.85, the organizational health questionnaire of Hui et al. (1996) was 0.88, and Torrance creativity questionnaire was 0.92. In present research, after drawing the research analytical model, data is based on the application of Path diagram with program execution the Perlis with LISREL software obtained the measurement model. In this model, by using the coefficients B and applying T test the hypotheses are tested. Meanwhile the model fit indices has been calculated automatically with the implementation of the Perlis program for the model.
Data analysis:

Table 1: fit indexes of the research model

<table>
<thead>
<tr>
<th>Fit indexes</th>
<th>Standard amounts</th>
<th>Estimated amounts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Degrees of Freedom</td>
<td>------</td>
<td>461</td>
</tr>
<tr>
<td>Chi-Square</td>
<td>Due to the dependence the sample size is not a suitable criterion</td>
<td>1096.73</td>
</tr>
<tr>
<td>RMSEA</td>
<td>0.05</td>
<td>0.083</td>
</tr>
<tr>
<td>NFI</td>
<td>0.90</td>
<td>0.91</td>
</tr>
<tr>
<td>NNFI</td>
<td>0.90</td>
<td>0.94</td>
</tr>
<tr>
<td>CFI</td>
<td>0.90</td>
<td>0.95</td>
</tr>
<tr>
<td>RMR</td>
<td>0.05</td>
<td>0.060</td>
</tr>
<tr>
<td>GFI</td>
<td>0.90</td>
<td>0.74</td>
</tr>
<tr>
<td>AGFI</td>
<td>0.90</td>
<td>0.71</td>
</tr>
</tbody>
</table>

As shown in Table 1, indicators of compliance rate or goodness of fit are in the relatively acceptable level.

Test of the Structural model:

In this research, the method of confirmatory factor analysis to test the measurement model and path analysis were used to confirm the research structural model. The following two charts show the general models LISREL software's output. They involve at the same time the structural model and measurement model.
Chart 1: The base model with T amounts

Chi-square=1096.73, df=461, P-value=0.00000, RMSEA=0.083
Chart 2: The base model with the path coefficients

In the structural model, the beta coefficient indicates the level of correlation between the variables of latent (hidden) appearance on charts that connects the latent variables.

**The findings and analysis of results:**

First hypothesis: there is a significant relationship between organizational commitment and creativity of staff.

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>results</th>
<th>T-statistics</th>
<th>Coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. There is a significant relationship between organizational commitment and creativity of staff.</td>
<td>acceptance</td>
<td>6.10</td>
<td>1.00</td>
</tr>
</tbody>
</table>

Based on the results shown in Table 2, the impact of the independent variable on the dependent is supported by data and the path that relate these two variables together is positive and significant (at the error level of 5% is significant) ($t = 6.10, \beta_{12} = 1.00$). As a result, it can be said with 95% confidence that there is a significant relationship between organizational commitment and creativity of staff.
The second hypothesis: there is a significant relationship between organizational commitment and organizational health.

Table 3: The test results of the second hypothesis

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Results</th>
<th>T-statistics</th>
<th>Coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td>there is a significant relationship between organizational commitment and organizational health</td>
<td>Acceptance</td>
<td>3.04</td>
<td>0.22</td>
</tr>
</tbody>
</table>

Based on the results shown in Table 3, the impact of the independent variable on the dependent is supported by data and the path that relates these two variables together is positive and significant (at the error level of 5% is significant) \( t = 3.04, \beta_{22} = 0.22 \). As a result, it can be said with 95% confidence that there is a significant relationship between organizational commitment and organizational health.

The third hypothesis: There is a significant relationship between organizational health and staff creativity.

Table 4: The test results of the third hypothesis

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Results</th>
<th>T-statistics</th>
<th>Coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td>there is a significant relationship between organizational commitment and staff creativity</td>
<td>Acceptance</td>
<td>4.55</td>
<td>0.32</td>
</tr>
</tbody>
</table>

Based on the results shown in Table 4, the impact of the independent variable on the dependent one is supported by data and the path that relates these two variables together is positive and significant (at the error level of 5% is significant) \( t = 4.55, \beta_{22} = 0.32 \). As a result, it can be said with 95% confidence that there is a significant relationship between organizational commitment and staff creativity.

The fourth hypothesis: there is a significant relationship between organizational commitment and organizational health through creativity of staff.

Table 5: The test results of the fourth hypothesis

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Results</th>
<th>T-statistics</th>
<th>Coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td>there is a significant relationship between organizational commitment and organizational health through creativity of staff.</td>
<td>Acceptance</td>
<td>1.00×0.32 = 0.32</td>
<td>0.32</td>
</tr>
</tbody>
</table>

The results of hypothesis 4 are examined according to information table (5). Investigating the role of mediator of the staff creativity between organizational commitment and organizational health is that if the direct effect of organizational commitment on the staff creativity is confirmed and also has a direct impact of the staff creativity on organizational health it is to be confirmed. The mediating impact of staff creativity between organizational commitment and organizational health is confirmed. The path coefficient of the exogenous latent variable
of the organizational commitment on the endogenous variable of the staff creativity is 1.00 and with the T value equal to 10/6 in the error level of 0.05. With the confidence 0.95, the intended statistic is significant and the path coefficient of the endogenous latent variable of the staff creativity on the endogenous variable of organizational health is 0.32 and with the T value it is equal to 4.55 in the error level of 0.05. With the confidence 0.95, the intended statistic is significant as a result of the impact of the mediating role of the staff creativity between organizational commitment and organizational health which is equal to 0.32 × 1.00=0.32 and researchers claim is confirmed.

Conclusion:

The results of the first hypothesis indicated that amount of path coefficient between organizational commitment and creativity of staff is equal to 1/00 among T the respective is 96/1<10/6. According to t-test with the critical value 0.05 at the 95% confidence level, the null hypothesis can be rejected. As a result, the first hypothesis of the researchers is confirmed and it can be said with 95% confidence, that there is a significant relationship between organizational commitment and the staff creativity.

The results of the second hypothesis indicated that amount of path coefficient between the organizational commitment and organizational health is equal to 0.22, among T the respective is 1.96<3.04. According to t-test with the critical value 0.05 at the 95% confidence level, the null hypothesis can be rejected. As a result, the second claim of the researchers is confirmed and it can be said with 95% confidence, that there is a significant relationship between organizational commitment and the organizational health.

The results of the third hypothesis indicated that amount of path coefficient between organizational health and staff creativity is equal 0.32 among T the respective is 1.96<4.55. According to t-test with the critical value 0.05 at the 95% confidence level, the null hypothesis can be rejected. As a result, the third of the researchers’ claim is confirmed and it can be said with 95% confidence, that there is a significant relationship between staff creativity and the organizational health.

The results of the fourth hypothesis indicated that amount of path coefficient between the organizational commitment and staff creativity is equal 1.00 among T the respective is 1.96<6.10 and the amount of path coefficient between the organizational commitment and organizational health is equal 0.32 among T the respective is 1.96<4.55. According to t-test with the critical value 0.05 at the 95% confidence level, the null hypothesis can be rejected. As a result, the impact of the mediating role of the staff creativity between organizational commitment and organizational health is equal to 0.32 × 1.00=0.32 and the fourth researchers’ claim is confirmed.
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