



A STUDY ON EMPLOYEE CREATIVITY IN AN ORGANISATION

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Abstract:

Creativity research features a long history in psychology that specializes in individual differences in personality, cognitive abilities, and problem-solving styles. Creativity is taken into account to be a private characteristic with features that include broad areas of interest and high energy levels. Considerable evidence has been indicating that employee creativity can fundamentally contribute to organizational innovation, effectiveness, and survival. So, it is said that creativity plays a vital role in organizations because creative contributions can't only help organizations become more efficient and more aware of opportunities but also help organizations adapt to vary, grow and compete in the global market. Organizations could develop creativity by selecting potentially creative individuals, as an example, supported assessment tools like Gough's Creative Personality Scale, or by training workers in cognitive skills like divergent thinking. We consider employee creativity as an ongoing process, not limited in time and space, and that we envision a task for ergonomics to foster the creativity of all workers. For creativity to occur in organizations, managers got to support and sell.

Keywords: Psychological empowerment, Intrinsic motivation, Employee creativity, Innovation

Introduction:

Creativity can be a solution to the most complicated issues in the modern world, as it enhances the effectiveness and organization's flexibility to win a competitive advantage. Moreover, creativity helps in searching the innovative and improved procedures and concepts. Therefore, stress is being placed on the creative capabilities of employees within an organization.

Creativity belongs to idea generation, techniques of the innovation process, and a key point to obtain a competitive edge and the main purpose of this study is to construct and will analyze the theories that will give the link of psychological empowerment and also the employee creativity along with a

few other variables. Employees who were motivated and encouraged by their leaders and perform their goals in a creative environment are more creative. Creativity referred to bring something new to respond to the changes and to meet the need of the existing organization.

Creativity is vital to organizations because creative contributions can't only help organizations become more efficient and more aware of opportunities but also help organizations adapt to vary, grow and compete in the global market. All organizations need to improve their employees' creativity, so managers must focus on identifying, understanding, and utilizing techniques and approaches that promote the creativity of their people.

To remain competitive, organizations need their employees to be actively involved in their work and check out to get novel and suitable products, processes and approaches. It is said that empowerment is about achieving management goals, it means getting the whole team involved in attaining success in the business. According to the researches, empowered Employees in organizations will be more competitive and gain commercial advantages. Participants will have to complete a questionnaire of 115 employee respondents that will measure the perceived presence of psychological empowerment, intrinsic motivation, creative process engagement, and employees' creativity.

By using the linear regression analysis, chi-square test, the correlation found that there are significant positive relationships between psychological empowerment, intrinsic motivation, creative process engagement, and employees' creativity. There are said to be some mediating effects of the creative process engagement and intrinsic motivation are said to be confirmed between the connection of psychological empowerment and employees' creativity

The project also contains intrinsic motivation, psychological empowerment, and abilities of employees. Further, several types of research have exposed that creativity can be improved by creative process engagement. In literature, creativity belongs to idea generation, techniques of the innovation process, and a key point to obtain a competitive edge.

Literature Review:

Amabile, 1988 states that creativity can be explained as the production of new ideas. A creative employee can come up with new suggestions/ideas for the services to be constructed, the flood of the Communication and understanding it in the same way which would affect the work done by the employee during his working hour.

Young 1994 states that creativity is explained as a design in which the employee makes such innovative construction in which the work-related problems are resolved rightfully with step by step process, some explain it as the ability of the individuals how they can develop a useful solution to meet the challenges and overcome the problem themselves individually.

Zhou and George 2001 states that Creativity can be explained as introducing new techniques by individual or group of people in an organization for achieving the maximum potential of human labor which will result in achieving goals effectively, due to innovation and globalization if a firm wants to

compete with its competitor they must hire a creative employee who is extroverts, feeling easy to work in groups. Employees with proactive personalities are the one which is mostly admired to make constructive change.

Runco, 2004 states that the Employee's creativity can be most commonly be referred to an individual who has new ideas for his work & working style, he must be flexible to work in a team rather than individually completing a project, a creative employee has better skills of understanding and is adaptable in order if new technology is introduced in the firm so he should be able to use it in no time, all these values indicate employees are empowered so they can complete the task as they are feeling comfortable all these characteristics would help in getting to know new opportunities, use of advance technology all these changes are part of everyday life.

Drazin et al 1999 state that Creativity is adapted by the individual to do production with new ideas. The creativity may depend on the employee or situation; an employee may want to be in contact at the highest or lowest level although he or she has great potential.

Employees may use all of his/her capabilities, skill knowledge to supply creative outcomes.

Ravindra Jain and Cherry Jain on All Saints' Day, 2016, states that there has been a scarcity of cohesive theoretical understanding of how employee creativity operates and gets affected in organizations. Within the existing literature, we found many theoretical approaches to creativity that appear as supplementary and complementary to supply a far better understanding of creativity. However, employee creativity continues to seem like an elusive and sophisticated phenomenon. Such observations will trigger the authors' interest to synthesize the prior research and present an equivalent framework within the sort of a conceptual framework of employee creativity.

Alice H.Y. Hon, Steven S. Lui on 9 May 2016 speaks about the mixing of the individual- and group-level creativity particularly for service organizations additionally to research on creativity and innovation within the field of general management and hospitality.

Todd Dewett 1 December 2004 states that Creative efforts and artistic outcomes are identified as distinct in employee creative performance. it's argued that an employee's willingness to require risks is a crucial antecedent of creative efforts. Behavioral consequences experienced by employees following creative efforts are discussed about future creative efforts considered and therefore the subsequent willingness to require risks. A model and propositions are developed to guide future research and are considered in light of the present creativity literature.

Evans, 1991 states that the creative employee has the power to remember the organization and must be sensitive in order that he can tackle the matter, he must have a pointy mind so he can remember his task for an extended time, and he must be adaptive, it's because thanks to Globalization there's a rapid change within the technology also the culture so an ingenious employee would be ready to adapt all the changes before time, during this way he would be termed as creative.

Jing Zhou and Christina E. Shalley October 2003 states that the main theoretical frameworks that

have served as conceptual foundations for empirical studies and propose exciting possibilities for future research directions and eventually discuss the implications of this body of labor for human resource management.

Marlon Fernandes Rodrigues Alves, Simone Vasconcelos Ribeiro Galina, Silvio Doblin 5 February 2018 .This paper gives an elaborate understanding and details regarding the examination of what are both the main theoretical basis and the recent perspectives within the organizational innovation literature in *Innovation & Management Review*.

Fatima Ali Rashid Al-Thehli Mar 5, 2019, critically analyzes the critical issues of creativity and innovation management and its implication on the broader development aspect of human resource management by highlighting possible scenarios within the United Arab Emirates (UAE).

Wenjing Cai, Svetlana Khapova, Bart Bossink, Evgenia Lysova, and Jing Yuan, 2019, will clearly depict how contextual factors will be (a) separately and (b) jointly influence individual employee creativity. Specifically, it enables us to depict two possible models which are known as combination and multiplicative models through which the contextual factors will interact with individual factors in predicting employee creativity.

Inga J. However March 2014 states that creativity in all its complexity and potential, an interactionist perspective that emphasizes actor–context interactive effects on creativity holds much promise. Moreover, after reviewing existing work taking an interactionist approach, we conclude that the character of the actor–context interaction needs further theoretical advancement and refinement. besides, typology reveals a complex and intriguing set of actor–context interactions, including ones that are synergistic, antagonistic, inhibitory, remedial, and configurationally, as well as ones that show patterns of diminishing gains and diminishing losses.

The authors Marja Klijn and Welko Tomic September 2008 have said that the main creativity models, mediators as well as enhancers of organizational creativity, are all from a psychological perspective. Also, the paper seeks to spot gaps in knowledge of organizational creativity. Aspects of employee creativity that require closer inspection are said to be described.

The authors are Maryam Hashem David Gallear Tillal Eldabi Sep 19, 2019, this paper will aim at providing a comprehensive literature review by presenting prominent theories addressing the role of intrinsic and extrinsic motivation in enhancing employees' creativity. It then highlights the research questions intended to be investigated and finally presents the context of the proposed empirical research.

Pascale Auge Richard W. Woodman Dominion Day, 2016, this research has been examining the link between intrinsic motivation and creativity using inductive theory building to explore the intrinsic motivation of creative people. Data were said to be gathered at six case study sites in France which are done using semi directive interviews to explore how creative people experience their creativity and motivation in various contexts. Data analysis has suggested a 2 × 2 model of the kinds of intrinsic

motivation which is done for creativity composed of two creativity dimensions that supported the connection to the setting (independent vs. dependent) and therefore it is said that the focus of the creative behavior (egocentric vs. other-centered).

Servet Nasifoglu Elidemir, Ali Ozturen, and Steven W. Bayighomog 17 April 2020 states that The resource-based view and job demands-resources model has been provided the theoretical underpinnings for the developed hypotheses that were tested using a sample of 115 customer-contact employees of 4- and 5-star hotels. The results which are indicated that HPWP is said to be indirectly predicted CA via IB. Also, it is said that creativity will moderate the impact of HPWPs on innovative behaviors positively and on competitive advantage negatively. Employee innovative behaviors are said to generate substantial returns to service organizations that are competing with quasi-homogeneous end-products. The relevant theoretical and practical implications.

James Castiglione 25 February 2008 this paper has been reviewing the important concepts which are involving employee creativity and its successful management within the organizational setting. This is said to be accomplished by reviewing the relevant literature which is said to be assembled from the social, psychological, management, organizational, and library sciences.

Muhammad Khalid Anser, ZahidYousaf, Muhammad Sharif, Wang Yijun, Abdul Majid, Muhammad Yasir 27 October 2020 This study aims to investigate the relationship between employee polychronic and employee creativity. This study will also explore the mediating role of employee resilience in the relationship which is done between employee polychronic and also employee creativity. This study was said to be supported by a quantitative research design, and a survey instrument won't be able to collect data from doctors and nurses. Ordinary least squares (OLS) regression and four-step Baron and Kenney (1986) approaches were used to check the impact of nurses' polychronic on creativity through resilience.

Kalaa Chenji and Raghavendra Sode 1 July 2019 This study found that defensive silence mediates between workplace ostracism and employee creativity and psychological empowerment moderates between workplace ostracism and employee creativity. Workplace ostracism is said to negatively affect employee creativity and positively influence defensive silence. The study reveals the moderating effect of psychological empowerment on workplace ostracism and employee creativity such low levels of psychological empowerment negatively influences employee creativity and a high level of psychological empowerment features a positive effect on employee creativity.

SophiaGerlach, AlexanderBrem 27 July 2017 this study aims to develop such a conceptual framework supported by the findings of an in-depth literature review. Besides, this paper presents a thought management guide that addresses important aspects of a thought management program. To simplify the guide's application for idea managers, it's summarized during a checklist. It is said that this paper is said to serve researchers with a state-of-the-art review and idea managers with a tool for building new idea management programs or reviewing existing ones in companies of various sizes and

industries.

Christiaan Van Dijk, Jan Van Den Ende 17 December 2002 This paper clarifies in detail the organizational conditions for the successful use of suggestion systems. The Creativity Transformation Model will encompass the most factors that have been influencing the functioning of suggestion systems. The model is tested within specific divisions of three companies which will be considered best practices within the use of suggestion systems. By applying the model, companies are going to be ready to transfer employee creativity optimally into practicable ideas.

The authors Greg R. Oldham and Anne Cummings June 1996 has said that this study will examine the independent and joint contributions of employees' creativity which are relevant personal characteristics and also the three characteristics of the organizational context--job complexity, supportive supervision, and controlling supervision which is said to be three indicators of employees' creative performance: patent disclosures written, contributions to a corporation suggestion program, and supervisory ratings of creativity. Participants (171 employees from two manufacturing facilities) produced the foremost creative work once that that they had appropriate creativity-relevant characteristics, worked on complex, challenging jobs, and were supervised during a supportive, no controlling fashion.

Zhenxing Gong, Zanzan Zhao, Shuo Wang, Haoyun Yu August 7 2017 this paper points out the problems of the antecedents' research on creative performance. Then, by reviewing current research, this paper finds that researchers solve these problems from the concept focus, research level, research perspective. At last, asserting the longer term research direction and indicate the way for the study of the creative performance by analyzing the difficulties existing in current research.

Zhang and Bartol 2010, found in their study that psychological empowerment significantly will manipulate the employee's creative work and as well as will also play important role in employee motivation towards the creative and innovative steps in order to achieve their organizational goals.

Lee and Koh 2001, defines that psychological empowerment which means that psychologically empowered and motivated employees are gladly performed the job in their workplace

Konczak et al. 2000, states that empowerment aims to promote in-time actions, the attitude of self-confidence among followers and developing in them a sense of individual authority, empowering leadership performance embraces features for example taking an independent decision, dissemination of information, and capacity building for promoting innovations

Conger and Kanungo 1988, explain that psychological empowerment is said to be a process of enhancing feelings of self-efficacy among organizational members through the identification of conditions that foster powerlessness and through their removal by both formal organizational practices and also these informal techniques of providing valuable information.

According to Cohen-Meitar et al. 2009, when the employee understand that I am the right person for the right job in their workplace, are able for what they doing, they will be considered himself more

professionally sound and their mind engages for creative ideas and problems solving.

Cekmecelioglu and Gonsel 2013, stated that creative behavior is that the focus point which associated with the range of the task, various managers realized the truth that the necessity of your time to remain to stay in the competitive market the requirement is their employees to be dynamically self-determined in their job and struggle to produce unique ideas, developments, and valuable procedures.

Tidd 2001 states that the creative behavior of the employee has definitely recognized and develop organizations that have the traditional practice in their organization workplace with no creative thinking and ideas has comparatively lose their credibility, competitive environment, and sustainability.

R. Indriartiningtias, Subagyo B, Hartono in 2017 prepared a report with the result of a literary review on research in the field of creativity. The study was conducted systematically on 35 articles within the field of creativity using systematic review methods. The results show that the research area of creativity with the thing of general organization has been widely practiced. Most of these studies utilized qualitative methods. In contrast, similar studies within the context of the creative study are still limited, both in qualitative research and in quantitative research. Results show the importance of research on creativity, especially in the creative industries.

Li Zhang; Qiong Bu; Sooyeon Wee in August 2014 this paper illustrates Managing employees' stress and creativity is a crucial part of business administration. Based on the Variation-Selection-Retention theory of creativity, this study expands the research viewpoint to the surface of job context by discussing the moderating effect of cognitive irritation on the relationship between job control and employee creativity.

The authors who are Xiao-lin Zhang; Sheng-lin Zhou in November 2012 stated the relationship between job insecurity, organizational innovation climate, psychological capital, and employee creativity. Furthermore, research led to the mediator role of psychological capital, and therefore the moderator role of organizational innovation climate. According to the research, job insecurity and employee creativity show a curvilinear relationship (an inverted V-shaped form relationship); with moderate job insecurity, employees have the very best creativity.

Duan-xu Wang; Yan Hong in 2010 authors are said to have sketched the key feature of the work environment for employee creativity, but little empirical attention has been directed toward an understanding of the influence and mechanism of work support which is done on team creativity. This study examined the consequences of supervisory support and workgroup support on team creativity through team psychological safety during a sample of 226 employees in East China. We found that supervisory support and workgroup support were positively associated with team creativity, and these relationships were mediated by team psychological safety.

Cheung and Wong 2011, the authors of this study have found that creativity is said to be the employee's diversified skills, abilities, knowledge, views, and experience which are used to generate

new ideas for making effective decisions, problem-solving, and completing tasks in efficient and effective ways

Sridhar Ramanathan in the year 2020 has stated that the people who are within the profession will often consider creativity the core of engineering which is said to be because, from creativity, the engineers will devise their unique solutions to society's challenges. It is said that in his third e-book of IEEE-USA's Critical Thinking Skills for Engineers series, the author Sridhar Ramanathan has built further upon critical thinking, by exploring different creative approaches for both individuals and groups. Please don't just take his word for it. The World Economic Forum has moved the Creativity level up from no. 10 to no. 3 in its ranking of important attributes which is given for requirement for jobs of the longer term. LinkedIn's Learning Study ranked Creativity no. 1 in its poll of critical job skills. Joachim Burbiel in the year January 2009 has stated that the influence of these factors such as (i) motivation, (ii) interaction within workgroups and between-group leaders and members, and also (iii) organizational culture and environment on creativity are said to be undertaken. Practical advice springs from literature findings wherever possible

Jiajun Guo, Richard Gonzales, Anna E. Dilley 15 May 2016 has said that this paper will illustrate the importance of creativity level to the researchers and organizations of how creativity will contribute to their effective leadership and how leadership will contribute to the group and organizational creativity, our knowledge will be done regarding this interrelationship will say to remains largely limited. A review of the literature which is said to support both theoretical grounds and empirical evidence will reveal that studies examining the intersection between creativity and leadership in organizations are said to be divergent in terms of how they will conceptualize their relationship. A multi-level framework is said to be employed to synthesize the knowledge in both creativity and leadership disciplines, with multiple themes which are having been found at each level of the framework.

Analysis:

Different types of analysis had conducted to find the significant relationship and difference between the employees' creativity with intrinsic motivation and psychological empowerment. This study has been conducted to find employees' creativity and innovation in the organization in a constructive manner.

Methodologies:

Google form questionnaire is circulated through various social media platforms to investigate the research. 115 respondents recorded their responses and the same is utilized to conduct the further research analysis. Three different types of analysis have been used to examine this study. One is chi-square analysis, the other one is Correlation test and the other one is Regression analysis. Above all the analysis are calculated through SPSS tool. Chi-square test is used to find the significant difference or relationship between genders and taking calculative risks at work. Correlation test is used to find the significant difference or relationship between the confidentiality among employees to execute assigned job and ability of employees in trying to job efficiently. Regression analysis is used to find the relationship between the income and experience. Hence these methodologies are used in this study to find the appropriate results.

Results:

From Correlation analysis, we came to know that the null hypothesis is rejected which means, there is significant difference between the confidentiality among employees to execute assigned job and ability of employees in trying to job efficiently. Through Chi-square analysis it was found that there is a significant difference between the genders and taking calculative risks at work. But there is no significant difference for the other factors. Regression analysis is conducted to find the relationship between the income and experience of employees, hence we reject null hypothesis which means there is a significant difference between income and experience.

Conclusion:

Nowadays, understanding the dynamics of creativity in organizations is a high priority in organizational behavior research. In modern business, creativity and innovation are important indicators of an organization's performance, and creative work environment can advance employees' well-being in terms of job satisfaction and lower intentions to leave. Organizations are increasingly seeking to foster creativity, because it is an important source of organizational innovation as well as competitive advantage. Many researchers believe that creativity is very important for the long-term survival of organizations because it enables organizations to remain competitive in a rapidly changing environment and to achieve a competitive advantage. Organizations could develop creativity by selecting individuals that are potentially creative, for instance based on assessment tools like Gough's Creative Personality Scale, or by training workers in cognitive skills like divergent thinking. So, the organization must understand the behavior of the employees and create a culture to drive employee's creativity in the organization. We consider employee creativity as an ongoing process, not limited in time and space, and we envision a role for ergonomics to foster the creativity of all workers. For creativity to occur in organizations, managers need to support and promote it.

