

ASPECTS REGARDING THE DEVELOPMENT OF CREATIVITY IN ORGANIZATIONS

Gina-Maria MORARU¹

¹“Lucian Blaga” University of Sibiu, gina.moraru@ulbsibiu.ro

Abstract—The paper pursued the detection of principal problems that delay the development of creativity in Romanian organizations, problems that are generated by the careless attitude of the management toward elements like: the presence of the innovational phenomenon in activities and basic processes of the firm, the stimulation of human resource creativity, the transparency of management decisions regarding the research and rewarding the innovative ideas. The information which conducted to this paper was collected by a research developed in organizations from different domains, on a sample of specialists in creativity management.

Keywords—creativity, items, employees, experts.

I. INTRODUCTION

THE strategies of creative organizations are built on a flexible context, which includes the following items ([1], pp. 180-181):

- 1) *Organizational culture, values and leadership style;*
- 2) *Formal and informal structures, rewards, recognition and career systems;*
- 3) *Skills – especially the creative talents – and resources for sustain creativity (finance, information, work climate).*

Managers must understand that “creativity is not something to be turned on and off when needed. The potential for creativity is always there. We just need to learn how to access it.” [2] Unfortunately, “managers undermined employees' creativity by continually changing goals and interfering with processes” ([3], p. 86). We agree that Romanian managers usually make this mistake, which is one of the reasons that led Romania in 2015 only to the 54th place in the Global Innovation Index Ranking, with 38.20 points [4] from a maximum of 100.

On the other hand, techniques have their place in stimulating creativity, but cannot “force” creativity out of people ([1], p. 184). To stimulate and harness the creativity in organizations, there are necessary: a strategy for creativity, an organizational structure based on creative groups, favorable stimulating creativity, and a creative organizational climate [5].

I developed a selective research in organizations from different industries, basing on the previous

considerations. The research based on questionnaires aimed detecting opportunities to use the creativity management in organizational change and building a sustainable economy in Romania [6]. I analyzed only a small part of the results in this paper, in terms of immediate managerial measures that are required for not “to kill” [3] the Romanian employees' creativity.

II. SELECTIVE RESEARCH

We asked the experts in creativity management to specify how they perceive the situation in their firm, compared to the situation of other companies in the same industry, on several elements which we considered important in developing creativity by management staff.

In this paper, we analyze firstly those elements related to the innovational phenomenon presence in the basic activities and processes of the company. Secondly, we analyze the elements related to the general approach to human resource creativity by managers.

We used the following rating scale for all items: for a state of things in the respondent's company “much better” than in other firms in the same industry – 5 points, “better” – 4 points, “the same” – 3 points, “weaker” – 2 points, “much weaker” – 1 point and “I don't know” – 0 points.

A. *The Innovational Phenomenon in the Basic Activities and Processes of the Company*

Four of the elements which indicate the presence or absence of the management concern in the innovational phenomenon in the basic activities and processes of the company are:

- 1) *The quality of the technologies;*
- 2) *The adjustment of the processes to the market requirements;*
- 3) *The frequency of the innovations in the firm;*
- 4) *The quality of projects recently implemented.*

Comparing the situation in their own organization with the one in the other companies in the same sector, the respondents granted, globally, scores little over 3. The score 3 indicates the equality with other companies in the same industry (Fig. 1, 2).

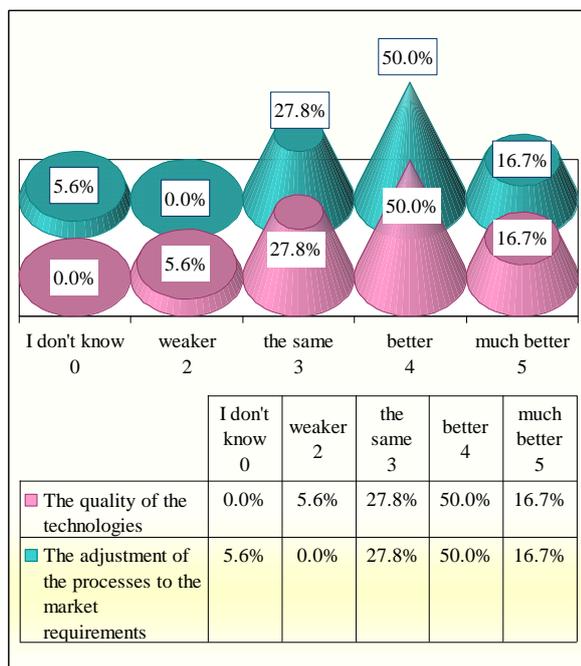


Fig. 1. The quality of technologies and the adjustment of the processes to the market requirements, compared with the situation in other companies.

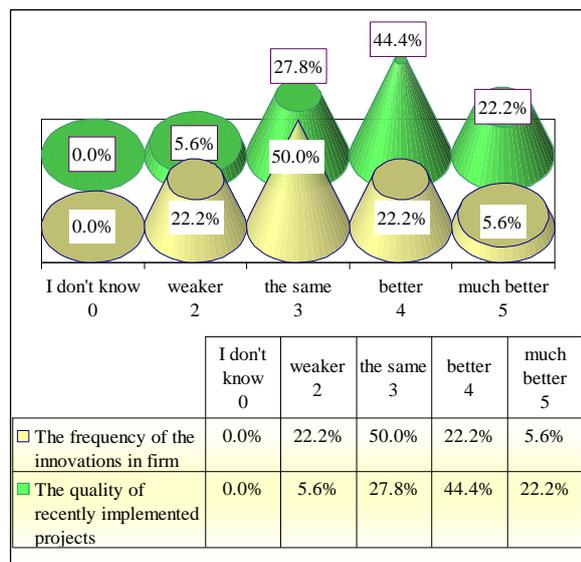


Fig. 2. The frequency of the innovations and the quality of recently implemented projects, compared with the situation in other companies.

B. The General Approach to Human Resource Creativity by Managers

We asked the opinions of experts in creativity management on few items, which indicate the general interest of managers for an appropriate approach to the creative human resource:

- 1) The information base provided to the employees in Research and Development (R&D);
- 2) The information base provided to the employees in other departments;

- 3) The transparency of management decisions regarding the research;
- 4) The managers' fairness regarding the reward of innovative ideas which led the organization to success;
- 5) Involving managers in fostering creativity of the human resource;
- 6) The flow of ideas between the client, researcher, manager and worker.

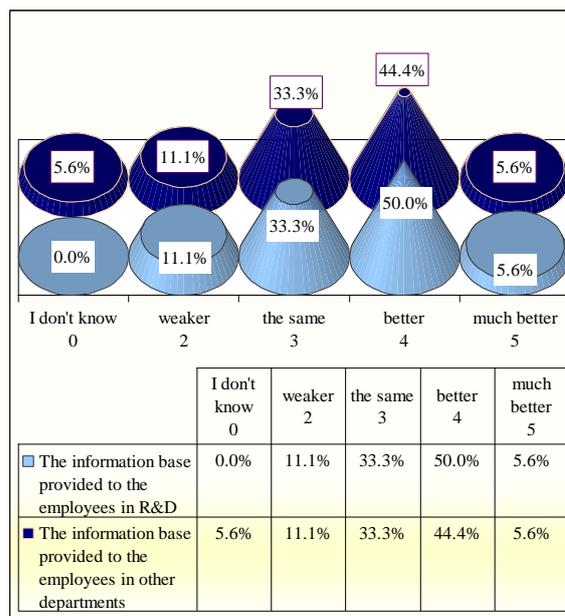


Fig. 3. The information base provided to the employees, compared with the situation in other companies.

Respondents' views on the information base provided to the employees in R&D are similar to those on the information base provided to the employees in other departments (Fig. 3).

Fig. 4 shows the experts' opinions on the first and last step which begins and ends the cycle of the necessary actions in creativity management: making the decision and, respectively, giving the rewards to the deserving employees.

Fig. 5 reflects how managers stimulate human resource creativity in the organization and connect it to the customer creativity and needs.

Regarding the stimulation of creativity by management staff, the opinions were quite divided (Fig. 5): in the first position were placed, in equal shares (27.8%), those who appreciated their company situation weaker than in other firms, and those who appreciated this situation being much better than in other organizations [6].

Not a single respondent said that the situation of any analyzed item in his/her own company would be "much weaker" than in others [6] (Fig. 1-5). We are convinced that all have an intense activity in their organizations,

which is oriented to stimulate creativity and discover the ways to organizational performance.

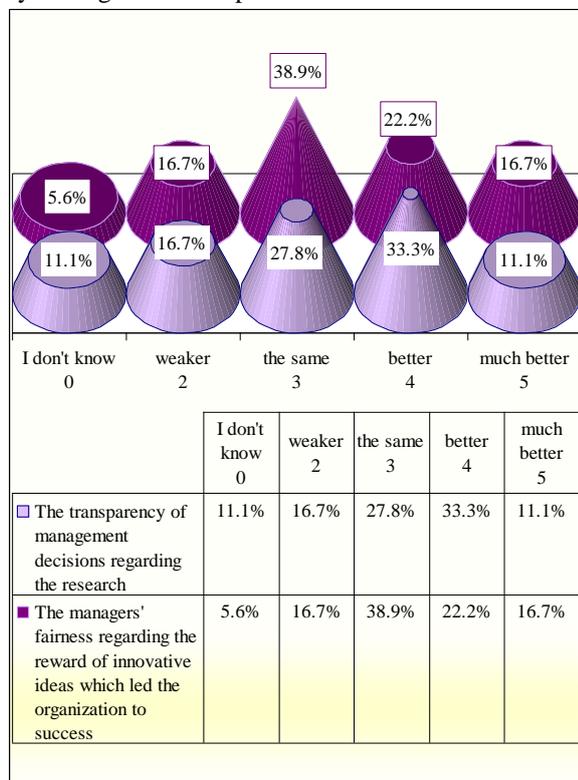


Fig. 4. The experts' opinions about managers' decisions and rewards in the creativity field, compared with the situation in other companies.

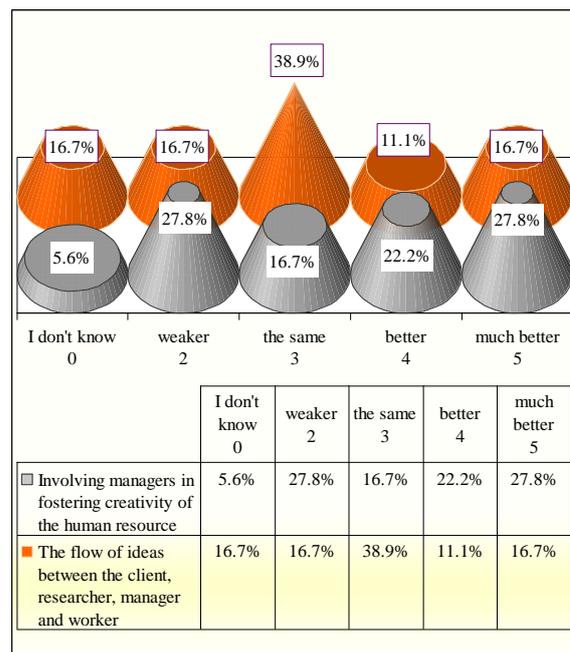


Fig. 5. The experts' opinions about management involvement in the support of creativity, compared with the situation in other companies.

Their own efforts prevent them from perceiving the situation in their company "much weaker" than in others. Such a perception would make belief that their work is useless. For a researcher, the lack of self-confidence can mean the end of his/her career.

C. The averages of the analyzed items

The averages of the all analyzed items are above the median 2.5 of the rating scale (Fig. 6).

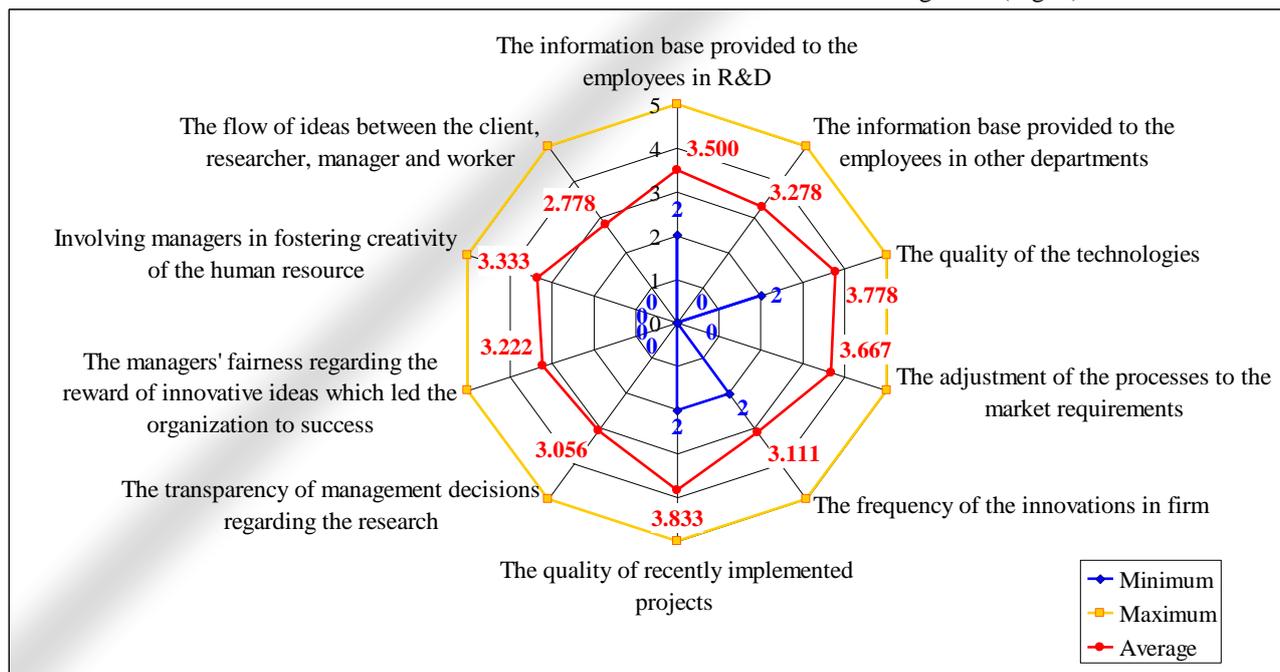


Fig. 6. The experts' views regarding the analyzed items

However, we consider that the high scores of the items were partly influenced by professional pride of the respondents, which is related to their organization and job. We believe that professionals in any field, including those in creativity management, have a certain dose of professional pride.

On the other hand, a sustainable development requires today to implement innovative, entrepreneurial, and (sometimes) disruptive strategies [7] in companies. So, we can not be complacent with values less than 4 for all the creativity items discussed above.

The smallest average, 2.778, corresponds to *the flow of ideas between the client, researcher, manager and worker*. It is the only average with a value below 3 – the position on the rating scale portrays its “equality” with other organizations - and reflects a whatsoever displeasure of the experts regarding the optimal unraveling of this flow. In the future, this element has to be included on the list of priorities in Romanian organizations so they can become more competitive.

III. CONCLUSION

The main limitation of the research is the way in which the respondents evaluated the items regarding the creativity development in organizations. This evaluation was based on comparisons with the situation of analyzed items in other firms. We agree that this benchmarking generated an overvaluation of the existing situation, because of respondents’ pride related to the organization which they belong to. Even so, the results of the research show the need to improve the attitude of managers towards the last eight of the analyzed items (Fig. 2-5).

Innovation is based on the human resource creativity. Many Romanian managers neglect to develop creativity in their organizations, because it involves time and high costs. But organizations can not achieve performance without creative employees.

Among the dangers that lurk the creativity development in Romanian organizations there are: low salaries offered to employees who innovate products or processes, managers disinterest for constructive change and improvement of human resource, lack of motivation creativity by management.

It is important to develop, in all Romanian organizations, an organizational culture that would facilitate a quick assimilation of change, based on the ancient values of the Romanian people: creativity and

high ethics. This is possible through [8]:

- 1) *Developing the moral capital of the organization;*
- 2) *Capitalizing the knowledge of the creative employees;*
- 3) *Stimulating the process of continuous improvement;*
- 4) *Eliminating managers’ and employees’ corruption;*
- 5) *Combining individual work with team work;*
- 6) *Stimulating the collaboration of different experts in various fields;*
- 7) *Creating a true organizational culture for the creative groups.*

REFERENCES

- [1] P. Cook, “The creativity advantage: is your organization the leader of the pack?” in *Industrial and Commercial Training*, vol. 30, no. 5, MCB University Press, 1998, pp. 179–184, available at <http://www.humdyn.co.uk/downloads/Creativity%20Advantage.pdf>, accessed March, 2016.
- [2] Moreno Valley College, *Creative Problem Solving. Training Manual*. Module Five: “Preparing for Brainstorming – §.Stimulating Creativity”, 2013, pp. 17–18, accessed March 2016 at <http://www.mvc.edu/files/ep-creative-problem-solving.pdf>.
- [3] T. Amabile, “How to kill creativity. Keep doing what you're doing. Or, if you want to spark innovation, rethink how you motivate, reward, and assign work to people”, *Harvard Business Review*, September-October 1998, pp. 77–88, accessed March 2016 at <http://www.d.umn.edu/~rdtaylor/p3.pdf>.
- [4] JOHNSON Cornell University, INSEAD, WIPO, *The Global Innovation Index 2015*, Table 1: Global Innovation Index rankings, p. 16, accessed April 3, 2016 at http://www.wipo.int/edocs/pubdocs/en/wipo_gii_2015.pdf.
- [5] V. Toma, M. Dimitriu, *Microeconomics* – “Strategies to promote creativity”, *Financial Studies*, No. 4/2008, (*Microeconomie – “Strategii de promovare a creativității”*), *Studii Financiare*, Nr. 4/2008), pp. 116-142, accessed April 3, 2016 at ftp://www.ipe.ro/RePEc/vls/vls_pdf/vol12i4p116-142.pdf.
- [6] G.M. Moraru, *Opportunities to use creativity management in the organizational change and building a sustainable economy*, §2.1.– “The potential of human resource to adapt to changes required by the creative organization” (*Oportunități de utilizare a managementului creativității în schimbarea organizațională și construirea unei economii durabile*, §2.1.–“Capacitatea de adaptare a resursei umane la schimbările cerute de organizația creativă”), “Lucian Blaga” University of Sibiu Publishing, Romania, 2015, pp. 56-93.
- [7] S. Osberg, M. Brenneke, J. Elkington, S. Tickell, P. Achleitner, L. Fisher, et al., *Growing Opportunity: Entrepreneurial Solutions to Insoluble Problems*, Introduction, p. 5, SustainAbility Publishing and The Skoll Foundation, 2007, accessed February 5, 2016 at <http://handstohearts.org/wp-content/uploads/2011/04/Growing-Opportunity-2007.pdf>.
- [8] G.M. Moraru, “Creativity Management and Benchmarking Promoting Performance and Competitiveness in Modern Organizations” (“Managementul creativității și benchmarkingul în promovarea performanței și competitivității în organizațiile moderne”), PhD Thesis, “Lucian Blaga” University of Sibiu, Romania, sustained April 2011, unpublished to a publishing house, p. 436.