EXHIBITING CREATIVITY AND INNOVATION AT WORK PLACE AS ONE OF THE ESSENTIAL REQUISITE FOR MANAGERS - AN EMPIRICAL STUDY WITH SPECIAL REFERENCE TO COMPANIES OF HARYANA

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ABSTRACT

This paper puts an attempt to understand and investigate the relation ship between measure of organizational climate and measure of creativity level among employee in companies Now-a-days, the companies are paying special attention to creativity, as this is considered as the unique distinct factor which can create competitive advantage in the market. And the company can out perform as compared to its competitor. Encouraging creativity workplace is that type of strategy, which is used by company to adapt the rapid changing business environment. But creativity demands various factors like total quality, innovative ideas, teamwork, good organization climate, creative training programme etc.
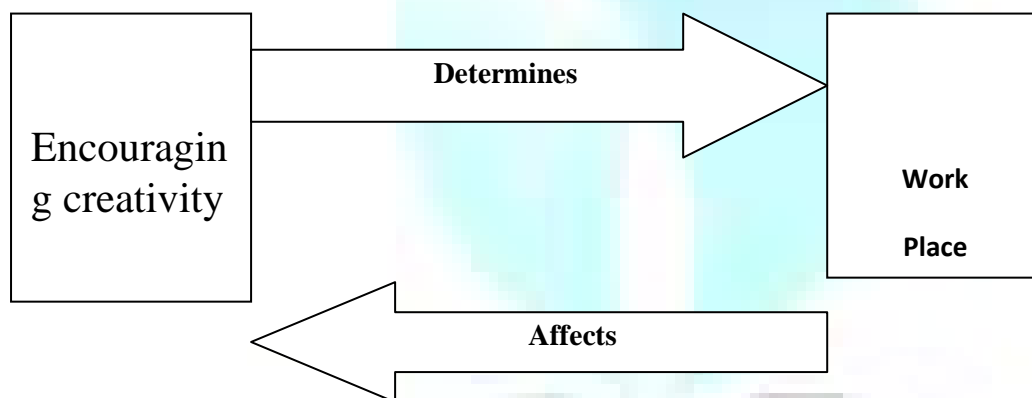
KEYWORDS

Organizational creativity; Product innovation; Organisational culture; Organizational climate; Individual characteristics; Individual characteristics.

INTRODUCTION

"**C**reativity is the art of managing ignorance" our knowledge can only be finite, while our ignorance must necessarily be infinite.**   -Sir Karl Popper**
Now-a-days, the companies are paying special attention to creativity, as this is considered as the unique distinct factor which can create competitive advantage in the market. And the company can out perform as compared to its competitor. Encouraging creativity at workplace is that type of strategy, which is used by company to adapt the rapid changing business environment. But creativity demands various factors like **total quality, innovative ideas, teamwork, good organization climate, creative training programme etc.** It is true to say that individual personality and attitude play a dominant role in creating innovative ideas. That is not the only component in the creativity and innovation process at work. The colleagues (peer) and the supervisor with their own personality and attitude has the potential to influence the final outcome. In other words an individual who is talented with the gift of creative personality and attitude eventually may not contribute any new ideas, simply because of the absence of favorable work environment. In the early part of the twentieth century, researchers began to be interested in the topic of **"creativity at workplace"** marketers and researchers analyze that creativity encouragement is necessary at workplace, because by doing so one can create new ideas. Here, *encouragement is motivation dose which is given to the both employee as well as employer. Their work morale is shaped in such a way, so that their creativity skills optimally matched to the workplace. Actually, this place is the platform, which gives the performer. I.e. to both employee as well as employer the threats as well as opportunities.*

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┌──────────────┐      Determines ⟶     ┌──────────────┐
│              │                        │              │
│ Encouraging  │                        │    Work      │
│ creativity   │                        │              │
│              │                        │    Place     │
│              │    ⟵ Affects           │              │
└──────────────┘                        └──────────────┘
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But this is the performer who utilizes his creative skills in such manner so that its threats also become opportunities. But this is possible only and by only having ***"encouraging creativity at workplace"***

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TWO WAY TRAFFIC RELATIONSHIP BETWEEN ENCOURAGING CREATIVITY AND WORK PLACE

Employee

- *Technical skills*
- *Invention*
- *Innovation*
- *Willingness to perform*

Work

- *Work goals*
- *Duties and Responsibilities*
- *Performance/ tools /standards*

Workplace

- *Culture*
- *Climate*
- *Lightning facility*
- *Proximity*

Employers

- *Conceptual skills*
- *Managerial styles*
- *Work culture*
- *Mission & strategy*
- *Creative skills*
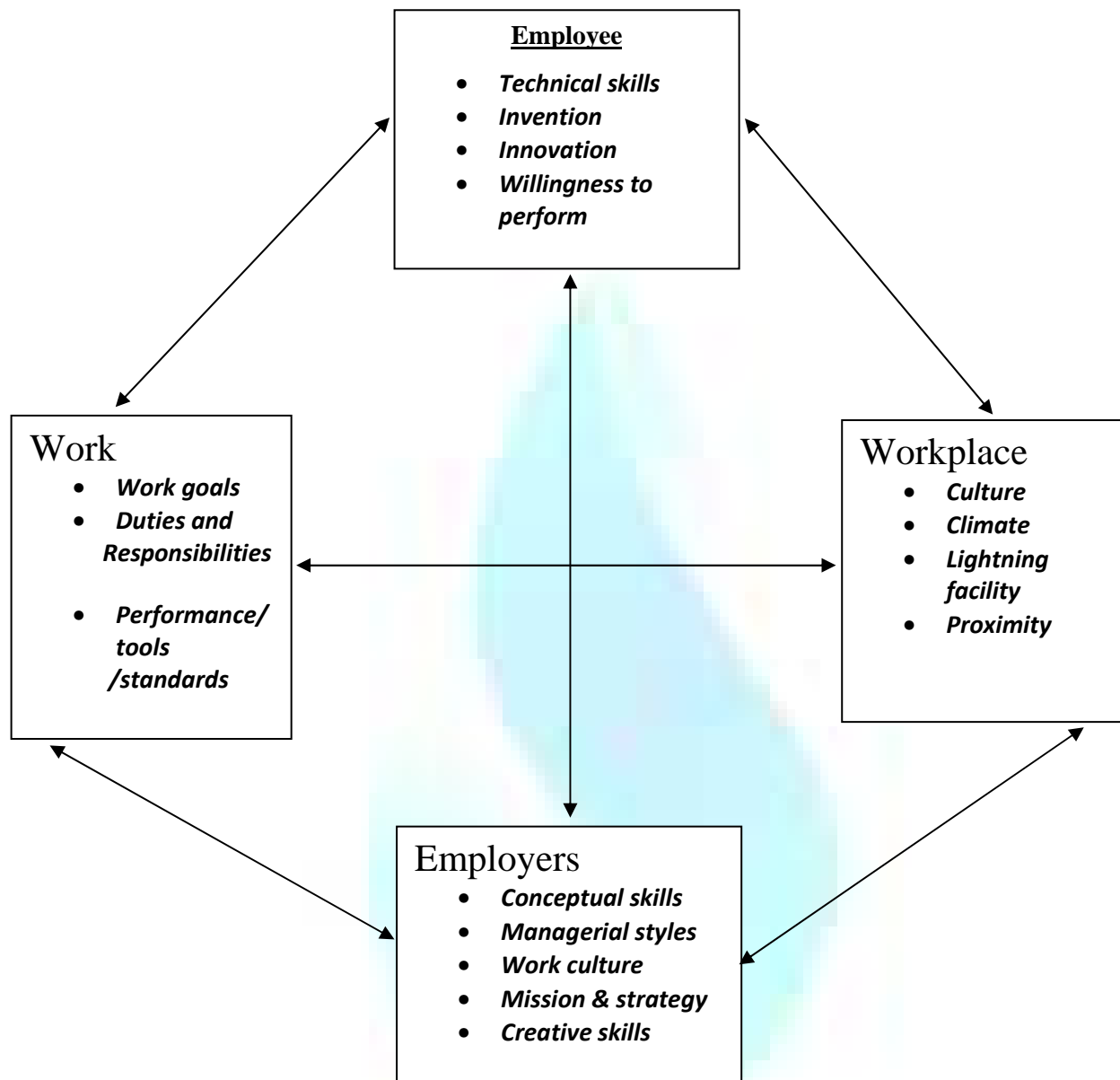
ORGANIZATIONAL CLIMATES

Organizational climate is a useful tool for understanding the complexities of organizations. It is defined as an accumulation of tangible perceptions that individuals had about various aspects of work environment. Extensive research about it attested to the importance of this variable regarding how organization functioned. Researchers and authors repeatedly cited organizational culture as a fundamental factor, which influenced creativity.

Kouzes & Posner (1987) defined "culture as a pattern of shared assumptions that a groups learned as it solved problems"

Meaning of saying that overall performance will be effective only when organizational climate will be correct. If that will be correct, it provides a creative way to think, perceive and feel in relation to those problems.

Good Organization climate → **Create** → Suitable work Place

- Creative way to think
- Creative way to perceive
- Creative way to feel

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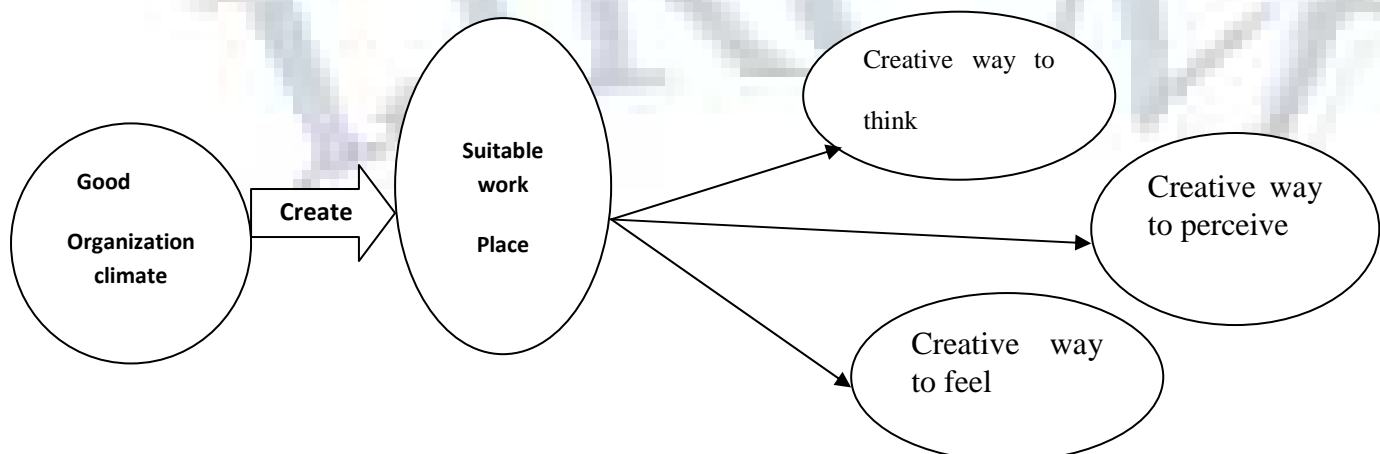
FACTORS RELATED TO CREATIVITY AT WORKPLACE
Creativity being a complex phenomenon the nature and extent of factor contributing to it. These are namely:
1. Organization factors such as organization climate, culture, organization support, alignment with goals and objective.
2. Factors related to job such as work, skills, knowledge, attitude, and inter-personal communication.
3. Factors controlled by management (employers) such as reward, security, creative training programme, initiatives, team building and consideration to idea.

<div align="center">

TABLE 1: SHOWING FACTORS AFFECTING CREATIVITY

</div>

Factor affecting to creativity at work place
- *Organizational factors*
- *Factors related to job*
- *Factors controlled by management*

Consequently, specific research within the context of creativity was attractive, brain storming and demanded. So, the topic" encouraging creativity at workplace has been taken up.

REVIEW OF LITERATURE

The need for organizations to be more competitive has sparked the interest of researchers and practitioners to better understand creativity in organizations. Some researchers have tried to portray the relationship between individual creativity and organizational creativity and innovation (Amiable, 1996, (Mumford et al., 2002).)as well as demonstrate the relationship between individual, team and organizational aspects of creativity (Woodman et al., 1993).To encourage creativity organizations need to create a climate that supports and enables the creative thinking of employees (Amiable, 1988). In other words, organizations must try to remove barriers that might impede creativity and enhance the factors that enable creativity. Andriopolous (2001) identified five major organizational dimensions under which sit characteristics and behaviors that enhance or inhibit creativity in a work environment. Those dimensions are organizational climate, organizational culture, organizational structure and systems, leadership style and resources and skills. This paper will review the literature under each of those dimension headings and attempt to identify the characteristics and behaviors required in each to enhance organizational creativity. Current views on organizational creativity appear to focus largely on outcomes or creative products – goods and services. A creative product has been defined as one that is both novel and original and potentially useful or appropriate to the organization (Amiable, 1996, Mumford and Gustafson, 1998). Various factors contribute to the generation of creative products both at the individual and organizational levels (Mumford and Gustafson, 1998). In organizations including businesses, creativity is the process through which new ideas that make innovation possible are developed (Paulus & Nijstad, 2003). Additionally, at least for business organisations, creative ideas must have utility. They must constitute an appropriate response to fill a gap in the production, marketing or administrative processes of the organization. Thus, individual creativity is concerned with the generation of ideas while team and organizational creativity is concerned with both the generation of ideas and the implementation of these ideas.

PURPOSE OF STUDY

In this paper, we want to provide a framework that can explain how managers can foster and sustain creativity in their organization using a total quality approach. Further we want to identify the factors that influence organizational creativity and hence that need to be taken into consideration when managing creativity in organizational settings.There are number of studies concerning the creativity at workplace in general. However, specific studies relating too level of creativity are not many. Prominent among the studies conducted in haryana are elaborated in subsequent paragraphs.
Alvin Toffler "It is better to get wrong answer to write question than to get right answer to wrong question"
Comte "It is for the heart to suggest our problems. It is for the intellect to solve them"
John Kotter "most firms are over managed and under led"
Leonard Da Vinci "Theory like a general, experiments are soldiers"
Warren Bennis "A leader challenges tatus quo, manager accept it"
L.J. Peter "In a hierarchy, every employee tends to rise to his level of incompetence"
Estee Lander "Trust your instincts"
Keith Burgess "The world is full of advice. your instincts"
Keith Burgess "The world is full of advice. what is in short supply is solutions"
Louis Pasteur "chance favors the prepared mind"
Peter Drucker "Don't expect life to be fair"
Bill Cardill "Sometimes, even the best efforts are not enough. We should graciously accept failures"
Nailily Singh "Always follow your heart, but don't forget to apply brains"
Oscar Wilde "Only winner can earn respect, loser gets only sympathy"
Bill Gates "Microsoft's only factory assets are the human imagination"

RESEARCH METHODOLOGY

Research in common parlance refers to a search for knowledge. One can also define the research as the scientific a systematic search for pertinent information on a specific topic. Infact, research is an art of scientific investment.
Research methodology contains various steps viz.
- Selection of topic
- Objective of the study
- Nature of the study
- Sampling procedure and design
- Methods of data collection
- Analysis and interpretation of data
- Scope of study
- Sampling methods
- Significance of the study
- Limitations of the study as explained in the subsequent paragraphs.

SELECTION OF THE TOPIC

It is obvious that work is important in every society. The extent of importance will vary, however, and much of what is "known" about work, as a creator often is workplace specific. Different arenas have different attributes, which influence creativity at workplace among employees and employers. Therefore, keeping creativity in mind we have chosen the topic related to innovative sector. i.e. "**Encouraging creativity at workplace-An empirical study with special reference to companies of Haryana**"

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OBJECTIVES OF THE STUDY
- To estimate& creativity level with different policies regarding promotion transfer .
- To investigate the relation ship between measure of organizational climate and measure of creativity level among employee in companies
- To access the working climate in companies and act on the environment in ways that encourages creativity with work.

NATURE OF STUDY
The study is exploratory cum descriptive in nature.

SAMPLING PROCEDURE & DESIGN
The sample chosen for the particulars study are the employees both skilled and non-skilled working in 10 profession company from haryana particularly karnal distt. And Panipat disrtt.namely **LIBERTY, IOCL Refinery, BBMB, NDRI, NFL, FCI, ICICI, HDFC, RELAINCE** of about 100 employee of the concern companies were contracted for this purpose.
METHODS OF DATA COLLECTION
Researches has opted two sources for the collection of data
(1) **Primary Data**
(2) **Secondary Data**
Primary data collected from self administered questionnaire and interview method the respondents were contacted personally at there work place. a quantitative survey has been chosen for research because it is a simple and cost effective means of gathering a large amount of information within a short time frame .
On the other hand secondary data has been collected from various book, business journals, magazines, news paper, periodicals, interest and & govt. publication.
SCOPE OF THE STUDY
The study is covering only 10 professional company from Haryana particularly Panipat & Karnal districts.
SAMPLING METHOD
A convenient sampling method has been used for this study.

SIGNIFICANCE OF THE STUDY
This study is significance for several reasons. First significant changes are occurring regarding people expected from their jobs & carrier. Second, because of increasing diversity of the worker .it is important to understand more about how they felt about the organizational climate in their places of work and level of creativity
This study confirmed that factors such interpersonal communicational, organizational structure, climate, creativity training programmed and promotional opportunities organizational as well as individual performance had a significant impact on encouraging creativity.

LIMITATIONS OF THE STUDY
The respondent's biasness for the filling up of questionnaire cannot be over ruled.
The scope of research is limited only two districts of haryana.thus; further study can be taken at national level also.

ANALYSIS & INTERPRETATION
Researches have analyzed & interpreted the data with the help of tables and figure and thereby achieved the key objective mentioned in research methodology. With respect to the issues of companies management & employee relationship the surveyed data shows that 55% management agree with the statement that they are aware of employees problem & issues & 64% agrees with the statement that they respond to the problem & issues of employee body & 53% agree with the statement that they are open to discuss employee input & involvement. So, **COMPANIES MANAGEMENT AND EMPLOYEES RELATIONSHIP** is having sense of belongingness as shown in table 4.1& figure 4.1

TABLE 4.1: SHOWING, COLLEGE ADMINISTRATION AND STUDENT'S RELATIONSHIP

S. No.	Statements	% Of respondents	
		Agree	Disagree
A	The college administration is aware of student's problem and issues	55	45
B	The college administration responds to the problem and issues of student's body	64	36
C	The college administration is open to student's inputs and involvement in committees, discussions and decision-making	53	47

FIGURE 4.1: SHOWING, COLLEGE ADMINISTRATION AND STUDENT'S RELATIONSHIP
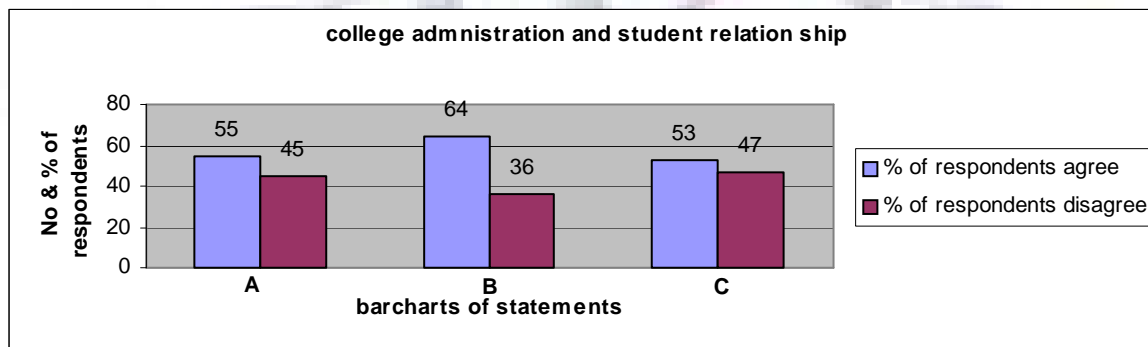
On the issue of PROPER ALOCATION OF RESOURCES, the surveyed data shows that 62% agree with the statement that top management believes that human resources(staff) are extremely important resources & that they have to be treated more humanly . 70% respondents are satisfied with the office facilities (seating, telephone, computer etc.). 52% are satisfied with the HRA/Accommodation. So the Management has to work on this issue as shown in Table 4.2 & Figure 4.2

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TABLE 4.2: SHOWING, PROPER ALLOCATION OF RESOURCES

SI No.	Statements	% Of respondents Agree	Disagree
A	Top management believes that human resources (staff) are extremely important resources and that they have to be treated more humanly	62	38
B	The office facilities (seating, telephone, Computers etc) for employees in this organization	70	30
C	The accommodation facility or proper HRA provide by the college is good	52	48

FIGURE 4.2: SHOWING, PROPER ALLOCATION OF RESOURCES
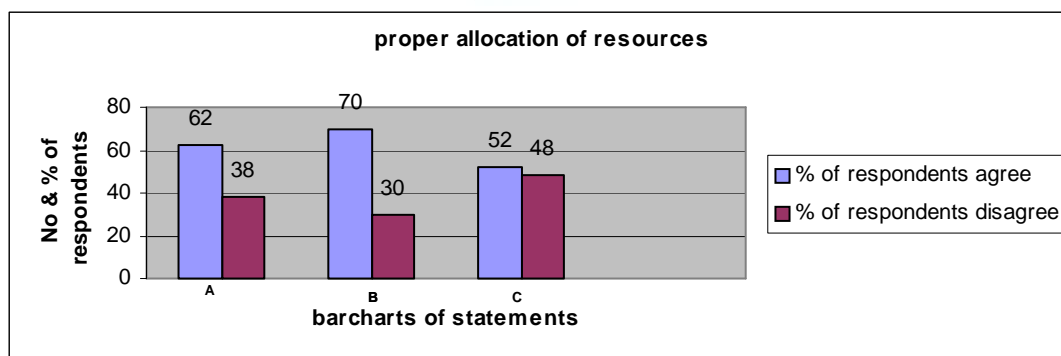
With respect to the issue of SATISFACTION WITH SUPERIORS(CEO/ Director/ TOP Management), the surveyed data shows that 65% respondents stated that they can trust what their superior tell them, 70% respondents stated that, their senior officers help them to learn new things enabling them to become more effective in their job, 60% respondents stated that, whenever they, do good work, the organization appreciate it, 68% respondents stated that their weaknesses are communicated to them in a positive & non threatening way, 55% respondents stated that their senior officers appreciate their new ideas & suggestions. So, we conclude that the employees are satisfied with the behavior of their superior as shown in Table 4.3 & Figure 4.3.

TABLE 4.3: SHOWING, SATISFACTION WITH SUPERIORS (CEO/ DIRECTOR/TOP MANAGEMENT)

Sr. No.	Statements	% Of respondents Agree	Disagree
A	Staff can trust what their superiors tell them	65	35
B	My senior officers help me to learn new things to become more effective in my job	70	30
C	Whenever I do good work to make significant contribution to the organization, my superior take special care to appreciate it	60	40
D	Weakness of employees are communicated to them in a positive and non threatening way	68	32
E	Senior officers in this organization appreciate new ideas and suggestions	55	45

FIGURE 4.3: SHOWING, SATISFACTION WITH SUPERIORS (CEO/ DIRECTOR/TOP MANAGEMENT)
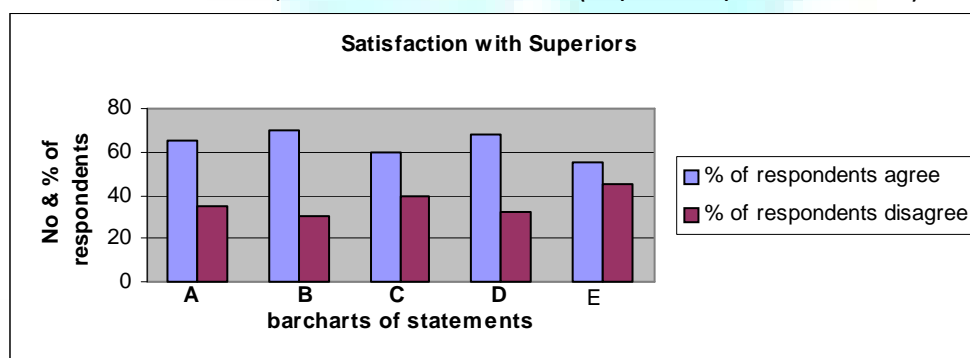
with respect to the issue of Encouraging Creativity/ Innovative ideas, the surveyed data shows that 65% respondents stated that the Creativity should be well defined & clear, 59% stated that generally, staff is encouraged to take initiative & to do things on their on without waiting for instruction from superior. So, we conclude that employees are encourages about their work/ Innovative ideas as shown in Table 4.4 & Figure 4.4

TABLE 4.4: SHOWING, ENCOURAGING CREATIVITY/ INNOVATIVE IDEAS

SI No.	Statements	% of respondents Agree	Disagree
A	Creativity should be well defined and clear	65	35
B	Generally, staff is encouraged to take initiative and to do things on their on without waiting for instructions from superiors	59	41

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**FIGURE 4.4: SHOWING, ENCOURAGING CREATIVITY/ INNOVATIVE IDEAS**
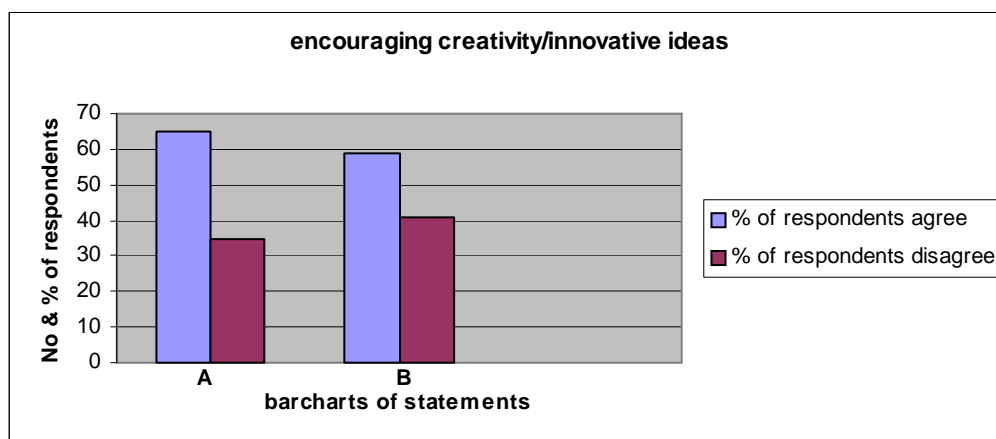
With respect to the issue of SATISFACTIONAL PACKAGE, the surveyed data shows that 65%respondants stated that they are satisfied with the salary and others perks ,58% respondents are satisfied with the Compensation package (salary + DA +etc.) of their organization .So, we conclude that the employee are satisfied with the compensation package as shown in table 4.5 & figure 4.5

TABLE 4.5: SHOWING SATISFACTION WITH COMPENSATION PACKAGE

SI No.	Statements	% Of respondents	
		Agree	Disagree
A	I am satisfied with my salary and other perks	65	35
3	the compensation package(salary + D.A. +etc) of our organization is competitive to similar organization	58	42

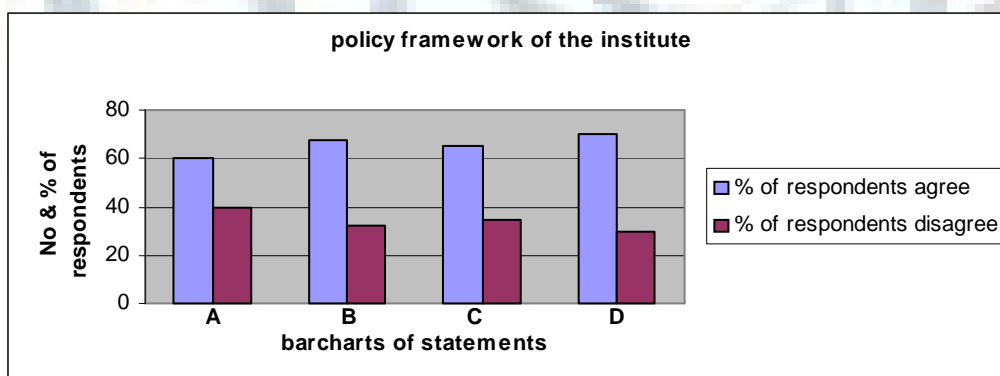**FIGURE 4.5: SHOWING SATISFACTION WITH COMPENSATION PACKAGE**
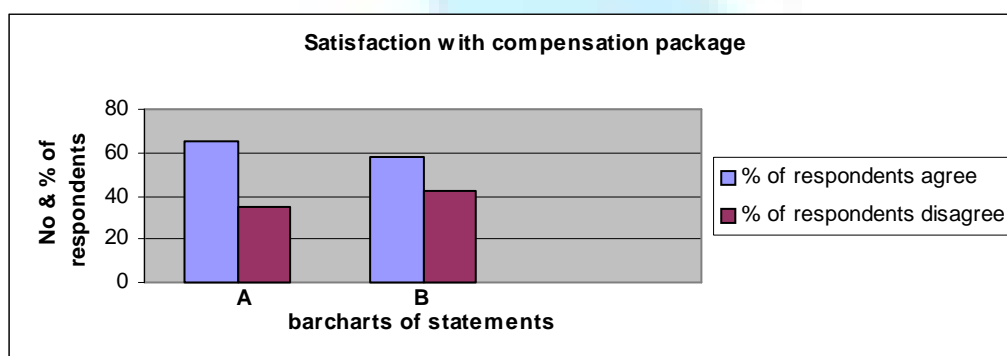
with respect to the issues of policy framework of the company , the surveyed data shows that 60% respondents stated that people lacking competencies i9n their jobs are helped to acquire competencies, 68% respondents are satisfied with the promotion polices of their organization, 65% stated that recruitment is based on merit, 70% respondents stated that loyalty, honesty & hard work are rewarded in this organization. So, we conclude that the policy framework is generally up to the mark, as shown in Table 4.6 & Figure 4.6

TABLE 4.6: SHOWING, POLICY FRAMEWORK OF THE COMPANY

SI No.	Statements	% of respondents	
		Agree	Disagree
A	People lacking competencies in their job are helped to acquire competencies	60	40
B	Promotion decisions are based on suitability of the promotes	68	32
C	Requirements in this organization is based on merit	65	35
D	Loyalty, honesty and hard work are rewarded in this organization	70	30

FIGURE 4.6: SHOWING, POLICY FRAMEWORK OF THE COMPANY

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with respect to the issues of Individual performance, the surveyed data shows that 68% respondents stated that they are satisfied with the opportunities given to them in the organization, 65% respondents stated that, even if they are offered slightly better Salary & Perks in another organization, they would not leave this organization, 61% respondents are very optimistic about their future in this organization & 58% are proud to be an employee of this organization. So, we conclude that the employees are internally satisfied in their company as shown in Table 4.7 & Figure 4.7

TABLE 4.7: SHOWING, INDIVIDUAL PERFORMANCE

SI No.	Statements	% Of respondents	
		Agree	Disagree
A	I am satisfied with the opportunities given to me in the organization	68	32
B	Even if I am offered slightly better salary and perks in another organization, I would not leave this organization	65	35
C	I am very optimistic about my future in his organization	61	39
D	I am proud to be an employee of this organization	58	42

FIGURE 4.7: SHOWING, INDIVIDUAL PERFORMANCE
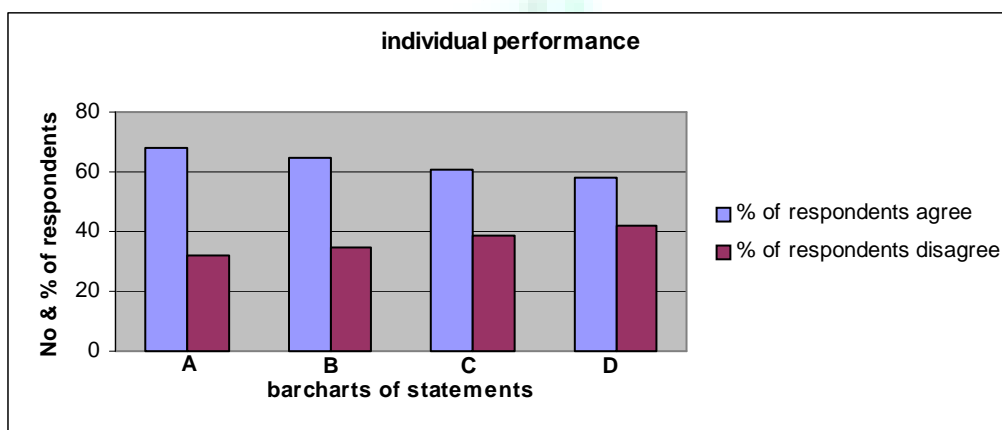
SUGGESTIONS

In our study we find that the capability of an organization to become creative must start at the level of individual & after that with at the level of the organization.

1. Develop a suggestion system and throw out the suggestion box. This means that a company should have a system in place that carefully considers each creative idea. This suggestion system should reach every employee in every location that the company operates.
2. After the system is in place, a team composed of employees from each department meet once month to review all new ideas & to report back on the development of past creative ideas. The team should also be empowered to reward those employees that develop creative ideas that make a positive impact.
3. Develop a company atmosphere that endorses creativity as a valuable commodity.
4. Just as the employee's computer is a company asset, the employee's brain should
5. also be considered a company asset.
6. Move people around & develop communication patterns that don't put your employees to sleep. If possible allow employees to observe other employee's doing their work and arrange for company retreats were employee can meet each other informally & share information.
7. Do not monetarily reward the quantity of new creative ideas you receive from employee must turn in "x"number of creative ideas per month in order to get a bonus. Do monetarily reward successful creative ideas and good attempts at being creative.
8. Do not work in a vacuum. Being creative requires diverse stimuli and connections with other people. Make sure you know what your company's other departments are up to, and how their work might connect to your creative ideas.
9. Align with your company's goals directions.
10. Plan to work after hours & on some weekends to find tune your creative idea.

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