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Collective Creativity in Organization

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Abstract: Employee is the most valuable asset that should be properly managed by the company. The capability of employees can affected the company's performance. To maximize performance and increase the company's value added, the development of the creativity is important and collective creativity is an important way for a company to propose solutions from every problems within the organization. This paper aims to show the implementation of collective creativity in organization. Collective creativity reflects a qualitative shift in the nature of the creative process as the comprehension of a problematic situation and the generation of creative solutions in ways that lead to new and valuable insights. Organizational support also affects employee creativity through the supportive work environment through its effects on procedural justice, knowledge sharing, motivation, and promotion in the work environment. Besides, transformational leadership has significant results at both individual and organizational levels. Top management leader's benevolence and adhocracy organization culture dimension have positive and significant impacts on employee creativity.

Keywords: employee, collective creativity, corporate culture, innovation

Introduction

Employee is the most valuable asset that should be properly managed by the company. The capability of employees can affected the company's performance [1]. To maximize performance and increase the company's value added, the development of the creativity is important. Innovations play an important role in increasing the value added, e.g. productivity (volume, revenue), and this can be a method to develop and promote potential skills and abilities of employees. According to this, innovation should be carried out by a whole element of organizations. Nowadays, collective creativity is an important way for a company to propose solutions from every problems within the organization. This paper aims to show the implementation of collective creativity in organization.



Literature Theory

Collective Creativity

Leading innovation is not about creating a vision, and inspiring others to execute it. Innovation means anything that is both new and useful, can be a product, service, way of organizing, can be incremental, or can be breakthrough. Collective creativity is the tool to reflect a shift from problematic situation into solutions from every individuals of organization [2].

Collective creativity reflects a qualitative shift in the nature of the creative process, as the comprehension of a problematic situation and the generation of creative solutions draw from – and reframe – the past experiences of participants in ways that lead to new and valuable insights [3].

There are factors contributing the collective creativity in organizations [4]:

1. Management practices based on trust
2. Interaction of culture and mutual inspiration
3. Cooperation capacity in solving tasks
4. Psychological safety
5. Specific professional for organizational creativity promotion
6. Flexible and efficient sectoral relations
7. Organizational memory

Organizational Culture

According to [5], it is advocated that organizational culture is the pattern of variations within a society, or, more specifically, as the pattern of deep-level values and assumptions associated with societal effectiveness, shared by an interacting group of people.

Organizations across several countries have experienced diverse challenges as a result of applying an organization culture that is not supportive of the kind of values they require to engender employee creativity [6].

There are some practices to increase collective organization culture [4]:

1. Empower your creativity
2. Create a peer culture
3. Free up communication
4. Craft a learning environment

In the discourse of [7], organization culture was highlighted as a factor that could be an obstacle and or facilitator of employee creativity.



Methodology

The method to looking for the how the influence of collective creativity in both companies used by the literatures and references which was published previously. This study uses a literature review method. Literature review is a method that reviews various literature that analyzes related research topics to produce answers from a study. The stages in the literature selection process were carried out as follows [8]:

1. Searching for literature on the database with relevance based on the suitability of keywords with the title, in addition to the conditions specified in the plan.
2. Performing literature elimination on those that do not meet inclusion criteria and meet exclusion criteria.
3. Reading abstracts from each literature whose title meets the conditions.
4. Elimination was then performed based on abstract relevance.
5. Evaluating the literature by reading it in its entirety and evaluating its quality.
6. Selecting literatures that pass the evaluation phase.

Result

According to [9], organizational support affects employee creativity through the supportive work environment through its effects on procedural justice, knowledge sharing, motivation, and promotion in the work environment. The role of organizational support in facilitating motivation, procedural justice, knowledge sharing, and promotion in the work environment leads to employee creativity. In particular, the measure of the work environment structure, motivation, and knowledge sharing mediated the relationship between procedural justice and promotion. Managers of organizations should be aware that the critical attributes of the work environment would influence employee behavior. These attributes may affect employees' motivation, which, in turn, may affect employees' ability to create new ideas concerning customer needs.

Based on [10], transformational leadership has important effects at both individual and organizational levels. At the individual level, transformational leadership positively relates to followers' creativity. It shows psychological empowerment as a crucial psychological mechanism through which transformational leadership influences employees' creativity. A reason for psychological empowerment to be a more vital mediator than intrinsic motivation might be that R&D employees are already intrinsically motivated, which may substitute for a transformational leader's influence on their creative performance. This leader's effect by enabling them to make their own decisions and take initiatives might be a more powerful creativity-enhancing force for these employees than his or her impact through influencing their intrinsic motivation. The transformational leader's direct behavior on employees,



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such as individualized consideration and intellectual stimulation, might affect their emotional well-being and provide immediate and clear cues that creative action is expected. Employees might not take an innovation supporting climate, an organization-wide contextual factor.

According to [11], top management leader's benevolence and adhocracy organization culture dimension have positive and significant effects on employee creativity. Top management leaders who are already exhibiting a high level of benevolence might have emanated from a habit of ensuring employees continuously perceive them as having high benevolence standards to drive employee creativity initiatives.

Conclusions

Capability and creativity of employees should be develop to maximize company performance and value added by implementing collective creativity. Collective creativity reflects a qualitative shift in the nature of the creative process as the comprehension of a problematic situation and the generation of creative solutions in ways that lead to new and valuable insights. Organizational culture is the pattern of variations within a society shared by an interacting group of people. Organizational culture was highlighted as a factor that could be an obstacle and or facilitator of employee creativity.

Organizational support also affects employee creativity through the supportive work environment through its effects on procedural justice, knowledge sharing, motivation, and promotion in the work environment. Besides, transformational leadership has significant results at both individual and organizational levels. Top management leader's benevolence and adhocracy organization culture dimension have positive and significant impacts on employee creativity. Top management leaders who are already exhibiting a high level of benevolence might have emanated from a habit of ensuring employees continuously perceive them as having high benevolence standards to drive employee creativity initiatives.

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