



A Review On Organizational Innovative Climate on Employees' Creativity

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Abstract—Among the contextual antecedents of creative performance that have been extremely confirmed, innovative climate in organizations is yet to receive constant attention and research. This article exclusively and systematically reviews and integrates theoretical and empirical efforts that have examined how organizational innovative climate (OIC) influences employees' creativity (EC). Based on review, we discuss relative studies to certain mainly components for the concept of OIC. We review theoretical foundations to certify the moderated functional factor OIC affect the relationship between intrinsic motivation (IM) and EC. We then describe the conceptual scope of EC and introduce several dominant results which successfully measured the influencing climate on EC in organization. Finally, we proposed an explanatory research model and make a conclusion which contain several exciting possibilities for future research directions.

Keywords—Organizational innovative climate, Employee creativity, Intrinsic motivation, Creative performance

I. INTRODUCTION

Relative discussion on organizational innovative climate (OIC) as a sub-area in the field of organizational climate, increased accompanied by research on employee creativity (EC) in the late 1980s. Researchers indicated that managers should pay extra attention to the environments they create for these potentially creative individuals instead of only focusing on what sort of individuals they hired [1]. Simultaneously, considerable theoretical literature and empirical studies consecutively proved that workplace's climate factors contribute to employee creativity through substantially promoting the implementation of innovative ideas and behaviours [2,3,4].

Organizational climate is a multidimensional construct with wide and obscure boundary, based on a specific outcome that has an impact on how employees' behave [5,6,7]. Scholars emphasized the effect of organizational variables (such as work relationship, leadership, workload and stress, management style and feedback) on employee creativity and summed these variables as a concept of organizational innovation climate [1,8,9,10]. This article reviews and integrates the synthesis results of literature, aims to clarify the concept and discuss determined composition for OIC. Explaining the interactive relationship between OIC, EC, and intrinsic motivation (IM). The moderating effect of OIC and the assessment of the effect of OIC on EC will be the emphasis in our review.

II. OIC: CONTEXTUAL FACTORS AND CONSENSUALLY PERSPECTIVE

A. Contextual Factors

The social psychology of creativity proposes to focus on individual creativity in organizations from the perspective of organizational environment influence [2], and emphasizes

the direct or indirect impact of external factors, social and cultural situations, and interpersonal interactions on individual creativity [11]. Existing research explored how group and organizational climates affect inter-organizational and individual creativity [12]. Based on the perspective of organizational creativity, the supportive or negative attitude of the organization towards innovative activities, the strength of providing resources, the extent to which innovators are allowed to take risks by trial and error, the support and feedback of managers to innovative employees, external material incentives, and promotion or Prohibiting innovative job designs, these are process influencers on how creativity is organizationally supported and ultimately realized [3,13].

OIC is composed of contextual factors with organizational support, motivating employees to innovate continuously to gain competitive advantage and improve production efficiency [10,14].

B. Consensually Perspective

We commonly understand organizational innovation climate (OIC) from both objective and subjective perspectives. From an objective point of view, as mentioned in the previous section, organizational innovation climate is a collection of all innovation-supporting factors provided by the organization to support employee innovation behavior, and can also be considered as a combination of describing a series of organizational strategies [11,15]. But from a subjective point of view, the collective perspective of employees form the fundamental of OIC. Based on cognitive science and cognitive psychology, the cross-psychological perceptions experienced by different individuals in the same objective environment are not necessarily the same, and the individual's perception of the objective environment is the antecedent of specific behaviors [1]. Employees' perceptions of events, practices and perceptions of procedures and types of behaviors that are rewarded, supported, and expected constitute a range of components of organizational climate [16]. In 1996, the Klein model stated that the necessity of successfully implementing innovation is to achieve "innovation value fit": if users do not have a consistent value identification for all policies, rules, incentives and activities implemented by the organization, innovation cannot be achieved. Positive innovation effect [3].

C. Definition of OIC

In general, we can confirm the two significant parts of the innovation climate in organizational situation: contextual factors and consensually perspective. We also can fundamentally depict the basic logic of the formation of the meaning of OIC, that is, the organizational policies, practices, and procedures (objective contextual factors) through the inner perception of employees forming a consistent and harmonious value that employees consensually committed (subjective consensually perspective) [17]. Conversely, OIC

affects employees' creativity by shared meaning of that they attached, which about the policies, practices, and procedures employees experienced and the behaviours they observed getting rewarded, supported and expected [6,18].

III. VARIABLE: INTRINSIC MOTIVATION (IM)

A. *cognitive evaluation theory*

Based on cognitive appraisal theory, numerous researchers have identified situational variables that are related to creativity and thought to affect intrinsic motivation [19]. According to cognitive evaluation theory, certain situational factors will affect the intrinsic motivation of individuals, and then continue to affect the creativity of organizational individuals.

All situational factors of cognitive appraisal theory share two main characteristics: informative and controlling [20]. The contextual relevance of all these two factors indicates whether these factors have a positive or negative impact on an individual's level of intrinsic motivation. When the information aspect is prominent, the individual feels supported and encouraged to take initiative and current endeavors, and conversely, there is not much external pressure to promote something. As such, they can be fairly creative, and their inner motivations are preserved or enhanced. On the other hand, when the control surface is more prominent, people believe that their beliefs, attitudes, or behaviors are conditioned by environmental factors, and realize that they are no longer the source of their own ideas or behaviors. Obviously, diminished intrinsic motivation indicates low levels of creativity, in contrast to extremely intrinsically motivated people who feel empowered and autonomous in performing a task and exhibit higher levels of creativity. Therefore, numerous recent studies have mentioned the hypothesis that innovative organizational climate mediates the relationship between individual intrinsic motivation and creativity.

B. *Moderating mechanism*

Scholars have consistently demonstrated that intrinsic motivation is a functional factor affecting the relationship between organizational climate and employee innovative behavior [20,21]. Cognitive appraisal theory can be used to explain the role of this regulatory mechanism, and OIC has undoubtedly been and consistently demonstrated to have an informative and modulatory component of prospective appraisal, the extent of which can enhance individual creativity by influencing intrinsic drives. Influence [23]. Shalley verified the influence of information and control factors on individual motivation in experiments in 1995 [24]. In experiments designed in which participants were told that the content of their solutions would be scrutinized by experts in the field, this external stimulus made participants more focused on the task and achieved better performance than a control group that did not receive this information. Thus, Shalley argues that informational extrinsic stimuli are expected to enhance an employee's intrinsic motivation and facilitate the assessment of his or her abilities. In another experiment where participants were given higher control instructions, which made them feel pressured to perform work tasks, the level of creativity was significantly lower than expected control assessment [25].

The above experiments illustrate the mechanistic rationale for innovative organizational climate as a moderating factor, i.e., the relative salience of contextual factors in terms of information and control may moderate the effects of assessment on creativity through their effects on intrinsic motivation [19,20,26]. It is worth noting that the empirical research is solely based on intrinsic motivation as the psychological process explaining employee creativity.

IV. OIC ON EC: EMPIRICAL MEASUREMENT

A. *Scope of EC*

At the operational level, employee creativity (EC) was defined as a specific production of valuable ideas for easy observation and measurement [1,8]. But for conceptual level, scholars are more inclined to regard creativity as creative ideas, commonly, a constant perception that highlights relatively innovative something like [1,20]. This article focusses exclusively on the whole process of creative work and innovative behaviour in organizational context, including (a) ideas proposition; (b) operation process; and (c) series of achievements [27]. This scope provides a basis for studying the effects of climate factors on creativity in organization. A great amount of empirical works indicated that some measured traits of organizational climate (complex task, supportive supervisor, informative resources, among others) contribute positively to work outcomes and creative performance.

B. *A Measurement: KEYS*

KEYS—A classical measurement for assessing the climate for creativity in organization. This scale aims to assess perceived stimulants and obstacles to creativity in organizational work environments [1]. In contextual theories of organizational creativity and innovation, three broad organizational factors related to creativity are proposed, each of which includes several specific elements: (a) Organizational motivation to innovate, (b) Resources, (c) Management practices [30]. KEYS not only enveloped the underlying conceptual model established but also discussed unidentified factors with an interactionist approach [28]. As a result of compositional theory for climate facilitated and impede organizational creativity, it appears to be more detailed, specific and comprehensive. On the mechanism of how organizational innovation climate affects employee creativity, KYES showed great inclusiveness [29].

C. *Relative Empirical Practices*

In management practices, OIC is a concept that can be specifically evaluated and manipulated [30]. For instance, moderator variables such as innovation style can be used to explain how organizational factors affect teamwork, job satisfaction, innovation, and creativity [7,23,31]. On the cooperation dimension, interpersonal interactions are defined by communication skills, humour, and openness, which are closely related to employees' innovative behaviour [32,33]. Positive supervisors support and interact with employees help employees adapt to uncontrollable operations brought by innovation [8]. Resource supporting organizations are committed to using resources to foster, promote, and ultimately implement original ideas [1]. Tasks or projects that are demanding, complicated, and enjoyable—but not overly onerous or overwhelming at the same time have strong correlation between employee inventiveness [8]. Clear

team goals and missions arranged for employees promote the perception of goals and expectations for creative performance, leading to autonomous innovative behaviours [34]. When employees have autonomy and freedom at work and feel empowered psychologically, employees will demonstrate flexibility in terms of work outcomes and innovative performance [35,36]. Through Intellectual Stimulation, organizations encourage and support debate and discussion of ideas [36]. The perception that innovation is fostered and nurtured by upper executives [37]. The organization's incentives policy is in agreement with the link between creative performance and rewards [38]. Organizations encourage and support employees to engage in innovative ideas and are willing to take the risk of innovation failure [37,39]. Effective integration of internal and external resources can help employees innovate effectively [34].

V. PROPOSED FRAMEWORK

Such theoretical results and experimental causal models lay a solid foundation for the development affection of organizational innovative climate (OIC) on employee creativity (EC) and intrinsic motivation (IM). Based on the above review of conceptual and empirical research, we propose a model to explain the relationship between OIC, IM and EC. OIC include with contextual factors and consensually perspective moderate IM on OIC, analysed relationship were reflected in this model.

As shown in Figure 1, we propose three hypothesizes: H1) IM positive correlate with EC; H2) Contextual factors moderate the relationship between IM and EC; H3) Consensually perspective moderates the relationship between IM and EC.

VI. CONCLUSIONS AND RECOMMENDATIONS

The organizational innovation climate (OIC) we discussed throughout this article is undoubtedly moderate the relationship between intrinsic motivation (IM) and employees' creativity (EC). The relationship between aggregated climate means and desired outcomes is typically affected by organizational climate. Sophisticated empirical inferences provide additional insight into how the climate of creativity emerges and operates, serving as a guide for shaping creativity and innovation in organizational settings.

Finally, we hope to draw more attention of the academic community to this field. Indeed, there are still many challenges waiting for us to face:

- What are the key factors that promote and inhibit implementation of favourable environment for OIC?
- Does a co-worker significant impact on the creation of an innovative environment in the organization?
- Investigate the contributions made by the departments/functions in charge of operations management, marketing, administrative, advertising, and other areas to the prevailing climate of a business.
- Research on possible feedback mechanisms in organizational innovation climates, especially the discussion of influencing factors between results and implementation.

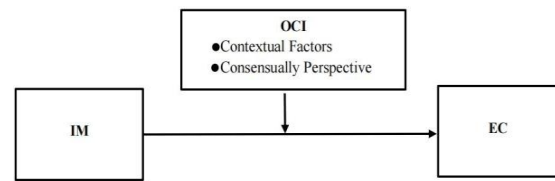


Fig. 1. Research framework among organizational innovative climate with intrinsic motivation and employee creativity.

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