

# EMPLOYEES' CREATIVITY FOR THE IMPROVEMENT OF ORGANISATIONAL BEHAVIOUR AND PRODUCTIVITY: A LITERATURE REVIEW

## Abstract:

Focus on employees has been one of the strategical concern for every organization in the present contemporary world. Intense competition has induced organizations to find the areas which will enable organizations in attaining comparative advantage at the market place. This has led organizations to focus more on the most non-imitable asset of the organization, that is, human intellect. Thus, organizations focuses on employees and their intellectual capital. In this regards, one of the promising attribute is to focus on the creativity of employees. With this view, the present composition has made an attempt to pierce the existing literature focused on improving organizational behaviour and productivity through employee creativity. Accordingly, more than 218 research papers have been reviewed. Based on such research attempts, framework has been developed with the aim to explore avenues for fetching desired level of creativity from employees.

**Keywords:** Employees' creativity, organisational growth, innovation, productivity, behaviour, high-performance work practice, competitive advantage.

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## I. INTRODUCTION

The existing era of globalization and digitalization demands innovativeness and creativity. The efficiency and productivity of an employee owes to the capability of making changes by being pioneering. The entire organisational reputation and potential growth in the competitive business market depends on the behaviour and performance of the workforce. By being innovative employees are able to tackle huge problems. Encouraging creative thinking always resulted in a fruitful outcome at the end of the project. It can help the employees to see the actual motive and target of the organisation. Employee's creativeness quality can help in enhancing product quality and uniqueness to draw the attention of the customers. This study will analyse the factors that are related to the improvement of organisational behaviour and productivity with the help of employees' creativity. It will help to understand the importance of creativity and innovation at the workplace.

## II. REVIEW OF LITERATURE

The present section lists down various imperative studies focusing on employee creativity and organizational productivity.

**Table 1: Summary of Research Studies**

Resources	Key findings	Research Gaps	Significance
De Stobbeir <i>et al.</i> (2011)	For boosting the creativity in the employees, there is a need of self-regulating power followed with feedback as it is identified as the most effective element to enhance the employee's performance that helps the tourism industry to develop towards success.	Proper knowledge regarding employee's productivity could not be implemented in the study.	Creativity can assist in identifying the personality characteristics that explore new ideas and experiences to keep organisational competitiveness.
Dul & Ceylan, (2011)	Work environment can be managed in a proper way by implementing ergonomics discipline for the employees. Designing work environments for creativity could be a new topic for ergonomics research and practice.	Drawing the conceptual framework was not suitable to conduct the study further forward.	Proper guidance, training session, guidelines and communication plan are important for the maintenance of transparency at the workplace.
Walumbwa & Hartnell,	Employee's perceptions of relational identification	Due to lack of proper research	Using a sample of 426 employees and their 75

(2011)	with the supervisor and self-efficacy mediate the relationship between transformational leadership and supervisor-rated performance.	instrument the researcher could not find the reliable data and information.	immediate supervisors from a large automobile dealership, results revealed with the help of hierarchical linear modelling.
Aveyet al. (2012)	Positivity in the HRM performance can help in increasing the employee's productivity. In addition, to hold the positive relationship at the workplace, employee motivation and encouragement are also important variables to focus on.	Appropriate theory has not been taken by the researcher to complete the research in a proper way.	In the organisational context, understanding human behaviour and performance are highly significant. The manager needs to focus on the role of wisdom and stress to ensure creativity.
Rana et al. (2012)	According to the " <i>Theory of planned Behaviour</i> ", implementation of the e-government activities are important for making a significant impact on the organisation's behaviour. Construction of compatibility, eradication of complexities makes a huge impact on the organisation's performance. The use of " <i>Innovation diffusion Theory</i> " helps to enhance innovation in the organisation. Individual's technological acceptance help in compatibility and visibility of the organisation's performance.	The utilizing theories have only focused on the behaviour and innovation that restricted the finding process.	Use of selective norms and ethics are important for the improvement of employee's creativity towards the organisation's behaviour. Technological innovation is required for the improvement of service quality, system quality and information quality. These factors help to improve employee's creativity for the betterment of the organisation's performance. Technological innovation works on performance expectancy and social influences helps in increasing employee's engagement in the organisation.
Kissiet al. (2013)	The paper has shed the light on the fact of transformational leadership	Due to lack of time and cost the research work did	Transformational leadership behaviour can lead to positive and

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	role in project management process. In the hotel industry, employee behaviour is dependent on the role of leadership.	not finished in a proper way by gathering all the relevant information.	significant relationship accompanied with project performance. In order to balance the workplace climate innovative ideas are also required.
Mafini & Poee, (2013)	This study attempted to contribute to the discourse on the influence of human resources to organisational performance.	The selected members for doing interview were not from the organisational background.	Teamwork had the greatest impact on organisational performance, followed by ability utilisation, creativity, autonomy, with working conditions exerting the least influence.
Falola <i>et al.</i> (2014)	Training is one of the key tools to enhance the work performance and productivity level of the employees. In order to keep the sustainability of tourism industry for a long term issue keeping employee motivated is highly significant.	Focusing on only the training session did not helped the researcher to go to the right way of findings.	Improving employees' ability is an underlying factor of organisational competitiveness.
Yee <i>et al.</i> (2014)	Showing support, providing training and feedback to the employees are important for the maintenance of integrity and transparency at the workplace.	The researcher could not find the proper resources due to lack of sufficient cash flow.	Effective communication skills and positive influences are required for the improvement of organisation's behaviour.
Li & Zheng, (2014)	With rapid development of knowledge economy and the constantly updating of science and technology, almost all organisations have to face an uncertain dynamic environment which brings enormous risks and competitive pressures. This leads to increase in employees'	There is lack of a comprehensive study of factors affecting employee innovative behaviour.	Employees are the main driving force of innovation, and their innovative behaviour should be paid more and more attention.

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	creativity in the organisations.		
Dhar, (2015)	The paper has pointed out the importance of service innovative behaviours among the employees in the hotel industry as it ensures that growth of hotel industry is highly dependent on service behaviours of existing employees.	The researcher could not find the proper existing resources regarding employee productivity and organisational behaviour change.	Implementation of service innovative behaviour is one of the creative aspect for improving organisational performance and organisational productivity.
Tsai <i>et al.</i> (2015)	Employees' motivation and knowledge sharing, which predict employees' promotion help in increasing employees' creativity and organisational productivity.	Due to lack of sufficient cash flow and time the research process could not be implemented as expected.	Organisational support was positively related to the work environment for knowledge sharing, motivation, procedural justice, and promotion.
Eldor, (2017)	The challenge/opportunity stressor theory regarding perceptions of organisational politics suggest that whether politics is viewed as positive or negative depends on the employees' point of view.	Lack of proper research tool restricted the research process.	Using data from 253 high-tech employees and their supervisors in Israel, the findings demonstrate that perceptions of organisational politics strengthen the relationship between employee engagement and their behaviours.
<i>Sipa</i> (2018)	Employee's creativity and innovation are required for the improvement of an organisation's financial stability. Employee's motivation is essential for determining an employee's creativity. Continuous improvement helps to increase employee's skills and capabilities. Proper cooperation and training sessions are required for economic profitability. The	The use of tools and techniques for collecting data was not enough to make a complete study.	Employee's creativity is dependent on the employee's experiences, encouragement, freedom and cooperation among co-workers. These factors are important to improve an organisation's culture. Technological innovation helps to share knowledge among co-workers for the development of mutual

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	<p>maintenance of cooperation with co-worker helps to develop a positive professional relationship with higher authority and subordinates. Employee's freedom is necessary to develop a better organisation's culture.</p>		<p>trust at the workplace.</p>
<p>Moussa <i>et al.</i> (2018)</p>	<p>According to this paper, an organisation's innovation is dependent on the change management process in organisational activities. Organisation's leaders take the responsibility for the improvement of employee's creativity or capabilities. Showing support, providing training and feedback to the employees are important for the maintenance of integrity and transparency at the workplace. Effective communication skills and positive influences are required for the improvement of organisation's behaviour.</p>	<p>Due to establishing employee transparency, the researcher did not focus on the other potential elements.</p>	<p>The organisation's management authority or leaders are responsible for the maintenance of transparency and cooperation among workers. Proper guidance, training session, guidelines and communication plan are important for the maintenance of transparency at the workplace. Implementation of leadership theories is important for the maintenance of innovation and creativity at the workplace.</p>
<p>Akgunduz <i>et al.</i> (2018)</p>	<p>Employee's experiences and job satisfaction are important for the enhancement of employee's creativity at the workplace. As per this paper, satisfied employees are enabled to enhance organisation's creativity. "<i>Social Exchange theory</i>" and "<i>Conservation of Resources theory</i>" determines employee's creativity for the fulfilment</p>	<p>If the researcher would have adopted both primary and secondary data collection method, the research process would have been resulted in better outcome.</p>	<p>Intrinsic and extrinsic job satisfaction are essential for employee's satisfaction, job significance and stability for improvement of the organisation's behaviour. Employee's satisfaction level helps to improve employee's performances and decrease absenteeism at the workplace.</p>

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	of job requirements, behaviours and beliefs for maintenance of organisation's productivity.		
Amah <i>et al.</i> (2018)	According to this paper, the adaptation of different leadership styles is essential for the maintenance of employee's engagement. Adaptation of servant leadership style is important to work on employee's engagement, safety and psychological influences for improvement of the organisation's performance. Autocratic leadership style is also important to focus on the employee's creativity.	The researcher only focused on the different types of leadership styles throughout the study that makes the study limited.	Servant leadership style, autocratic leadership style makes a positive impact on the employee's creativity. An efficient leader reduces communication gaps with co-workers' which is essential for the maintenance of employee's enhancement at the workplace. Efficient leaders are able to make huge changes in the employee's creativity.
Surucu and Sesen (2019)	As per this paper, HR managers are irresponsible to adopt innovative approaches for improvement of employee's creativity in the organisation. Implementation of the change management process is important to make frequent changes in the decision-making process. Arrangement of extrinsic and intrinsic training programmes is required for the improvement of employee's skills, abilities and knowledge for the improvement of organisation's behaviour. Apart from communication and training, entrepreneurial behaviour	Due to lack of proper resources and information the study could not be implemented in a proper way.	Working on entrepreneurial activities is important for an employee's creativity. Arrangement of a communication plan, the training programme is useful to motivate employees for ensuring employee's creativity. Employee's creativity works on organisations productivity.

	is essential for an organisation's innovation.		
Ismail and Mydin (2019)	Adaptation of transformational leadership style is required to implement creative and innovative strategies for the betterment of organisation's performance. Increasing commitment and technological innovation are essential for discovering challenging situations. Identification of challenging situations is essential for employee's management. Arrangement of training programme, performance measurement process, the reward management process is required to determine organisation's productivity.	Using analysis techniques was not suitable for this study and it remains restricted to implement.	Implementation of transformational leadership helps in employee's management for the enhancement of employee's creativity at the workplace. Implementation of change management strategies is essential to work on an organisation's creativity.
Yaakobi & Weisberg, (2020)	Employee's behaviour impacts performances within organisations, the mechanisms that encourage or discourage these effects have rarely been explored.	The researcher only focused on the external resources to conduct the study.	Individuals with high self-efficacy make greater use of adaptive behavioural strategies.

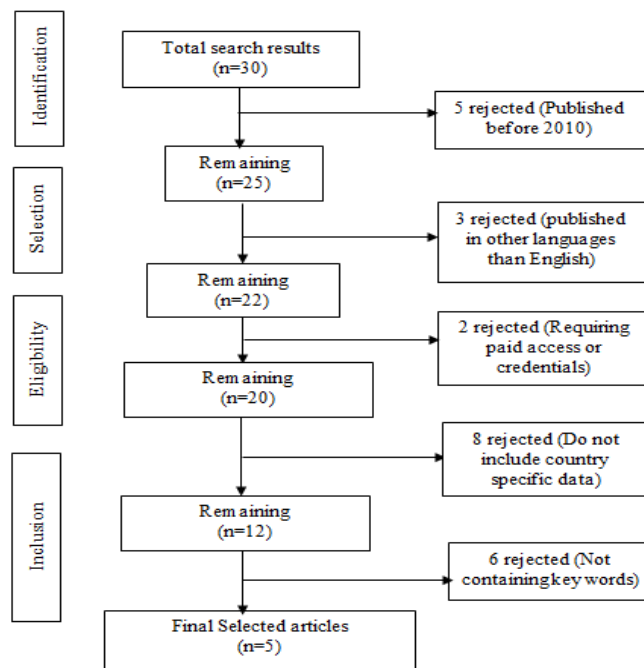
### III. OBJECTIVES OF THE STUDY

Based on the above literature review the following objectives have been framed:

- To evaluate the importance of employees' creativity to change organisational behaviour.
- To understand the advantages of employees' creativity for enhancing organisational productivity.
- To recognise the relationship between employees' creativity and organisational behaviour



#### IV. METHODOLOGY



#### Justification for Methodology (Source: Self-created)

Since the purpose of this research is to identify the importance of employees' creativity to enhance organisational productivity and behaviour. In order to make the research more authentic and valuable, the researcher has collected the relevant data and information from existing studies from 2010 to 2021. Thus doing the research perfectly several existing papers (Razak *et al.* 2018, Miao and Cao 2019, Kremer *et al.* 2019, Jia *et al.* 2018, Karatepe *et al.* 2019, Hassan and Din, 2019) were adopted to conduct the research. The research investigation process has been started from an article that is related to e-government. It helped the researcher to achieve the appropriate information by developing a set of phrases and keywords. It includes 'creativity', 'employee', 'innovation', 'adoption', 'productivity', 'performance', 'organisational behaviour', 'implementation', and 'profitability'. Accompanied with all the combination of the words along with a search of the online papers database the research process has successfully gained the valuable place to make a different impact over the human search. In addition, the increase of research interest is dependent on the implementation of the relevant papers and e-government system. After collecting the valuable and relevant data and information the amount of total search results has remained at 30. Among all of them, 5 were rejected due to belonging before 2010. As English is an understandable language and only English research papers have been chosen for the research, 3 were rejected because of belonging to another language out of the remaining 25. After that, not having the payable access or credentials, 2 papers were rejected out of the remaining 22. This research study is totally country-based due to including original data and information. Among the remaining 20 papers, 8 were rejected because of belonging from other countries. After remaining only 12, 6 were rejected because of not containing any keywords. Keywords are identified as highly significant to conduct this study as these are the main attractive part of this study.

Finally, 6 papers were selected to conduct this study and make it more valuable rather than other existing papers regarding the title. Moreover, despite more than an age of research on the purpose of organisational growth with employees' creativity, there are limitations in this regard. As proposed by Miao and Cao (2019), the adoption of proper research methods is considered as important in conducting any research approach. Among the final selection of 6, few helped the researcher to recognise the theoretical gaps in the existing knowledge. Based on collecting information the researcher has been able to suggest further lines regarding this title. Analysing the relationship between employees' creativity and organisational growth helped the study to lead towards its goal.

## V. DISCUSSION AND IMPLICATION

In order to boost the employees' creativity performance along with productivity, there is a need for self-regulation power. According to De Stobbeleir *et al.* (2011), creativity assist in identifying the personality characteristics that explore new ideas and experiences to keep organisational competitiveness. Creative and inspired employees are important for effective employee's management. Arrangement of the training sessions, encouragement, rewards management strategies are needed to maintain employees' collaboration. Lack of collaboration and employee's engagement has a negative impact on the organisation's behaviour and productivity. This study focuses on the innovation of an organisation's performances for ensuring employee's creativity. Maintenance of the organisation's management discipline is necessary for increasing the organisation's capacity. It has been suggested that economic profitability and technological innovation are important for the reinvention of business performances. Stimulation of employee's creativity is essential for problem-solving activities in the organisation. According to Avey *et al.* (2012), appropriate leadership style helps in getting advantage on employee's activities for periodic innovation. It is beneficial to maintain the organisation's productivity and reputation. Uses of internal resources, such as HR management skills, problem-solving skills, risk management skills and performance management skills need to be used for the improvement of the organisation's capabilities.

Creative employees are enabled for the organisation's innovation at the workplace. According to Rana *et al.* (2012), an employee's creativity helps to adopt different problem-solving skills for the expansion of the organisation's productivity. Organisation's leaders or entrepreneurs are responsible to take vital decisions for the improvement of the organisation's productivity. There are numerous ways to enhance productivity. Employee's creative performance is dependent on the creative and relevant skills, cognitive skills; job satisfaction and employee's experiences help to determine traditional productivity. Implementation of strict regulation, time constraints and standardised work are important for a better work environment in the organisation. In modern business, creativity and innovation help to develop a professional relationship at the workplace. Creative and inspired employees are important for an effective employee's management. Arrangement of the training sessions, encouragement, rewards management strategies are needed to maintain employees' collaboration. Lack of collaboration and employee's engagement has a negative impact on the organisation's behaviour and productivity.

Organization's leaders' focus on team performances, maintenance of team collaboration and commitment are important for influencing continuous learning process and sharing knowledge among employees. Enhancement of employee's creativity is enabled for

employee's retention at the workplace. Increasing commitment towards organisational activities is important for the maintenance and enhancement of job satisfaction. Without encouragement and job satisfaction it seems to be impossible to determine an organisation's productivity. Apart from this, employee's creativity is required for increasing problem-solving skills among employees. According to Rojon *et al.* (2021), innovative and unique solutions are needed for the eradication of the organisation's obstacles. Entrepreneurial authority and leaders take that responsibility to increase employee's engagement at the workplace. This eagerness is necessary for the enhancement of the organisation's behaviour. As per Moussa *et al.* (2018), the organisation's CEO focuses on 60% of creativity and 52% integrity for problem-solving skills at the workplace. Use of "*Componential theory model*" was introduced with a supportive organisation's environment. The development of a social organisational working environment helps to implement leadership style, reward system and teamwork for improvement of the organisation's innovation.

Apart from internal sources, focusing on external sources is equally important for the management of an organisation's profitability. The use of "Creativity Development Quick Scan" is necessary to make severe changes to the organisation's performance. According to this process, a periodic discussion is important for taking appropriate decisions for the improvement of an organisation's productivity. Identification of an organisation's problems and taking appropriate strategies to eradicate the organisation's problem is important for business profitability. As per the view of Kissi *et al.* (2013), transformational leadership behaviour can lead to a positive and significant relationship accompanied with project performance. In the hotel industry, employee's behaviour is depending on the role of leadership.

In addition, leadership style is important to work on employee's engagement, safety and psychological influences for the improvement of organisation's performance. In the words of Falola *et al.* (2014), providing proper training can make the employees able to meet the requirements of the customers that will be identified as useful for maintaining organisational sustainability. Employee creativeness quality can help in enhancing product quality and uniqueness to draw the attention of the customers. As opined by Dhar (2015), manager's activity and performance are important to enhance the creativity of the employees that can help in supporting organisational development process. Implementation of service innovative behaviour is one of the creative aspect for improving organisational performance and productivity. Apart from this, providing reward facilities and training facilities are important for an organisation's productivity. Getting frequent positive and negative feedback influences employee's performances (Sipa, 2018). Working in an inclusive team environment is important to enhance collaboration in the workplace. Higher authority and organisation's leaders focus on the team member's collaboration and interaction for eradication of workplace obstacles. Working on humans is capable of team building capacity at the workplace. Implementation of change management design is essential to make huge changes to the organisation's design. The organisation's leader needs to take responsibility to support employees to take different management risks. As proposed by Akgunduz *et al.* (2018), the implementation of risk management activities is important to provide appropriate solutions for the enhancement of organisation value for the improvement of business performances. Implementation of open-door policies is essential for an organisation's innovation. Taking appropriate management approaches are important to maintain employee's creativity for securing business profitability. Apart from these, providing health security, increment

facilities to the stakeholders are needed for fostering creativity at the workplace. An illustration of positive professional relationships is important to increase employees' engagement at the workplace. As per selected research papers, it has been detected that without effective leadership skills it seems to be impossible to enhance the employee's creativity for the improvement of business profitability. Working on employability skills are essential to work on the employee's proficiency. Reward management, training facilities and employee engagement helps to enhance the employee's creativity at the workplace.

Supporting management principles and organisational objectives help to make huge changes in the organisation's profitability. According to Moussa *et al.* (2018) Eradication of monotonic and repetitive organisational activities are important to maintain employee's performance activities. Periodic innovation helps to develop a competitive atmosphere at the workplace. A competitive atmosphere helps to enhance competition among the organisation's stakeholders. Eventually, it is beneficial to maintain the organisation's productivity. Moreover, it is important to determine the organisation's productivity goals to generate innovative business ideas in the organisation. Employee's creative performances are dependent on employee's experiences, collaboration and performances for securing the organisation's performances. HR authority needs to recruit employees with creativity for the improvement of the organisation's performance (Amah *et al.* 2018). Creative employers enable organisation's traditional productivity. Implementation of designing work environment enables to improve overall organisation's system. Without employee's retention, collaboration and engagement it seems to be impossible to enhance the organisation's performance. Innovative product's quality and service quality are important to generate employee's performance. Implementation of different problem-solving activities is important for an employee's creativity. There are some innovative strategies, such as preparation, incubation, illumination and verification for improvement of the organisation's performance. Implementation of logical activities is important to promote business performances. Periodic promotion is necessary to provide a competitive atmosphere at the workplace for securing business profitability.

The use of different declarative objects could be beneficial to promote employee's performances. As per Surucu and Sesen (2019), consideration of a flexible workplace is important to take different vital decisions for the improvement of organisation's performances. Providing a flexible workplace and freedom are important to ensure job satisfaction in the organisation. Technological innovation, conduction of video conferences helps to maintain employee's encouragement. Without collaboration, it seems to be impossible to enhance an employee's creativity. Sharing knowledge among employees is important to develop a professional relationship with co-workers. Employee's encouragement is essential to discover innovative ideas for the management of the employee's engagement. It has been detected that nearly 84% of higher executives determine the requirement of innovation for managing an organisation's profitability (Ismail and Mydin, 2019). Organisation's leaders adopt different leadership styles to enhance collaboration among employees. Apart from employee's engagement, it seems to be impossible to work on organisational behaviour. An organisational leader takes the responsibility to encourage other employees to make appropriate decisions for eradication of the organisation's challenging situation. Technological innovation helps to provide feedback from the higher management authority. Getting positive feedback enables to encourage employees; on the other hand, negative feedback will provide an opportunity to rectify employee's limitations

for the improvement of business performances. Reward management strategy is required for supportive creative thinking at the workplace. This reward system is important to enhance employee's value for the development of team performances. Implementation of a team-based environment is important for innovative teamwork. Getting inspiration from higher authority is essential to share knowledge among employees. Sharing knowledge among co-workers is necessary to secure business profitability.

## VI. CONCLUSION

The above entire paper has provided a systematic review on the title regarding employees' creativity, organisational behaviour and productivity. Accompanied with findings and critical analysis of collected papers, the quality and comprehensiveness of management research has been developed. Based on the different author's studies regarding employees' creativity and organisational development process, the study has been modified to make it valuable and reliable. Thus due to lack of time the researcher has chosen the existing studies as their research element. This paper is one of the first researches that is conducted with the appropriate references to investigate how employees' creativity helps in increasing organisational productivity. Business leaders vigorously chase for productivity as based on this key element a business procedure can capture a large place in the competitive business market. Moreover, this study can provide a clear view regarding the relationship between employees' creativity and organisational productivity.

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