

A STUDY ON EMPLOYEE CREATIVITY IN AN ORGANISATION

Submitted in partial fulfillment of the requirements for the award of
Master of Business Administration

by

VAISHNAVI P
Register No. 39410223



SCHOOL OF BUSINESS ADMINISTRATION

SATHYABAMA

**INSTITUTE OF SCIENCE AND TECHNOLOGY
(DEEMED TO BE UNIVERSITY)**

**Accredited with Grade "A" by NAAC | 12B Status by UGC | Approved by AICTE
JEPPIAAR NAGAR, RAJIV GANDHI SALAI, CHENNAI - 600 119**

April - 2021



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Jeppiaar Nagar, Rajiv Gandhi Salai, Chennai – 600 119

www.sathyabama.ac.in

SCHOOL OF MANAGEMENT STUDIES

BONAFIDE CERTIFICATE

This is to certify that this Project Report is the Bonafide work of **VAISHNAVI P 39410223** who carried out the project entitled **“A STUDY ON EMPLOYEE CREATIVITY IN AN ORGANISATION”** under my supervision from January 2021 to March 2021.

Internal Guide

External Guide (if Applicable)
(Name in Capital letters
with signature)

Dr. BHUVANESWARI .G
Dean – school of business administration

Submitted for Viva voce Examination held on _____

Internal Examiner

External Examiner

DECLARATION

I **Vaishnavi P 39410223** hereby declare that the Project Report entitled “**A STUDY ON EMPLOYEE CREATIVITY IN AN ORGANISATION**” done by me under the guidance of **Dr.G.Bhuvaneswari** at SATHYABAMA INSTITUTE OF SCIENCE AND TECHNOLOGY, CHENNAI is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

DATE:

PLACE:

VAISHNAVI. P

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ABSTRACT

Creativity research features a long history in psychology that specializes in individual differences in personality, cognitive abilities, and problem-solving styles. Creativity is taken into account to be a private characteristic with features that include broad areas of interest and high energy levels. Considerable evidence has been indicating that employee creativity can fundamentally contribute to organizational innovation, effectiveness, and survival. So, it is said that creativity plays a vital role in organizations because creative contributions can't only help organizations become more efficient and more aware of opportunities but also help organizations adapt to vary, grow and compete in the global market. Organizations could develop creativity by selecting potentially creative individuals, as an example, supported assessment tools like Gough's Creative Personality Scale, or by training workers in cognitive skills like divergent thinking. We consider employee creativity as an ongoing process, not limited in time and space, and that we envision a task for ergonomics to foster the creativity of all workers. For creativity to occur in organizations, managers got to support and sell.

Keywords: Psychological empowerment, Intrinsic motivation, Employee creativity, Innovation

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CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION ABOUT THE STUDY

Creativity can be a solution to the most complicated issues in the modern world, as it enhances the effectiveness and organization's flexibility to win a competitive advantage. Moreover, creativity helps in searching the innovative and improved procedures and concepts. Therefore, stress is being placed on the creative capabilities of employees within an organization.

Creativity belongs to idea generation, techniques of the innovation process, and a key point to obtain a competitive edge and the main purpose of this study is to construct and will analyze the theories that will give the link of psychological empowerment and also the employee creativity along with a few other variables. Employees who were motivated and encouraged by their leaders and perform their goals in a creative environment are more creative. Creativity referred to bring something new to respond to the changes and to meet the need of the existing organization.

Creativity is vital to organizations because creative contributions can't only help organizations become more efficient and more aware of opportunities but also help organizations adapt to vary, grow and compete in the global market. All organizations need to improve their employees' creativity, so managers must focus on identifying, understanding, and utilizing techniques and approaches that promote the creativity of their people.

To remain competitive, organizations need their employees to be actively involved in their work and check out to get novel and suitable products, processes and approaches. It is said that empowerment is about achieving management goals, it means getting the whole team involved in attaining success in the business. According to the researches, empowered Employees in organizations will be more competitive and gain commercial advantages. Participants will have to complete a questionnaire of 115 employee respondents that will measure the perceived presence of psychological empowerment, intrinsic motivation, creative process engagement, and employees' creativity.

By using the linear regression analysis, chi-square test, the correlation found that there are significant positive relationships between psychological empowerment, intrinsic motivation, creative process engagement, and employees' creativity. There are said to be some mediating effects of the creative process engagement and intrinsic motivation are said to be confirmed between the connection of psychological empowerment and employees' creativity

The project also contains intrinsic motivation, psychological empowerment, and abilities of employees. Further, several types of research have exposed that creativity can be improved by creative process engagement. In literature, creativity belongs to idea generation, techniques of the innovation process, and a key point to obtain a competitive edge.

1.2 INDUSTRY PROFILE

The educational Services Industry consists of establishments that provide instruction and training on an honest kind of subjects.

These institutions, including schools, colleges and universities, and training centers, are either privately or publicly owned. Private institutions could even be further classified as "for-profit" or "not-for-profit". We report on publicly traded, for-profit schools that have attention on post-secondary education. According to the foremost recent data provided by the U.S. Department of Education, post-secondary education is said to be provided for about 18.2 million students. Of that population, some 1.4 million students are receiving their education through profit schools. Educational Services are widely considered a counter-cyclical industry.

The Medical Supplies Industry is basically an industry. Value Line is said to be divided the group into two types which are Medical Supplies Invasive and Medical Supplies Non-Invasive. Although many of those businesses are around for quite a while, they're constantly seeking avenues of expansion, like new products with next-generation technologies and overseas markets. It is said that medical supplies companies will manufacture and distribute a broad range of things, from surgical and dental instruments order to elective laser surgery equipment to orthopedic products, the 2 major classes of consumers served are hospitals and doctors' offices. There are said to be several

strategies for members of this industry to optimize profits. Companies that provide low-tech items, like surgical gloves and syringes, don't require substantial amounts of capital outlays. Profitability depends upon procedure volume, particularly in hospitals.

The Pharmacy Services Industry has said to be historically been viewed as a haven for investors seeking steady growth and preservation of capital. However, things have changed slightly in recent times, because of the aging of the American population and an altered industry landscape. These stocks now have more of a growth profile than that that they had within the past. There's much opportunity for expansion, with billions of dollars in business up for grabs. It is said that traditionally, this industry has been divided into two main categories: pharmacy services, which consists of pharmacy benefits managers, or PBMs, (along with clinical services providers), and large drug chains. Lately, the dividing lines of those two categories became less clear. For several years, drug chain stores have recognized an increasing threat to their business share from the PBMs.

The information technology (IT) industry in India has played a key role in putting India on the worldwide map. The IT industry in India has been one of the foremost significant growth contributors to the Indian economy. The industry has played a huge role in transforming India's image from a slow-moving bureaucratic economy to a land of innovative entrepreneurs and a worldwide player in providing world-class technology solutions and business services. The industry has helped India transform from a rural and agriculture-based economy to a knowledge-based economy to know about current trends when it comes to Information technology. Information Technology has made information that is said to be possible accessible at gigabit speeds. It's made an incredible impact on the lives of the various folks that are poor, marginalized, and living in rural and far-flung topographies. The web has made revolutionary changes with possibilities of e-government measures like e-health, e-education, e-agriculture, etc

CHAPTER 2

REVIEW OF LITERATURE

Amabile, 1988 states that creativity can be explained as the production of new ideas. A creative employee can come up with new suggestions/ideas for the services to be constructed, the flood of the Communication and understanding it in the same way which would affect the work done by the employee during his working hour.

Young 1994 states that creativity is explained as a design in which the employee makes such innovative construction in which the work-related problems are resolved rightfully with step by step process, some explain it as the ability of the individuals how they can develop a useful solution to meet the challenges and overcome the problem themselves individually.

Zhou and George 2001 states that Creativity can be explained as introducing new techniques by individual or group of people in an organization for achieving the maximum potential of human labor which will result in achieving goals effectively, due to innovation and globalization if a firm wants to compete with its competitor they must hire a creative employee who is extroverts, feeling easy to work in groups. Employees with proactive personalities are the one which is mostly admired to make constructive change.

Runco, 2004 states that the Employee's creativity can be most commonly be referred to an individual who has new ideas for his work & working style, he must be flexible to work in a team rather than individually completing a project, a creative employee has better skills of understanding and is adaptable in order if new technology is introduced in the firm so he should be able to use it in no time, all these values indicate employees are empowered so they can complete the task as they are feeling comfortable all these characteristics would help in getting to know new opportunities, use of advance technology all these changes are part of everyday life.

Drazin et al 1999 state that Creativity is adapted by the individual to do production with new ideas. The creativity may depend on the employee or situation; an employee may want to be in contact at the highest or lowest level although he or she has great potential. Employees may use all of his/her capabilities, skill knowledge to supply creative outcomes.

Ravindra Jain and Cherry Jain on All Saints' Day, 2016, states that there has been a scarcity of cohesive theoretical understanding of how employee creativity operates and gets affected in organizations. Within the existing literature, we found many theoretical approaches to creativity that appear as supplementary and complementary to supply a far better understanding of creativity. However, employee creativity continues to seem like an elusive and sophisticated phenomenon. Such observations will trigger the authors' interest to synthesize the prior research and present an equivalent framework within the sort of a conceptual framework of employee creativity.

Alice H.Y. Hon, Steven S. Lui on 9 May 2016 speaks about the mixing of the individual- and group-level creativity particularly for service organizations additionally to research on creativity and innovation within the field of general management and hospitality.

Todd Dewett 1 December 2004 states that Creative efforts and artistic outcomes are identified as distinct in employee creative performance. it's argued that an employee's willingness to require risks is a crucial antecedent of creative efforts. Behavioral consequences experienced by employees following creative efforts are discussed about future creative efforts considered and therefore the subsequent willingness to require risks. A model and propositions are developed to guide future research and are considered in light of the present creativity literature.

Evans, 1991 states that the creative employee has the power to remember the organization and must be sensitive in order that he can tackle the matter, he must have a pointy mind so he can remember his task for an extended time, and he must be adaptive, it's because thanks to Globalization there's a rapid change within the technology also the culture so an ingenious employee would be ready to adapt all the changes before time, during this way he would be termed as creative.

Jing Zhou and Christina E. Shalley October 2003 states that the main theoretical frameworks that have served as conceptual foundations for empirical studies and propose exciting possibilities for future research directions and eventually discuss the implications of this body of labor for human resource management.

Marlon Fernandes Rodrigues Alves, Simone Vasconcelos Ribeiro Galina, Silvio Dobelin 5 February 2018 .This paper gives an elaborate understanding and details regarding the examination of what are both the main theoretical basis and the recent perspectives within the organizational innovation literature in Innovation & Management Review.

Fatima Ali Rashid Al-Thehli Mar 5, 2019, critically analyzes the critical issues of creativity and innovation management and its implication on the broader development aspect of human resource management by highlighting possible scenarios within the United Arab Emirates (UAE).

Wenjing Cai, Svetlana Khapova, Bart Bossink, Evgenia Lysova, and Jing Yuan, 2019, will clearly depict how contextual factors will be (a) separately and (b) jointly influence individual employee creativity. Specifically, it enables us to depict two possible models which are known as combination and multiplicative models through which the contextual factors will interact with individual factors in predicting employee creativity.

Inga J. However March 2014 states that creativity in all its complexity and potential, an interactionist perspective that emphasizes actor–context interactive effects on creativity holds much promise. Moreover, after reviewing existing work taking an interactionist approach, we conclude that the character of the actor–context interaction needs further theoretical advancement and refinement. besides, typology reveals a complex and intriguing set of actor–context interactions, including ones that are synergistic, antagonistic, inhibitory, remedial, and configurationally, as well as ones that show patterns of diminishing gains and diminishing losses.

The authors Marja Klijin and Welko Tomic September 2008 have said that the main creativity models, mediators as well as enhancers of organizational creativity, are all from a psychological perspective. Also, the paper seeks to spot gaps in knowledge of organizational creativity. Aspects of employee creativity that require closer inspection are said to be described.

The authors are Maryam Hashem David Gallear Tillal Eldabi Sep 19, 2019, this paper will aim at providing a comprehensive literature review by presenting prominent theories addressing the role of intrinsic and extrinsic motivation in enhancing employees' creativity. It then highlights the research questions intended to be investigated and finally

presents the context of the proposed empirical research.

Pascale Auge Richard W. Woodman Dominion Day, 2016, this research has been examining the link between intrinsic motivation and creativity using inductive theory building to explore the intrinsic motivation of creative people. Data were said to be gathered at six case study sites in France which are done using semi directive interviews to explore how creative people experience their creativity and motivation in various contexts. Data analysis has suggested a 2×2 model of the kinds of intrinsic motivation which is done for creativity composed of two creativity dimensions that supported the connection to the setting (independent vs. dependent) and therefore it is said that the focus of the creative behavior (egocentric vs. other-centered).

Servet Nasifoglu Elidemir, Ali Ozturen, and Steven W. Bayighomog 17 April 2020 states that The resource-based view and job demands-resources model has been provided the theoretical underpinnings for the developed hypotheses that were tested using a sample of 115 customer-contact employees of 4- and 5-star hotels. The results which are indicated that HPWP is said to be indirectly predicted CA via IB. Also, it is said that creativity will moderate the impact of HPWPs on innovative behaviors positively and on competitive advantage negatively. Employee innovative behaviors are said to generate substantial returns to service organizations that are competing with quasi-homogeneous end-products. The relevant theoretical and practical implications.

James Castiglione 25 February 2008 this paper has been reviewing the important concepts which are involving employee creativity and its successful management within the organizational setting. This is said to be accomplished by reviewing the relevant literature which is said to be assembled from the social, psychological, management, organizational, and library sciences.

Muhammad Khalid Anser, ZahidYousaf, Muhammad Sharif, Wang Yijun, Abdul Majid, Muhammad Yasir 27 October 2020 This study aims to investigate the relationship between employee polychronic and employee creativity. This study will also explore the mediating role of employee resilience in the relationship which is done between employee polychronic and also employee creativity. This study was said to be supported by a quantitative research design, and a survey instrument won't be able to collect data from doctors and nurses. Ordinary least squares (OLS) regression and four-

step **Baron and Kenney (1986)** approaches were used to check the impact of nurses' polychronic on creativity through resilience.

Kalaa Chenji and Raghavendra Sode 1 July 2019 This study found that defensive silence mediates between workplace ostracism and employee creativity and psychological empowerment moderates between workplace ostracism and employee creativity. Workplace ostracism is said to negatively affect employee creativity and positively influence defensive silence. The study reveals the moderating effect of psychological empowerment on workplace ostracism and employee creativity such low levels of psychological empowerment negatively influences employee creativity and a high level of psychological empowerment features a positive effect on employee creativity.

SophiaGerlach, AlexanderBrem 27 July 2017 this study aims to develop such a conceptual framework supported by the findings of an in-depth literature review. Besides, this paper presents a thought management guide that addresses important aspects of a thought management program. To simplify the guide's application for idea managers, it's summarized during a checklist. It is said that this paper is said to serve researchers with a state-of-the-art review and idea managers with a tool for building new idea management programs or reviewing existing ones in companies of various sizes and industries.

Christiaan Van Dijk, Jan Van Den Ende 17 December 2002 This paper clarifies in detail the organizational conditions for the successful use of suggestion systems. The Creativity Transformation Model will encompass the most factors that have been influencing the functioning of suggestion systems. The model is tested within specific divisions of three companies which will be considered best practices within the use of suggestion systems. By applying the model, companies are going to be ready to transfer employee creativity optimally into practicable ideas.

The authors Greg R. Oldham and Anne Cummings June 1996 has said that this study will examine the independent and joint contributions of employees' creativity which are relevant personal characteristics and also the three characteristics of the organizational context--job complexity, supportive supervision, and controlling supervision which is said to be three indicators of employees' creative performance: patent disclosures written, contributions to a corporation suggestion program, and supervisory ratings of creativity.

Participants (171 employees from two manufacturing facilities) produced the foremost creative work once that they had appropriate creativity-relevant characteristics, worked on complex, challenging jobs, and were supervised during a supportive, no controlling fashion.

Zhenxing Gong, Zanzan Zhao, Shuo Wang, Haoyun Yu August 7 2017 this paper points out the problems of the antecedents' research on creative performance. Then, by reviewing current research, this paper finds that researchers solve these problems from the concept focus, research level, research perspective. At last, asserting the longer term research direction and indicate the way for the study of the creative performance by analyzing the difficulties existing in current research.

Zhang and Bartol 2010, found in their study that psychological empowerment significantly will manipulate the employee's creative work and as well as will also play important role in employee motivation towards the creative and innovative steps in order to achieve their organizational goals.

Lee and Koh 2001, defines that psychological empowerment which means that psychologically empowered and motivated employees are gladly performed the job in their workplace

Konczak et al. 2000, states that empowerment aims to promote in-time actions, the attitude of self-confidence among followers and developing in them a sense of individual authority, empowering leadership performance embraces features for example taking an independent decision, dissemination of information, and capacity building for promoting innovations

Conger and Kanungo 1988, explain that psychological empowerment is said to be a process of enhancing feelings of self-efficacy among organizational members through the identification of conditions that foster powerlessness and through their removal by both formal organizational practices and also these informal techniques of providing valuable information.

According to Cohen-Meitar et al. 2009, when the employee understand that I am the right person for the right job in their workplace, are able for what they doing, they will be considered himself more professionally sound and their mind engages for creative ideas and problems solving.

Cekmecelioglu and Günsel 2013, stated that creative behavior is that the focus point which associated with the range of the task, various managers realized the truth that the necessity of your time to remain to stay in the competitive market the requirement is their employees to be dynamically self-determined in their job and struggle to produce unique ideas, developments, and valuable procedures.

Tidd 2001 states that the creative behavior of the employee has definitely recognized and develop organizations that have the traditional practice in their organization workplace with no creative thinking and ideas has comparatively lose their credibility, competitive environment, and sustainability.

R. Indriartiningtias, Subagyo B, Hartono in 2017 prepared a report with the result of a literary review on research in the field of creativity. The study was conducted systematically on 35 articles within the field of creativity using systematic review methods. The results show that the research area of creativity with the thing of general organization has been widely practiced. Most of these studies utilized qualitative methods. In contrast, similar studies within the context of the creative study are still limited, both in qualitative research and in quantitative research. Results show the importance of research on creativity, especially in the creative industries.

Li Zhang; Qiong Bu; Sooyeon Wee in August 2014 this paper illustrates Managing employees' stress and creativity is a crucial part of business administration. Based on the Variation-Selection-Retention theory of creativity, this study expands the research viewpoint to the surface of job context by discussing the moderating effect of cognitive irritation on the relationship between job control and employee creativity.

The authors who are Xiao-lin Zhang; Sheng-lin Zhou in November 2012 stated the relationship between job insecurity, organizational innovation climate, psychological capital, and employee creativity. Furthermore, research led to the mediator role of psychological capital, and therefore the moderator role of organizational innovation climate. According to the research, job insecurity and employee creativity show a curvilinear relationship (an inverted V-shaped form relationship); with moderate job insecurity, employees have the very best creativity.

Duan-xu Wang; Yan Hong in 2010 authors are said to have sketched the key feature of the work environment for employee creativity, but little empirical attention has been directed toward an understanding of the influence and mechanism of work support which is done on team creativity. This study examined the consequences of supervisory support and workgroup support on team creativity through team psychological safety during a sample of 226 employees in East China. We found that supervisory support and workgroup support were positively associated with team creativity, and these relationships were mediated by team psychological safety.

Cheung and Wong 2011, the authors of this study have found that creativity is said to be the employee's diversified skills, abilities, knowledge, views, and experience which are used to generate new ideas for making effective decisions, problem-solving, and completing tasks in efficient and effective ways

Sridhar Ramanathan in the year 2020 has stated that the people who are within the profession will often consider creativity the core of engineering which is said to be because, from creativity, the engineers will devise their unique solutions to society's challenges. It is said that in his third e-book of IEEE-USA's Critical Thinking Skills for Engineers series, the author Sridhar Ramanathan has built further upon critical thinking, by exploring different creative approaches for both individuals and groups. Please don't just take his word for it. The World Economic Forum has moved the Creativity level up from no. 10 to no. 3 in its ranking of important attributes which is given for requirement for jobs of the longer term. LinkedIn's Learning Study ranked Creativity no. 1 in its poll of critical job skills.

Joachim Burbiel in the year January 2009 has stated that the influence of these factors such as (i) motivation, (ii) interaction within workgroups and between-group leaders and members, and also (iii) organizational culture and environment on creativity are said to be undertaken. Practical advice springs from literature findings wherever possible

Jiajun Guo, Richard Gonzales, Anna E. Dilley 15 May 2016 has said that this paper will illustrate the importance of creativity level to the researchers and organizations of how creativity will contribute to their effective leadership and how leadership will contribute to the group and organizational creativity, our knowledge will be done regarding this interrelationship will say to remains largely limited. A review of the literature which is said

to support both theoretical grounds and empirical evidence will reveal that studies examining the intersection between creativity and leadership in organizations are said to be divergent in terms of how they will conceptualize their relationship. A multi-level framework is said to be employed to synthesize the knowledge in both creativity and leadership disciplines, with multiple themes which are having been found at each level of the framework.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 NEED FOR THE STUDY

The study tries to provide deep understanding of employee's creativity and its variables such as psychological empowerment and intrinsic motivation to several private organizations. The findings of the study could help the planners of human resource system and managers to implement, introduce and improve employee's productivity thus leading to improvement in organizational and individual performance. This study could be important for the academic in terms of developing new pedagogy that is aimed at enhancing creativity especially among several organizations. The findings of the study could add knowledge and more understanding about psychological empowerment and intrinsic motivation.

3.2 SCOPE OF THE STUDY

- The research measures the creativity of the employees.
- Defines and analyses the creativity based on key deliverables.
- Gains insights into the employee's creativity and employer's expectation concerning intrinsic motivation and psychological empowerment.

3.3 OBJECTIVES OF THE STUDY

PRIMARY OBJECTIVE:

To study and understand in detail about the employee's creativity and innovation in the organization in a constructive manner.

SECONDARY OBJECTIVES:

- To investigate the relationship of employees' creativity with intrinsic motivation and psychological empowerment.
- To study the employee's point of intrinsic motivation and psychological empowerment
- To assess the correlation between intrinsic motivation and psychological empowerment and its impact on employee creativity.

3.4 SOURCES OF DATA

3.4.1 Primary Data

Primary data, by contrast, are collected by the investigator conducting the research.

3.4.1.1 Questionnaire

The questionnaire tried to capture the responses of the employees' mainly on the key deliverables and derived from the survey conducted.

3.4.2 Secondary Data

Secondary data refers to data that was collected by someone other than the user. Common sources of secondary data for journal, books, websites and data that was originally collected for other research purposes.

3.5 PERIOD OF STUDY

The period of study is from January 2021 to March 2021 which is a three months of study.

3.6 LIMITATIONS OF THE STUDY

- The analysis of the present study has been carried out based on the information has collected from the several organizations.
- The study is an opinion survey; caution may have to be exercised while extending the result to other areas.
- Due to time constrict only 120 numbers of respondents were considered.
- The result fully depends on the information given by the respondents which may be based.

3.7 ANALYTICAL TOOLS

The analytical tools used as SPSS for testing the hypothesis, Chi Square test in SPSS tool, Regression in SPSS tool and Correlation in SPSS tool.

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

4.1 Percentage Analysis

Table 4.1.1: Age of the respondents

S.No	Particulars	No of Respondents	Percentage of Respondents
1	22-29	36	31.3
2	30-37	29	25.2
3	38-44	37	32.2
4	45 or above	13	11.3
	Total	115	100

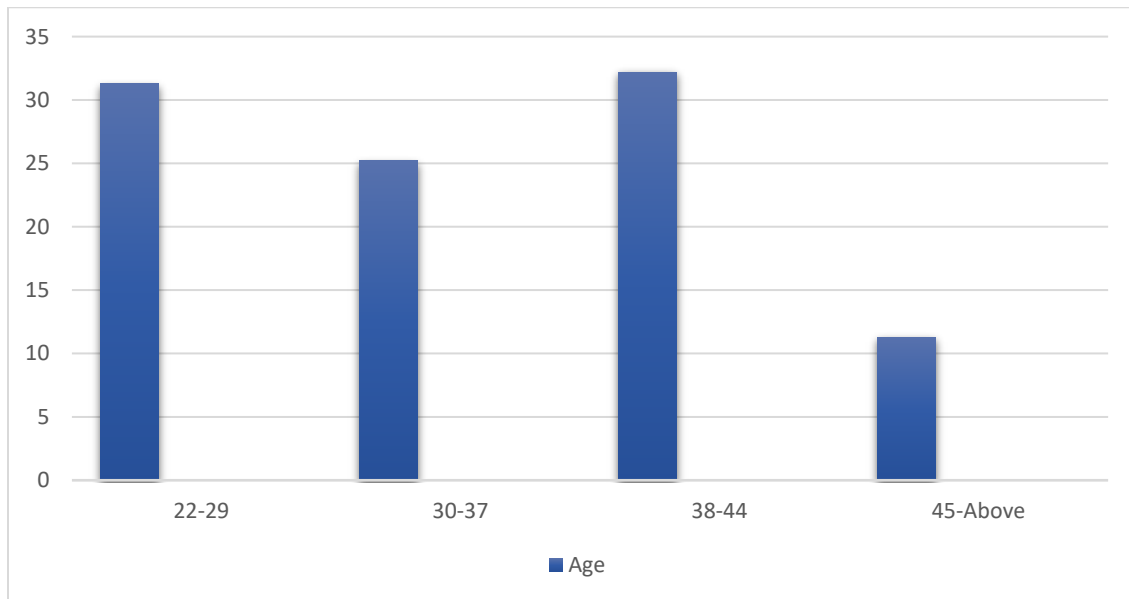


Chart 4.1.2: Income of the respondents

Interpretation

From the above table, it is observed that 31.3% of the respondents are from the 22-29 age group, 25.2% of the respondents from the 30-37 age group and the remaining 43.5% respondents are from the 38 above age group.

Table 4.1.2: Income of the respondents

S.No	Particulars	No of Respondents	Percentage of Respondents
1	10000	12	10.4
2	15000	3	2.6
3	17000	6	5.2
4	19000	6	5.2
5	20000	5	4.3
6	22000	6	5.2
7	25000	3	2.6
8	30000	7	6.1
9	35000	3	2.6
10	40000	9	7.8
11	42000	6	5.2
12	50000	11	9.6
13	60000	9	7.8
14	70000	7	6.1
15	80000	7	6.1
16	90000	4	3.5
17	100000	7	6.1
18	110000	4	3.5
	Total	115	100

Source: Primary Data

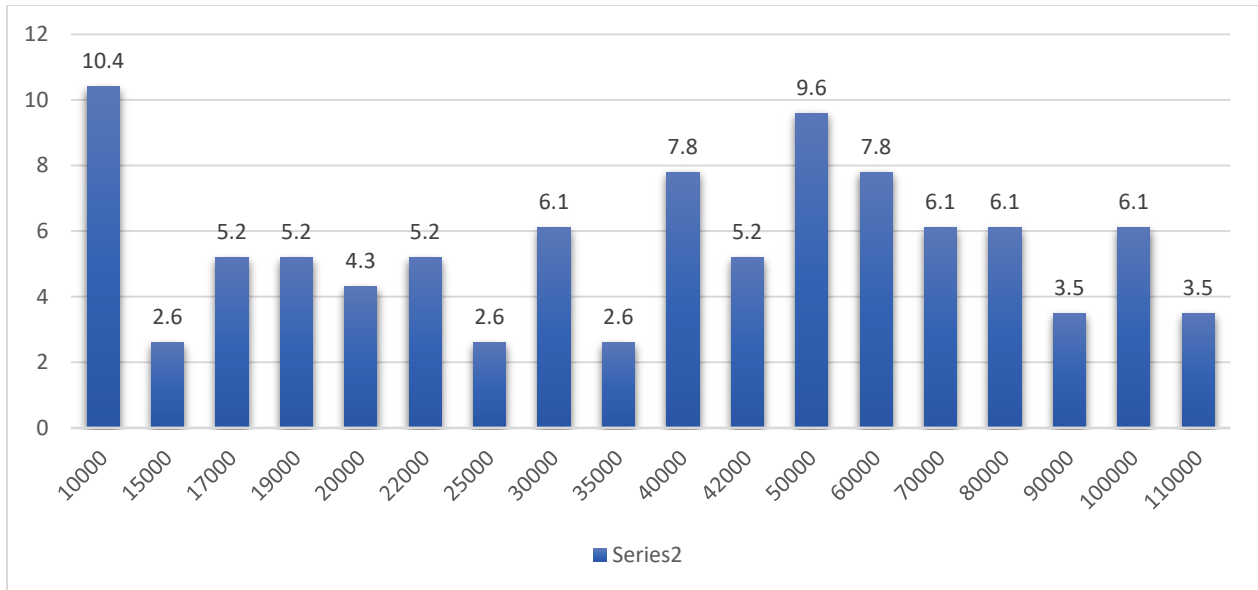


Chart 4.1.2: Income of the respondents

Interpretation

From the above table, it is observed that 10.4% of the respondents are from the income group 10,000 and the remaining 2.6% of the respondents are from the income group 15,000, 25,000 and 35,000.

Table 4.1.3: Experience of the respondents

S.No	Particulars	No of Respondents	Percentage of Respondents
1	1	16	13.9
2	2	9	7.8
3	3	9	7.8
4	4	10	8.7
5	5	10	8.7
6	6	10	8.7
7	7	10	8.7
8	8	11	9.6
9	9	9	7.8
10	10	12	10.4
11	11	9	7.8
	Total	115	100

Source: Primary Data

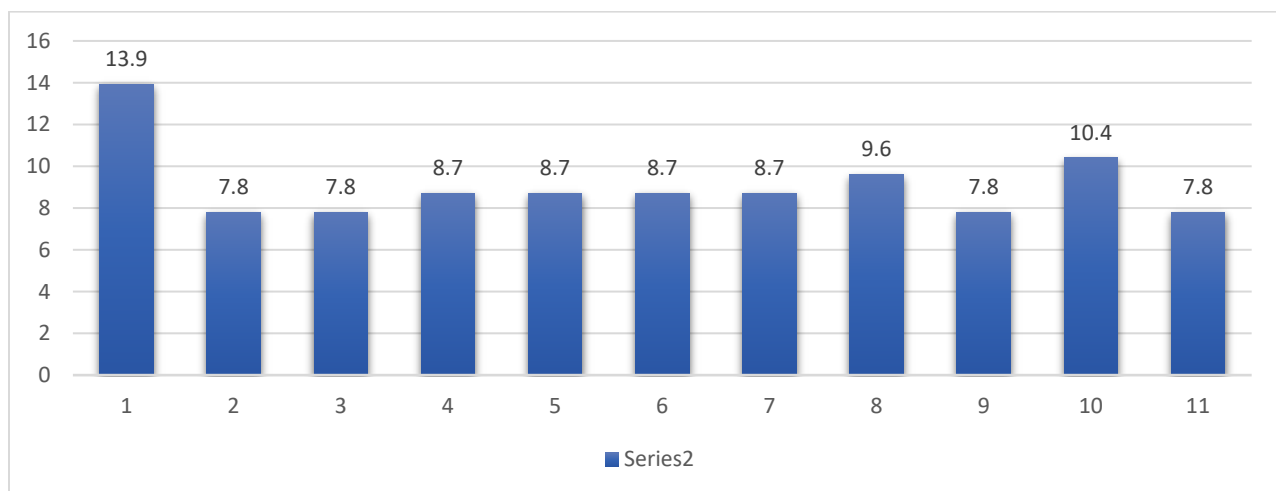


Chart 4.3: Experience of the respondents

Interpretation

From the above table it is observed that 13.9% of the respondents are from the experience group one and the remaining 7.8% of the respondents are from the experience group nine and eleven.

Table 4.1.4: Gender of the Respondents

S.No	Particulars	No of Respondents	Percentage of Respondents
1	Male	68	59.1
2	Female	47	40.9
	Total	115	100

Source: Primary Data

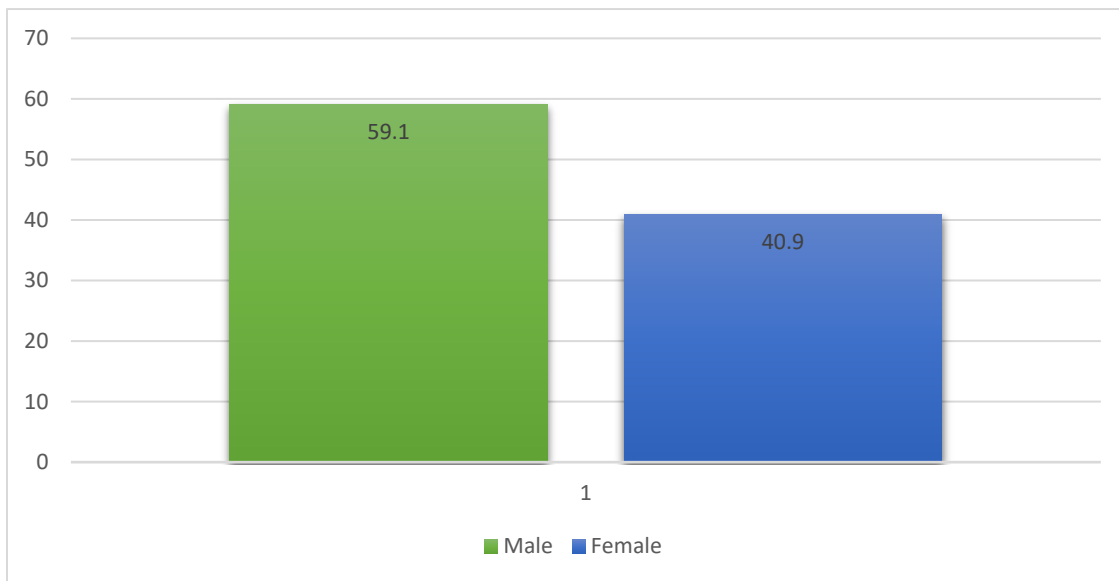


Chart 4.1.4: Gender of the Respondents

Interpretation

From the above table, it is observed that 59.1% of the respondents are from the gender group male and the remaining 40.9% of the respondents are from the gender group female.

Table 4.1.5: Department of the respondents

S.No	Particulars	No of Respondents	Percentage of Respondents
1	Administration	17	14.8
2	AR	1	0.9
3	Architecture	2	1.7
4	BPO	1	0.9
5	Construction	1	0.9
6	Data Analysis	1	0.9
7	Data Analyst	6	5.2
8	Design	1	0.9
9	Development	1	0.9
10	Digital	2	1.7
11	Engineering	1	0.9
12	Finance	23	20
13	Health	1	0.9
14	HR	1	0.9
15	IT	6	5.2
16	Junior Data Analyst	3	2.6
17	Legal	1	0.9
18	Management	1	0.9
19	Marketing	21	18.3
20	Medical Billing	1	0.9
21	Mortgage	1	0.9
22	Pharmacist	3	2.6
23	Pharmacy	2	1.7
24	Pharmacy Incharge	1	0.9
25	Production	13	11.3
26	Sales	3	2.6
	Total	115	100

Source: Primary Data

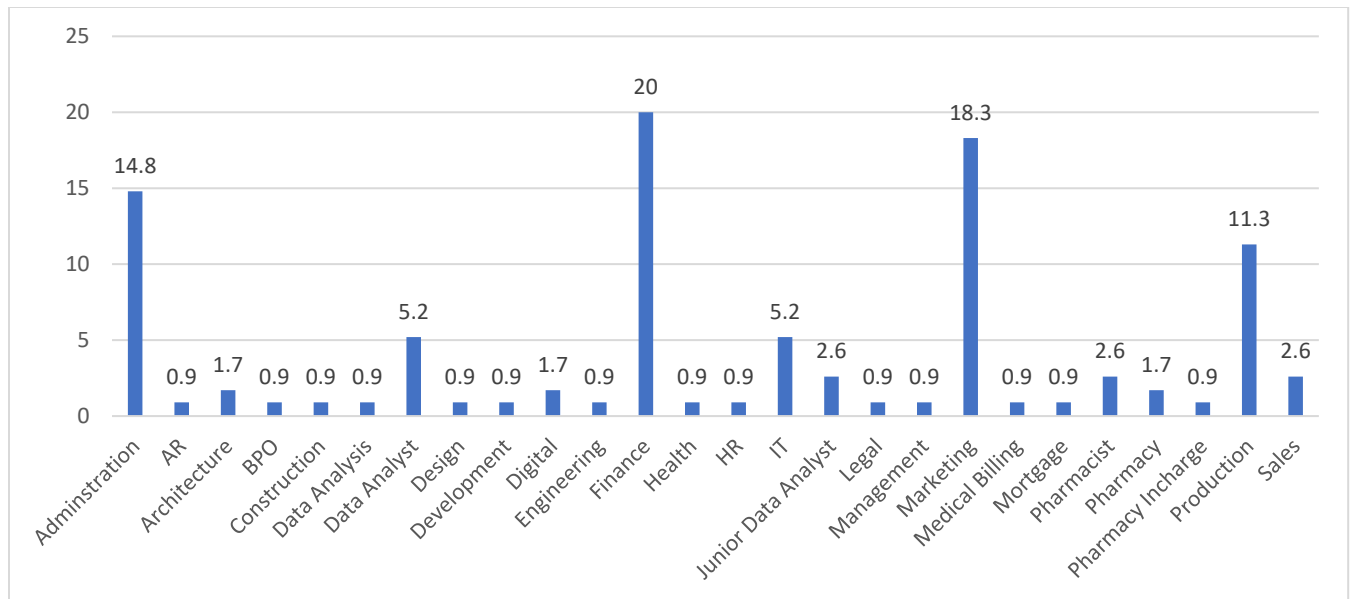


Chart 4.1.5: Department of the respondents

Interpretation

From the above table, it is observed that 20% of the respondents are from the department group Finance and the remaining 0.9% of the respondents are from the department group AR,BPO,Construction,DataAnalysis,Design,Development,Engineering,Health,HR,Legal, Management,Medical Billing, Medical Billing, Mortgage and Pharmacy In charge.

Table 4.1.6: My work activities are personally meaningful for myself

S.No	Particulars	No of Respondents	Percentage of Respondents
1	Strongly Agree	21	18.3
2	Agree	34	29.6
3	Neutral	41	35.7
4	Disagree	7	6.3
5	Strongly Disagree	12	10.7
	Total	115	100

Source: Primary Data

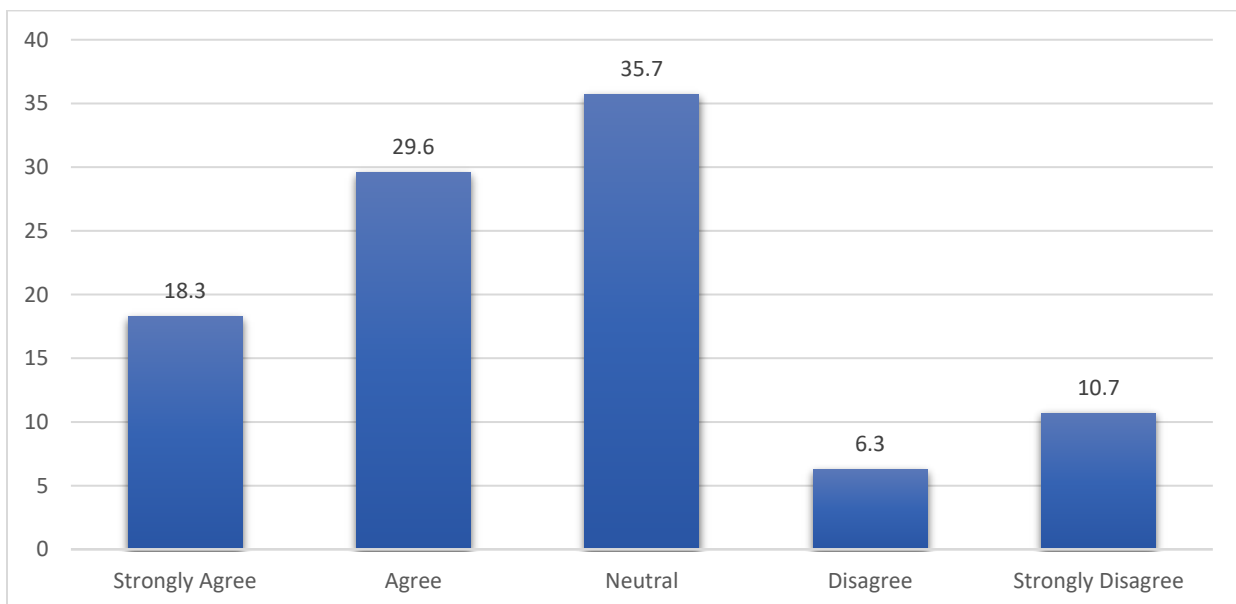


Chart 4.1.6: My work activities are personally meaningful for myself

Interpretation

From the above table, it is observed that 35.7% of the respondents are from the group neutral and the remaining 6.3% of the respondents are from the group disagree.

Table 4.1.7: I am confident about my ability to do assigned jobs

S.No	Particulars	No of Respondents	Percentage of Respondents
1	Strongly Agree	22	19.1
2	Agree	50	43.5
3	Neutral	23	20
4	Disagree	9	7.8
5	Strongly Disagree	11	9.6
	Total	115	100

Source: Primary Data

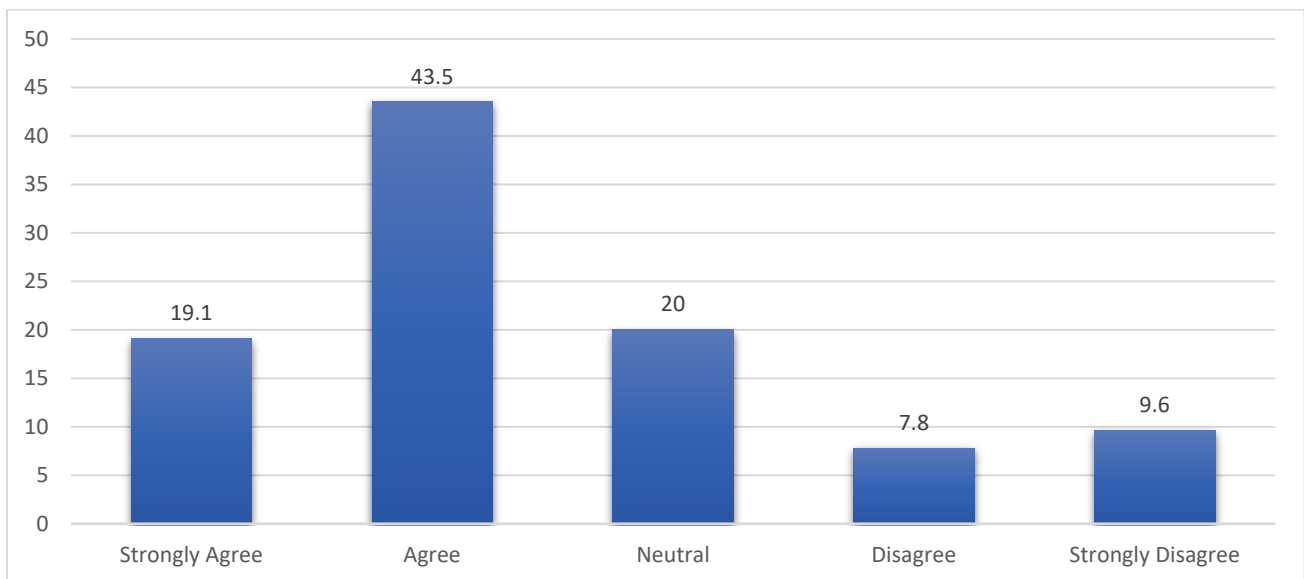


Chart 4.1.7: I am confident about my ability to do assigned jobs

Interpretation

From the above table, it is observed that 43.7% of the respondents are from the group agree and the remaining 7.8% of the respondents are from the group disagree.

Table 4.1.8: Taking calculative risks at work

S.No	Particulars	No of Respondents	Percentage of Respondents
1	Strongly Agree	22	19.1
2	Agree	36	31.3
3	Neutral	34	29.6
4	Disagree	10	8.7
5	Strongly Disagree	13	11.3
	Total	115	100

Source: Primary Data

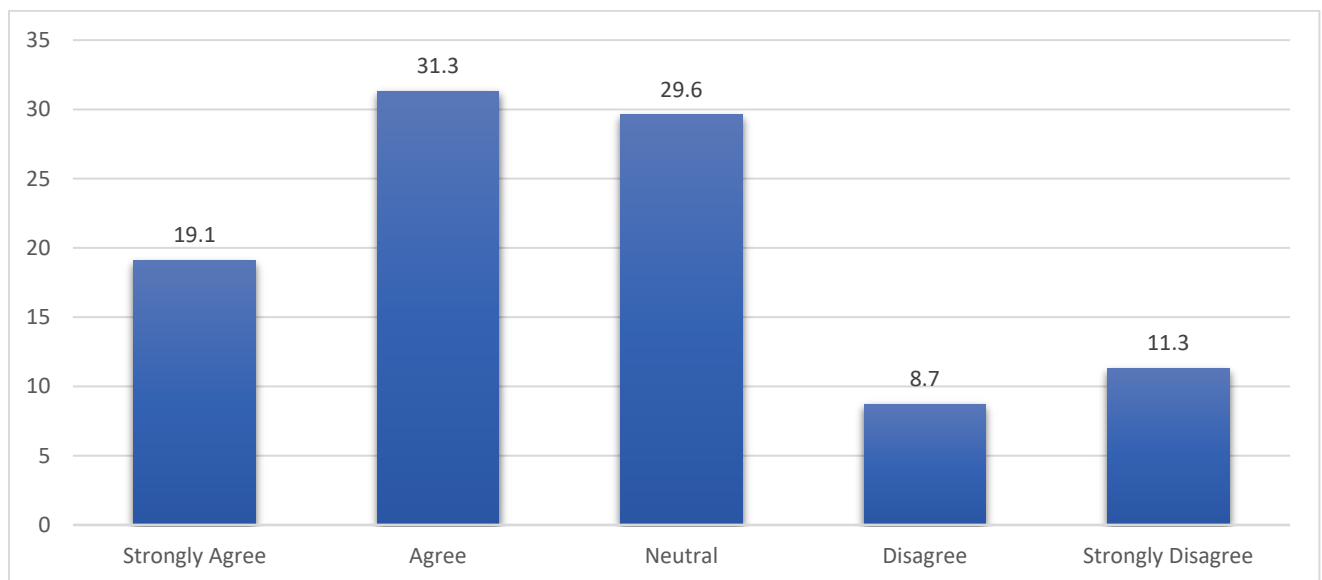


Chart 4.1.8: Taking calculative risks at work

Interpretation

From the above table, it is observed that 31.3% of the respondents are from the group agree and the remaining 8.7% of the respondents are from the group disagree.

Table 4.1.9: I am self-assured about my capabilities to perform my work activities.

S.No	Particulars	No of Respondents	Percentage of Respondents
1	Strongly Agree	12	10.4
2	Agree	42	36.5
3	Neutral	38	33
4	Disagree	12	10.4
5	Strongly Disagree	11	9.6
	Total	115	100

Source: Primary Data

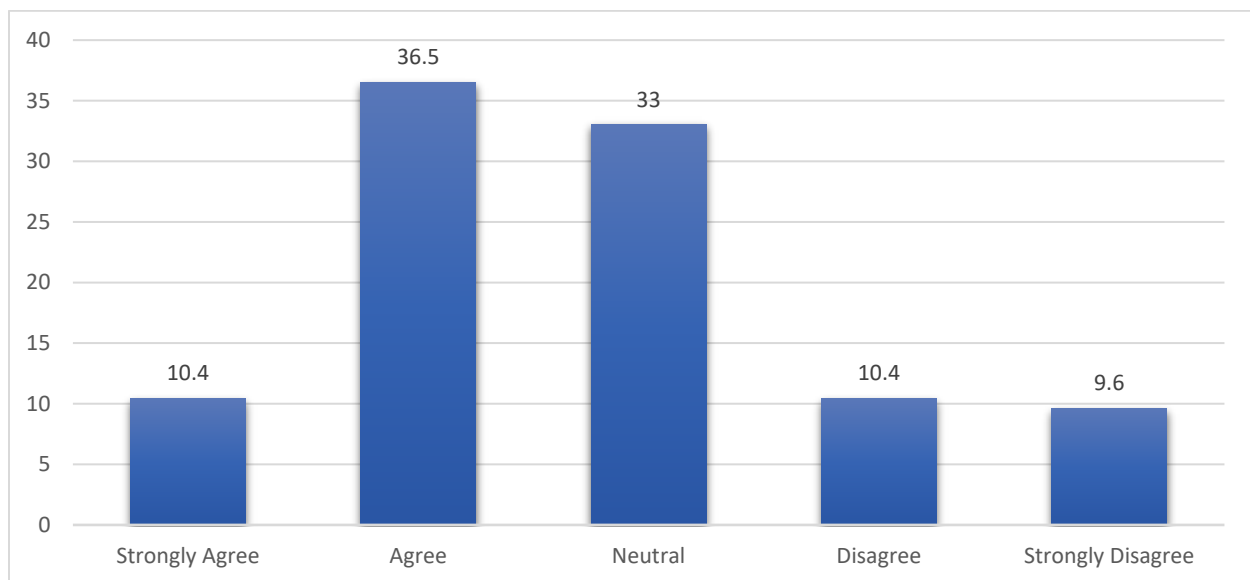


Chart 4.1.9: I am self-assured about my capabilities to perform my work activities.

Interpretation

From the above table, it is observed that 36.5% of the respondents are from the group agree and the remaining 9.6% of the respondents are from the group strongly disagree.

Table 4.1.10: I have mastered the skills necessary for my job

S.No	Particulars	No of Respondents	Percentage of Respondents
1	Strongly Agree	27	23.5
2	Agree	46	40
3	Neutral	22	19.1
4	Disagree	7	6.1
5	Strongly Disagree	13	11.3
	Total	115	100

Source: Primary Data

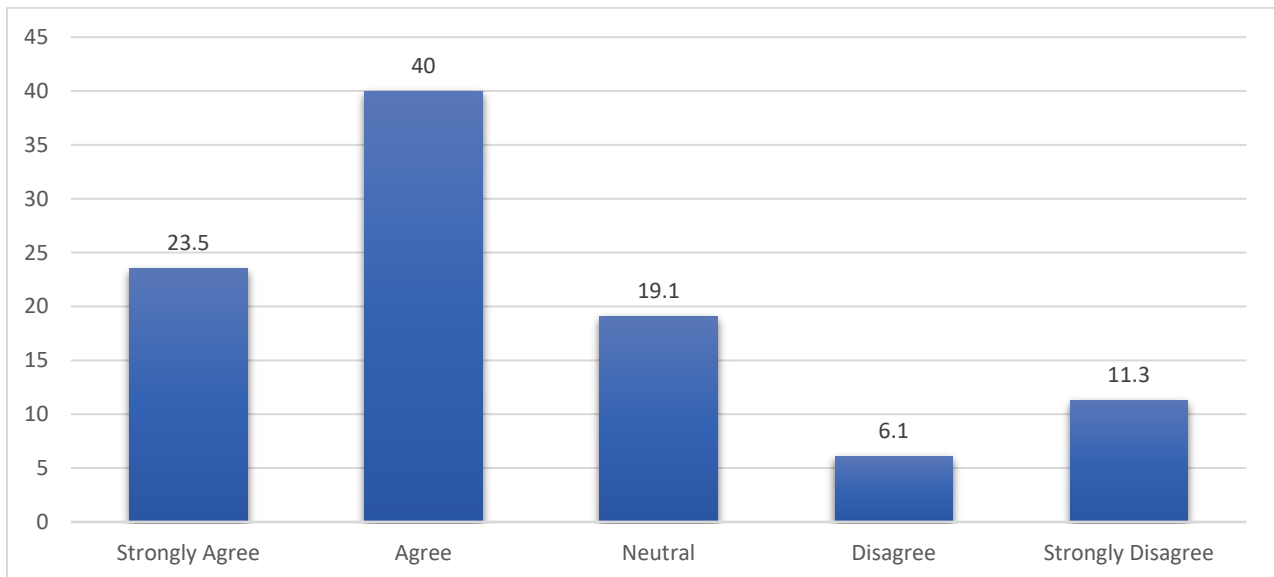


Chart 4.1.10: I have mastered the skills necessary for my job

Interpretation

From the above table, it is observed that 40% of the respondents are from the group agree and the remaining 6.1% of the respondents are from the group disagree.

Table 4.1.11: I have significant autonomy in determining how I do my job

S.No	Particulars	No of Respondents	Percentage of Respondents
1	Strongly Agree	20	17.4
2	Agree	39	33.9
3	Neutral	40	34.8
4	Disagree	9	7.8
5	Strongly Disagree	7	6.1
	Total	115	100

Source: Primary Data

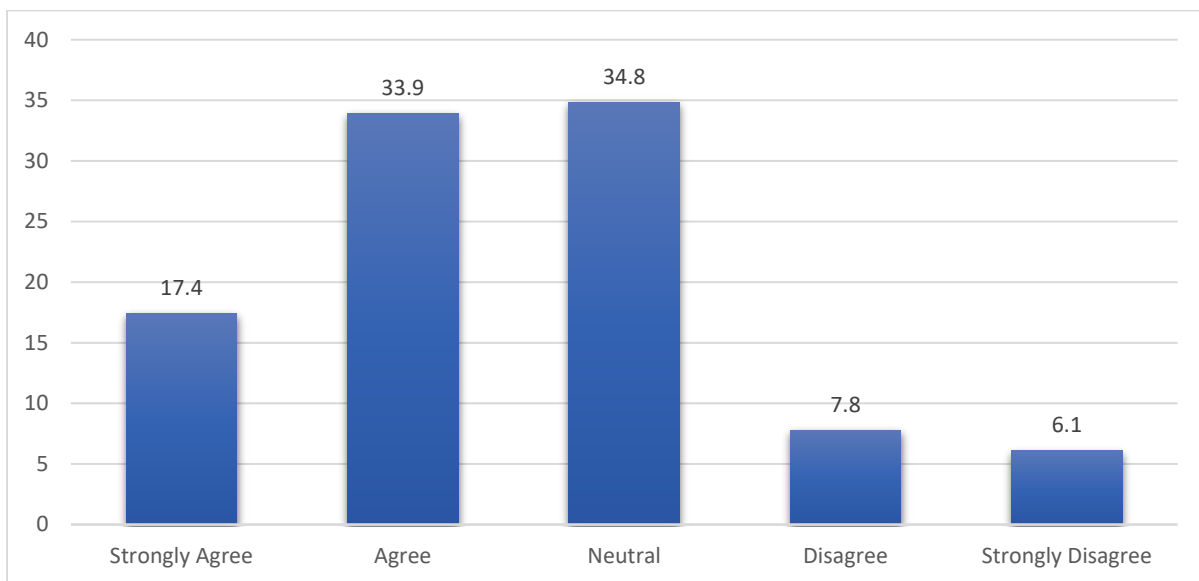


Chart 4.1.11: I have significant autonomy in determining how I do my job

Interpretation

From the above table, it is observed that 34.8% of the respondents are from the group neutral and the remaining 6.1% of the respondents are from the group strongly disagree.

Table 4.1.12: I can decide on my own how to go about doing my work.

S.No	Particulars	No of Respondents	Percentage of Respondents
1	Strongly Agree	27	23.5
2	Agree	40	34.8
3	Neutral	30	26.1
4	Disagree	7	6.1
5	Strongly Disagree	11	9.6
	Total	115	100

Source: Primary Data

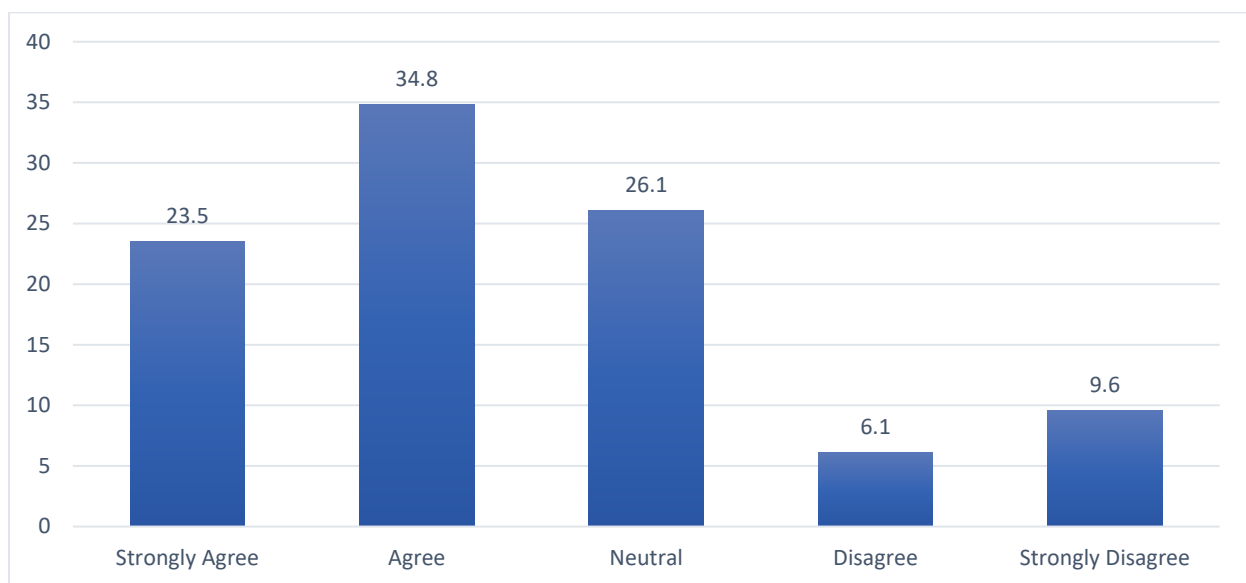


Chart 4.1.12: I can decide on my own how to go about doing my work.

Interpretation

From the above table, it is observed that 34.8% of the respondents are from the group agree and the remaining 6.1% of the respondents are from the group disagree.

Table 4.1.13: I have considerable opportunity for independence and freedom in how I do my job

S.No	Particulars	No of Respondents	Percentage of Respondents
1	Strongly Agree	23	20
2	Agree	40	34.8
3	Neutral	31	27
4	Disagree	8	7
5	Strongly Disagree	13	11.3
	Total	115	100

Source: Primary Data

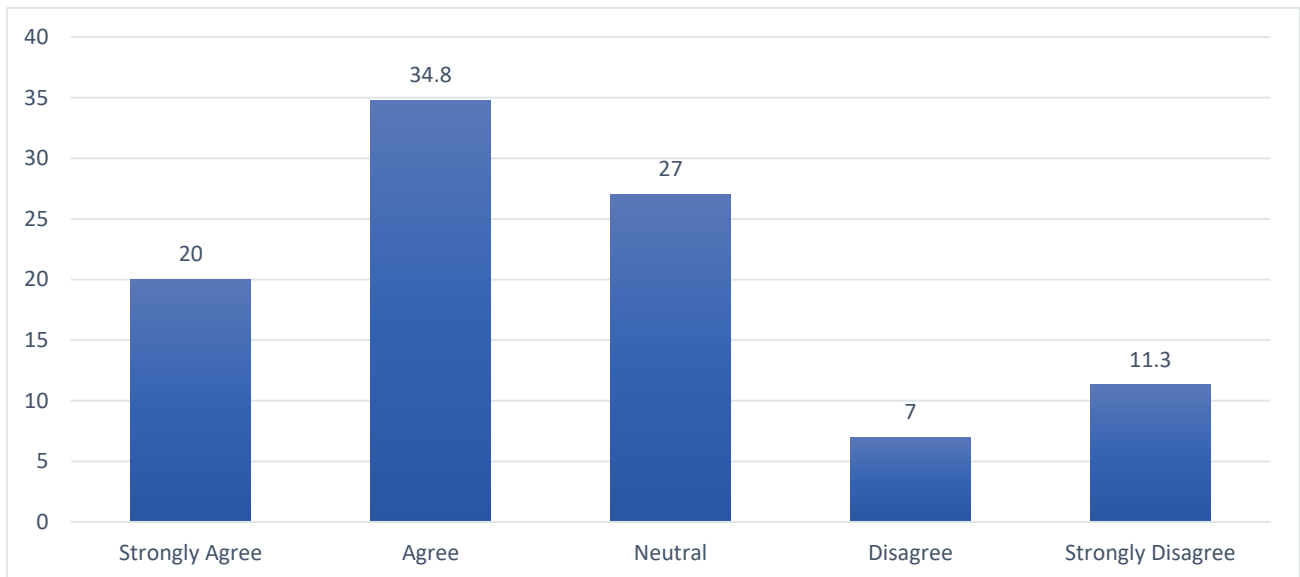


Chart 4.1.13: I have considerable opportunity for independence and freedom in how I do my job

Interpretation

From the above table, it is observed that 34.8% of the respondents are from the group agree and the remaining 7% of the respondents are from the group disagree.

Table 4.1.14: My impact on what happens in my department is large

S.No	Particulars	No of Respondents	Percentage of Respondents
1	Strongly Agree	17	14.8
2	Agree	42	36.5
3	Neutral	34	29.6
4	Disagree	10	8.7
5	Strongly Disagree	12	10.4
	Total	115	100

Source: Primary Data

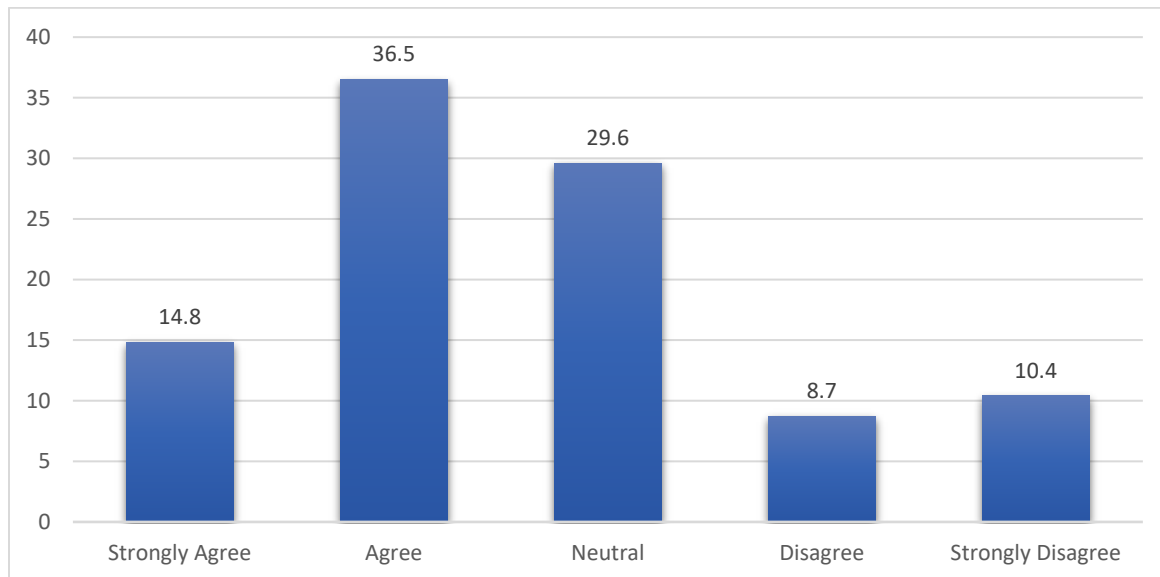


Chart 4.1.14: My impact on what happens in my department is large

Interpretation

From the above table, it is observed that 36.5% of the respondents are from the group agree and the remaining 8.7% of the respondents are from the group disagree.

Table 4.1.15: I have a great deal of control over what happens in my department

S.No	Particulars	No of Respondents	Percentage of Respondents
1	Strongly Agree	22	19.1
2	Agree	36	31.3
3	Neutral	34	29.6
4	Disagree	11	9.6
5	Strongly Disagree	12	10.4
	Total	115	100

Source: Primary Data

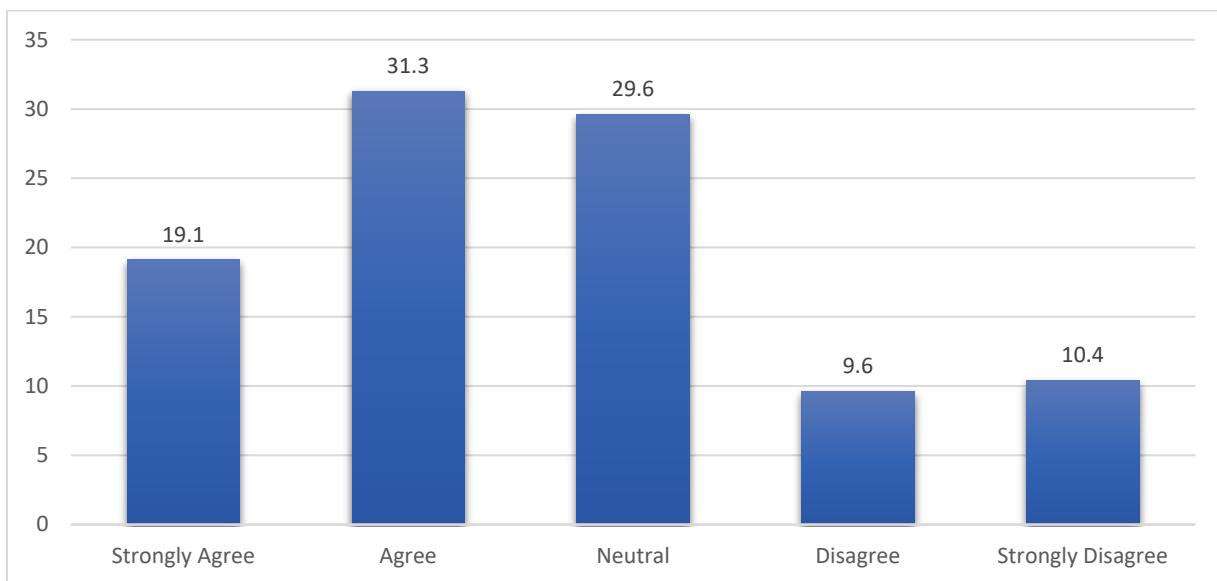


Chart 4.1.15: I have a great deal of control over what happens in my department

Interpretation

From the above table, it is observed that 31.3% of the respondents are from the group agree and the remaining 9.6% of the respondents are from the group disagree.

Table 4.1.16: I have significant influence over what happens in my department

S.No	Particulars	No of Respondents	Percentage of Respondents
1	Strongly Agree	27	23.5
2	Agree	34	29.6
3	Neutral	37	32.2
4	Disagree	6	5.2
5	Strongly Disagree	11	9.6
	Total	115	100

Source: Primary Data

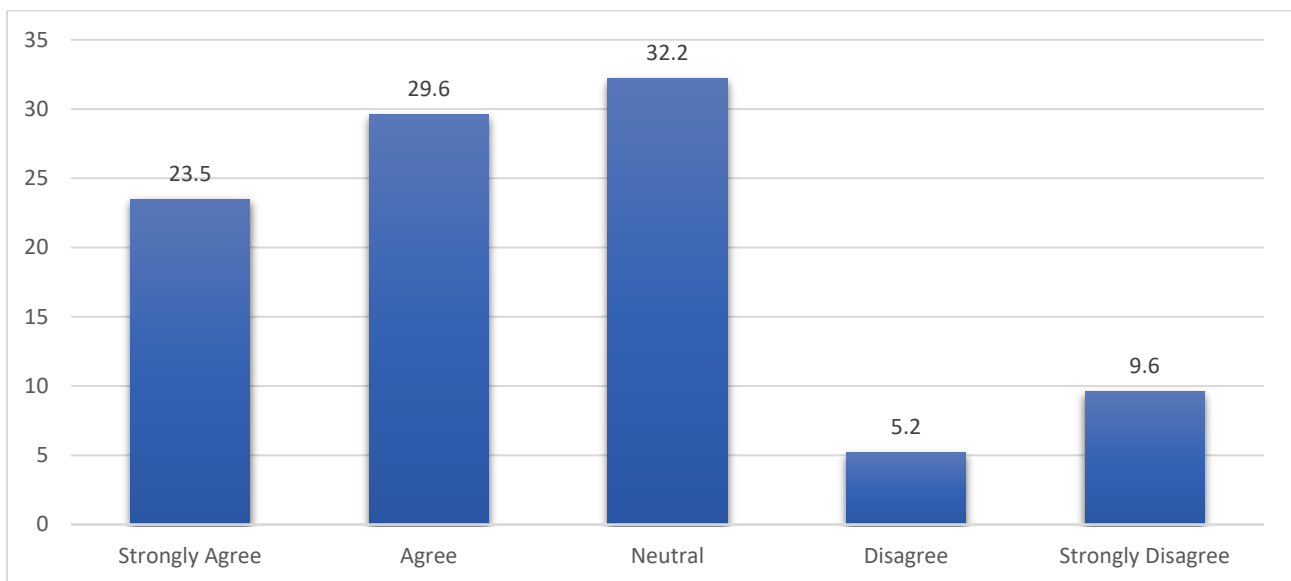


Chart 4.1.16: I have significant influence over what happens in my department

Interpretation

From the above table, it is observed that 32.2% of the respondents are from the group neutral and the remaining 5.2% of the respondents are from the group disagree.

Table 4.1.17: I feel a sense of personal satisfaction when I do this job well

S.No	Particulars	No of Respondents	Percentage of Respondents
1	Strongly Agree	22	19.1
2	Agree	34	29.6
3	Neutral	31	27
4	Disagree	13	11.3
5	Strongly Disagree	15	13
	Total	115	100

Source: Primary Data

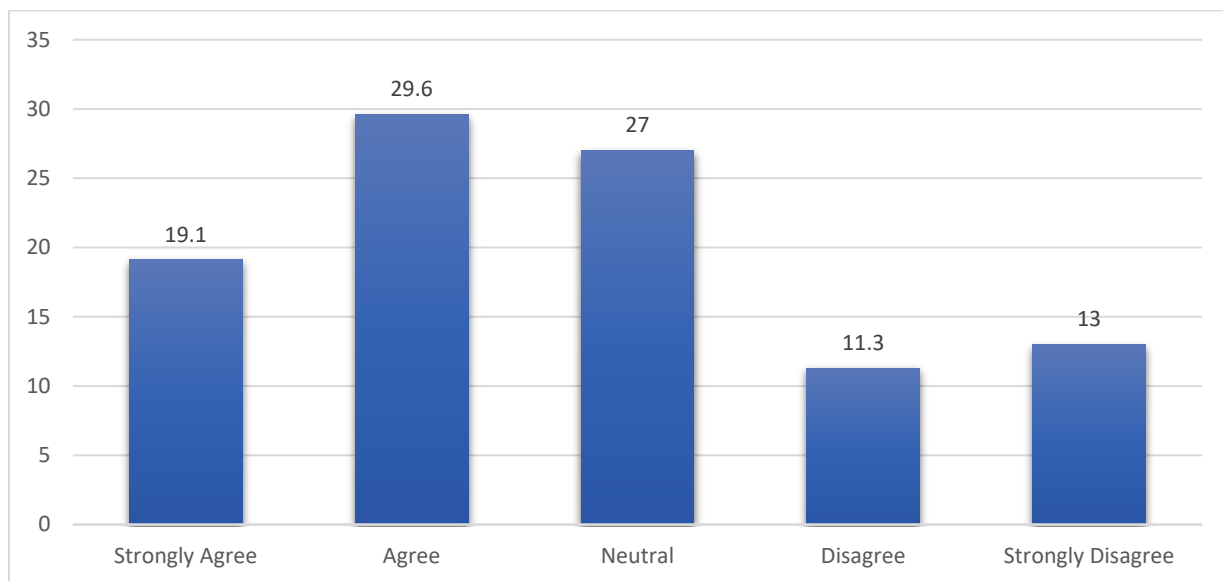


Chart 4.1.17: I feel a sense of personal satisfaction when I do this job well

Interpretation

From the above table, it is observed that 29.6% of the respondents are from the group agree and the remaining 11.3% of the respondents are from the group disagree.

Table 4.1.18: I take pride in doing my job as well as I can

S.No	Particulars	No of Respondents	Percentage of Respondents
1	Strongly Agree	15	13
2	Agree	34	29.6
3	Neutral	43	37.4
4	Disagree	10	8.7
5	Strongly Disagree	13	11.3
	Total	115	100

Source: Primary Data

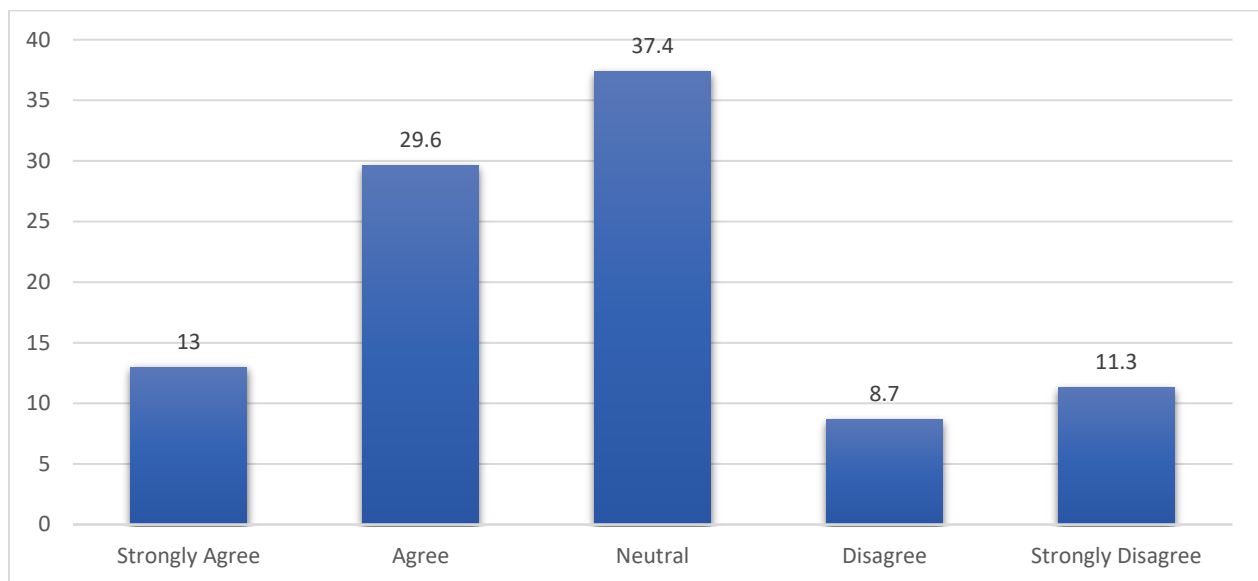


Chart 4.1.18: I take pride in doing my job as well as I can

Interpretation

From the above table, it is observed that 37.4% of the respondents are from the group neutral and the remaining 8.7% of the respondents are from the group disagree.

Table 4.1.19: I feel unhappy when my work is not up to my usual standard

S.No	Particulars	No of Respondents	Percentage of Respondents
1	Strongly Agree	11	9.6
2	Agree	22	19.1
3	Neutral	38	33
4	Disagree	19	16.5
5	Strongly Disagree	25	21.7
	Total	115	100

Source: Primary Data

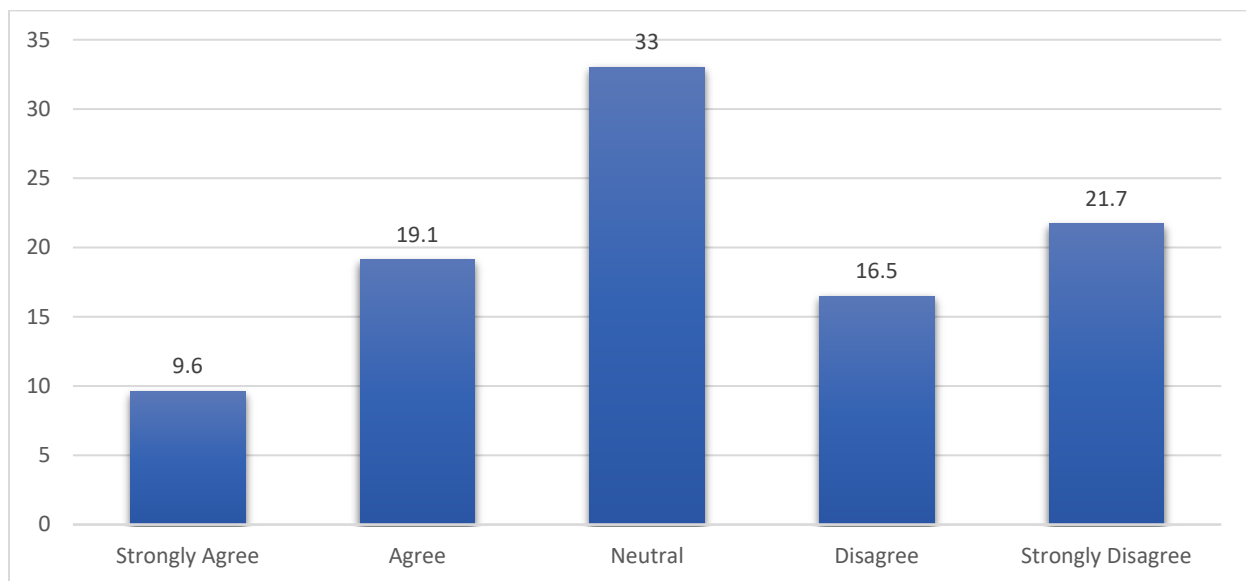


Chart 4.1.19: I feel unhappy when my work is not up to my usual standard

Interpretation

From the above table, it is observed that 33% of the respondents are from the group neutral and the remaining 9.6% of the respondents are from the group strongly agree.

Table 4.1.20: Suggests new ways of performing work task

S.No	Particulars	No of Respondents	Percentage of Respondents
1	Strongly Agree	28	24.3
2	Agree	44	38.3
3	Neutral	23	20
4	Disagree	6	5.2
5	Strongly Disagree	14	12.1
	Total	115	100

Source: Primary Data

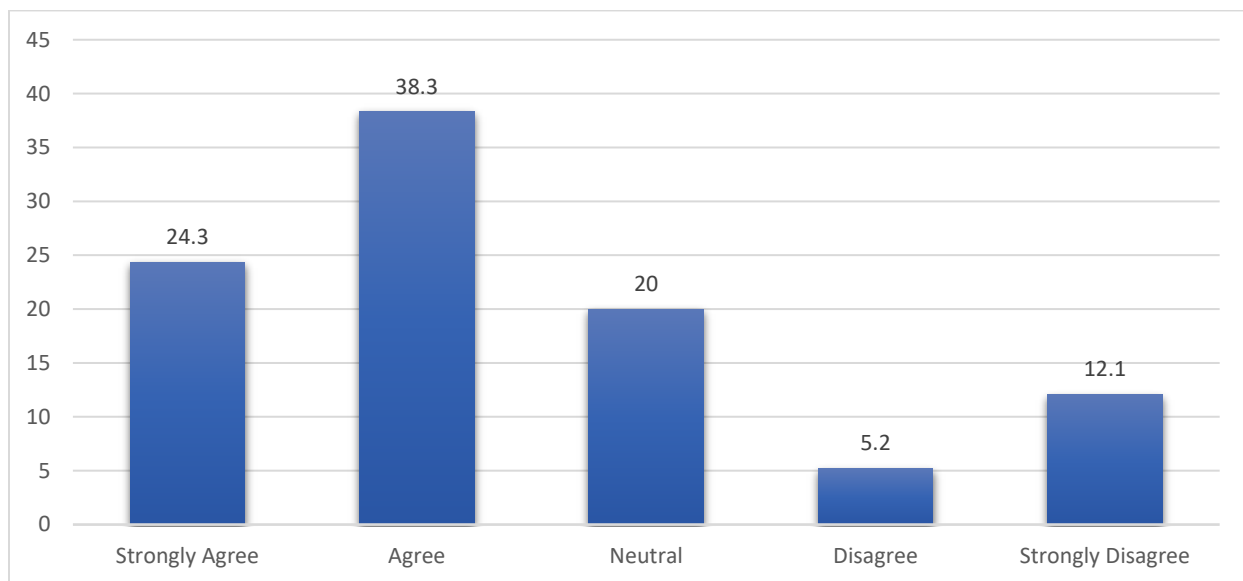


Chart 4.1.20: Suggests new ways of performing work task

Interpretation

From the above table, it is observed that 38.3% of the respondents are from the group agree and the remaining 5.2% of the respondents are from the group disagree.

Table 4.1.21: Suggests new ways to achieve goals or objectives

S.No	Particulars	No of Respondents	Percentage of Respondents
1	Strongly Agree	26	22.6
2	Agree	43	37.4
3	Neutral	27	23.5
4	Disagree	9	7.8
5	Strongly Disagree	10	8.7
	Total	115	100

Source: Primary Data

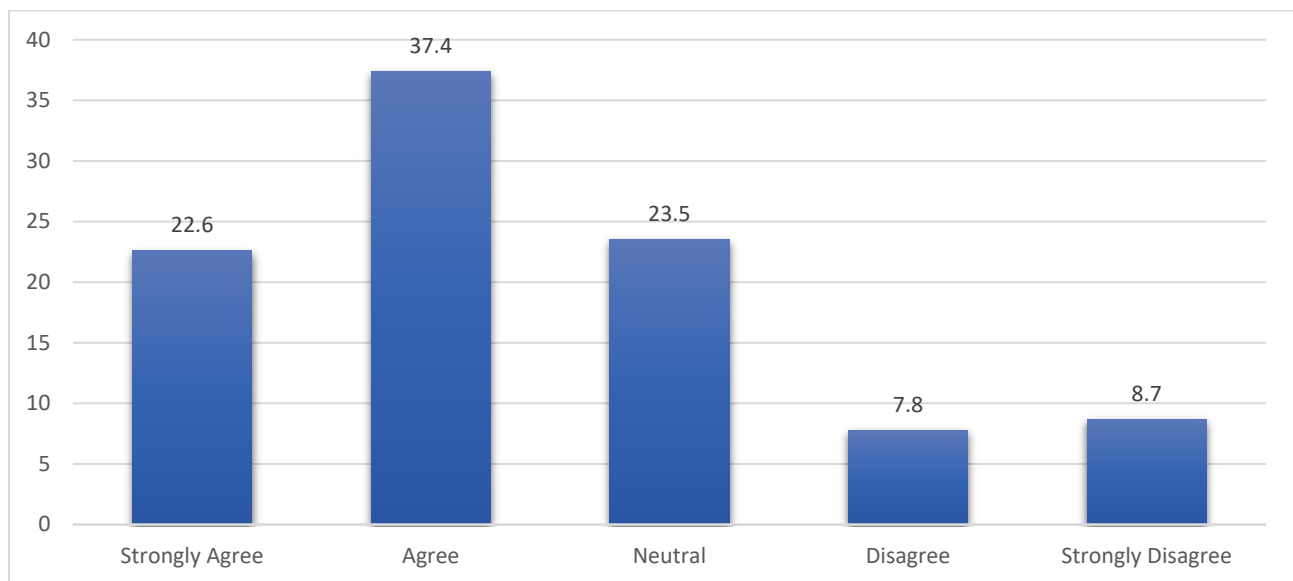


Chart 4.1.21: Suggests new ways to achieve goals or objectives

Interpretation

From the above table, it is observed that 37.4% of the respondents are from the group agree and the remaining 7.8% of the respondents are from the group disagree.

Table 4.1.22: Comes up with new and practical ideas to improve performance

S.No	Particulars	No of Respondents	Percentage of Respondents
1	Strongly Agree	27	23.5
2	Agree	39	33.9
3	Neutral	25	21.7
4	Disagree	13	11.3
5	Strongly Disagree	11	9.6
	Total	115	100

Source: Primary Data

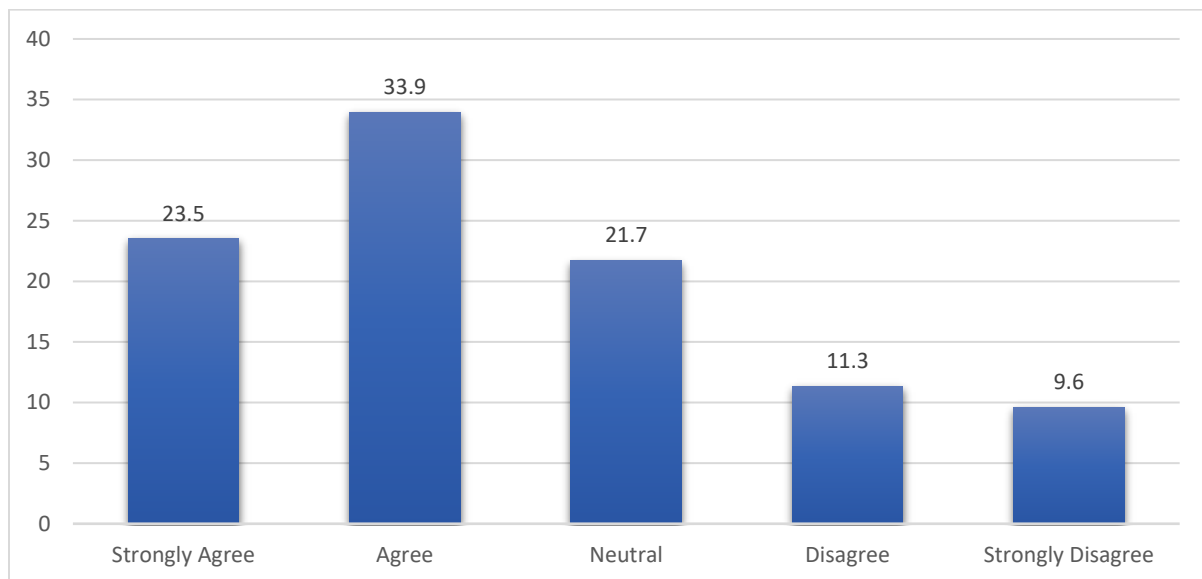


Chart 4.1.22: Comes up with new and practical ideas to improve performance

Interpretation

From the above table, it is observed that 33.9% of the respondents are from the group agree and the remaining 9.6% of the respondents are from the group strongly disagree.

Table 4.1.23: Searches out new technologies, processes, techniques, and/or product ideas

S.No	Particulars	No of Respondents	Percentage of Respondents
1	Strongly Agree	24	20.9
2	Agree	42	36.5
3	Neutral	27	23.5
4	Disagree	13	11.3
5	Strongly Disagree	9	7.8
	Total	115	100

Source: Primary Data

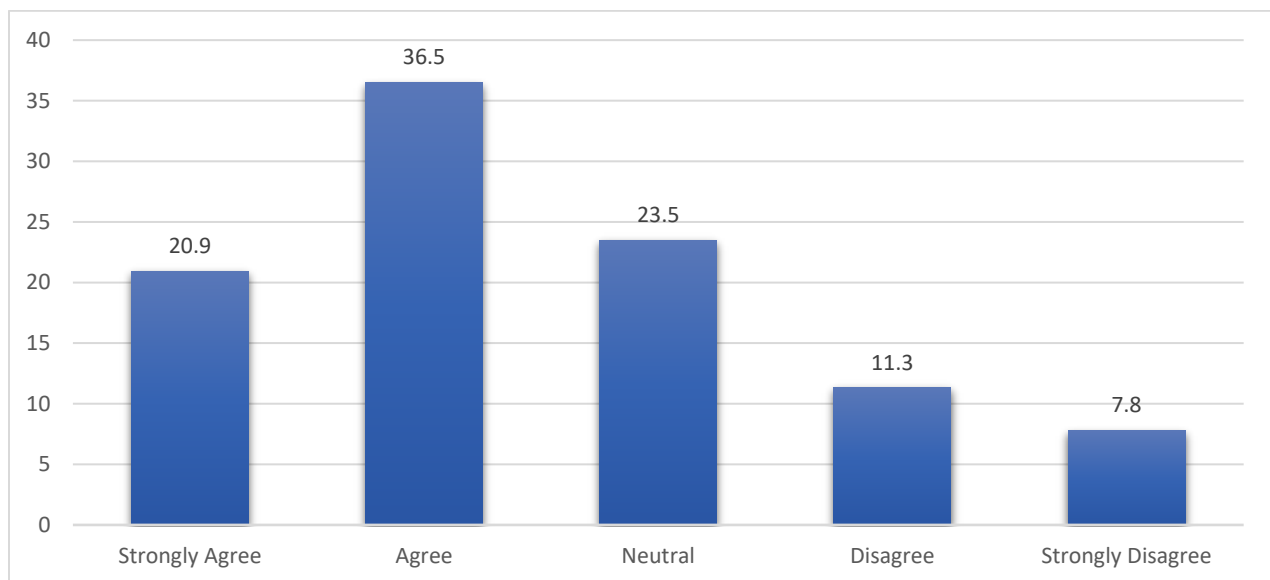


Chart 4.1.23: Searches out new technologies, processes, techniques, and/or product ideas

Interpretation

From the above table, it is observed that 36.5% of the respondents are from the group agree and the remaining 9.6% of the respondents are from the group strongly disagree.

Table 4.1.24: Suggests new ways to increase quality

S.No	Particulars	No of Respondents	Percentage of Respondents
1	Strongly Agree	23	20
2	Agree	47	40.9
3	Neutral	26	22.6
4	Disagree	8	7
5	Strongly Disagree	11	9.6
	Total	115	100

Source: Primary Data

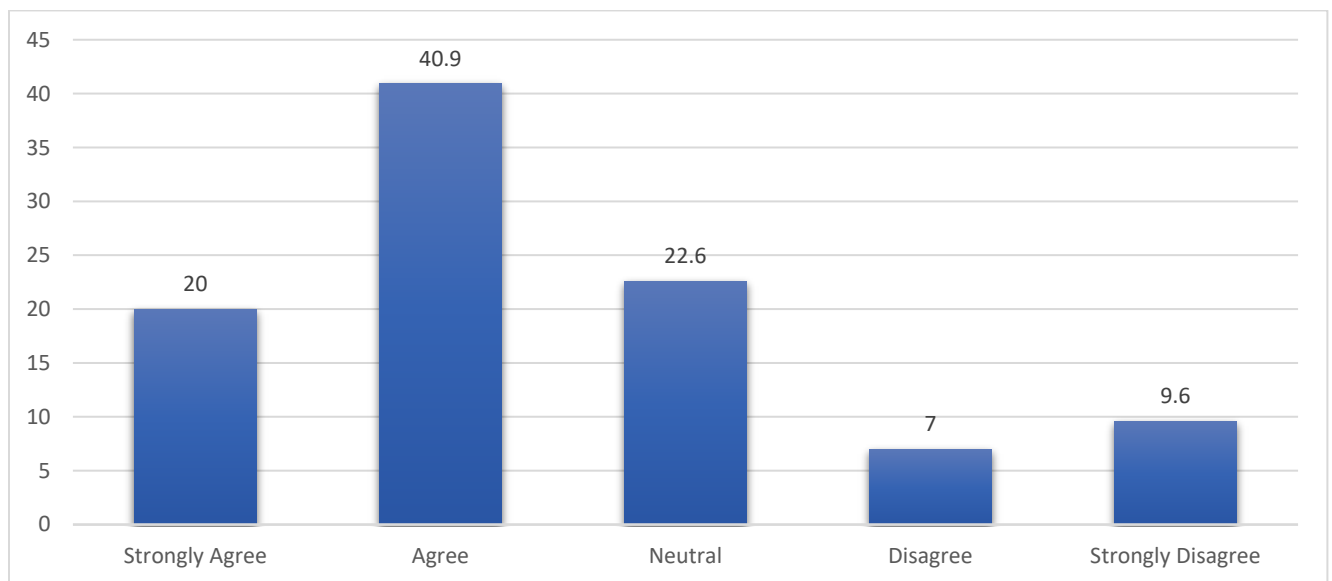


Chart 4.1.24: Suggests new ways to increase quality

Interpretation

From the above table, it is observed that 40.9% of the respondents are from the group agree and the remaining 7% of the respondents are from the group strongly disagree.

Table 4.1.25: Promotes and champions ideas to others

S.No	Particulars	No of Respondents	Percentage of Respondents
1	Strongly Agree	24	20.9
2	Agree	45	39.1
3	Neutral	27	23.5
4	Disagree	7	6.1
5	Strongly Disagree	12	10.4
	Total	115	100

Source: Primary Data

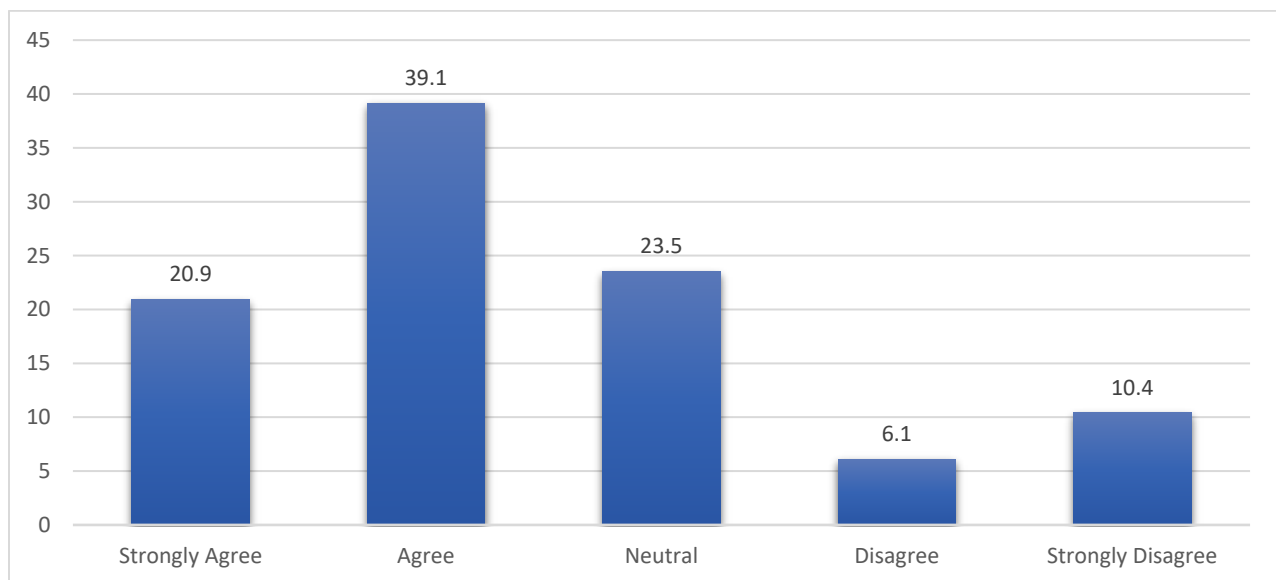


Chart 4.1.25: Promotes and champions ideas to others

Interpretation

From the above table, it is observed that 39.1% of the respondents are from the group agree and the remaining 6.1% of the respondents are from the group disagree.

Table 4.1.26: Exhibits creativity on the job when given the opportunity to

S.No	Particulars	No of Respondents	Percentage of Respondents
1	Strongly Agree	30	26.1
2	Agree	41	35.7
3	Neutral	25	21.7
4	Disagree	9	7.8
5	Strongly Disagree	10	8.7
	Total	115	100

Source: Primary Data

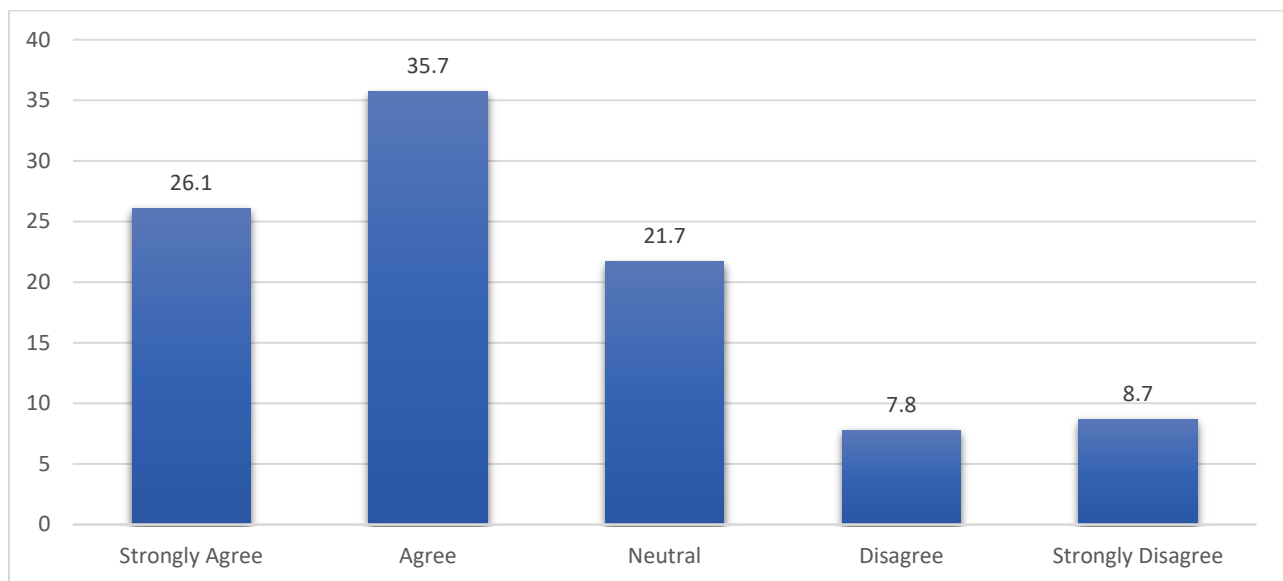


Chart 4.1.26: Exhibits creativity on the job when given the opportunity to

Interpretation

From the above table, it is observed that 35.7% of the respondents are from the group agree and the remaining 7.8% of the respondents are from the group disagree.

Table 4.1.27: Often have new and innovative ideas

S.No	Particulars	No of Respondents	Percentage of Respondents
1	Strongly Agree	30	26.1
2	Agree	40	34.8
3	Neutral	27	23.5
4	Disagree	5	4.3
5	Strongly Disagree	13	11.3
	Total	115	100

Source: Primary Data

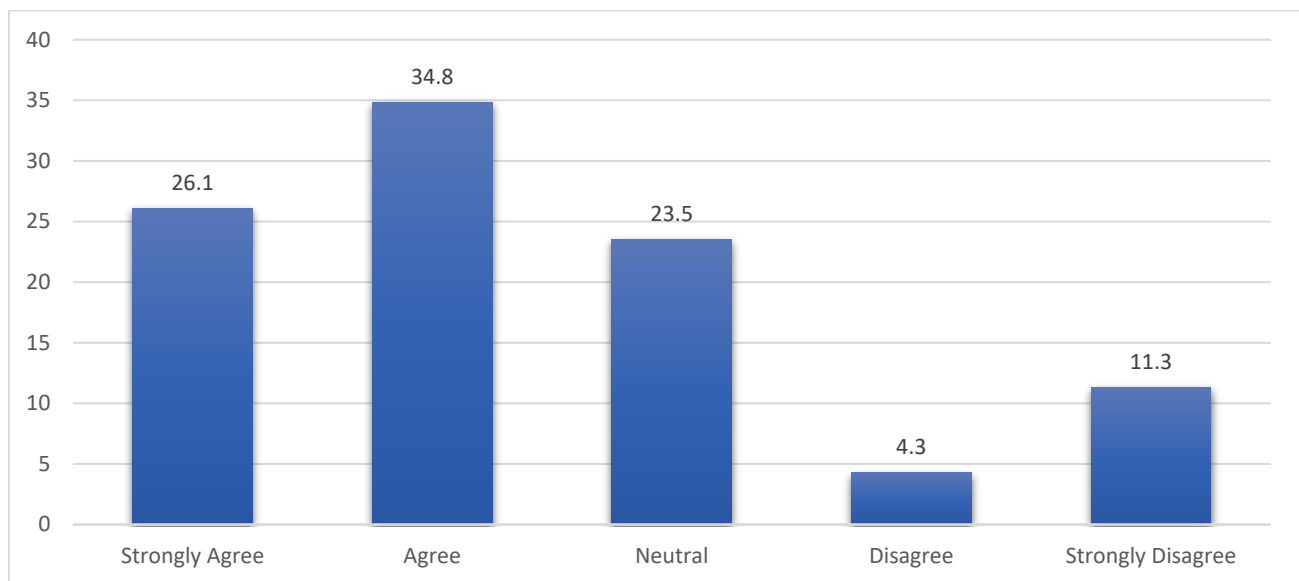


Chart 4.1.27: Often have new and innovative ideas

Interpretation

From the above table, it is observed that 34.8% of the respondents are from the group agree and the remaining 4.3% of the respondents are from the group disagree.

Table 4.1.28: Comes up with creative solutions to problems

S.No	Particulars	No of Respondents	Percentage of Respondents
1	Strongly Agree	23	20
2	Agree	44	38.3
3	Neutral	29	25.2
4	Disagree	10	8.7
5	Strongly Disagree	9	7.8
	Total	115	100

Source: Primary Data

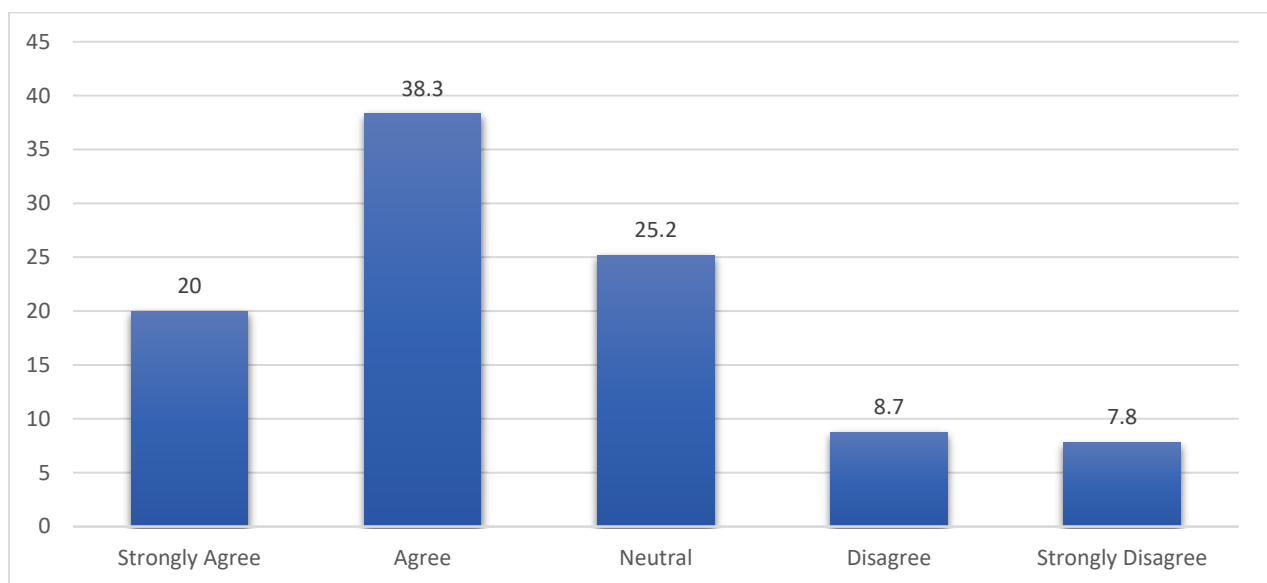


Chart 4.1.28: Comes up with creative solutions to problems

Interpretation

From the above table, it is observed that 38.3% of the respondents are from the group agree and the remaining 7.8% of the respondents are from the group strongly disagree.

Table 4.1.29: Is a good source of creative ideas

S.No	Particulars	No of Respondents	Percentage of Respondents
1	Strongly Agree	30	26.1
2	Agree	36	31.3
3	Neutral	27	23.5
4	Disagree	12	10.4
5	Strongly Disagree	10	8.7
	Total	115	100

Source: Primary Data

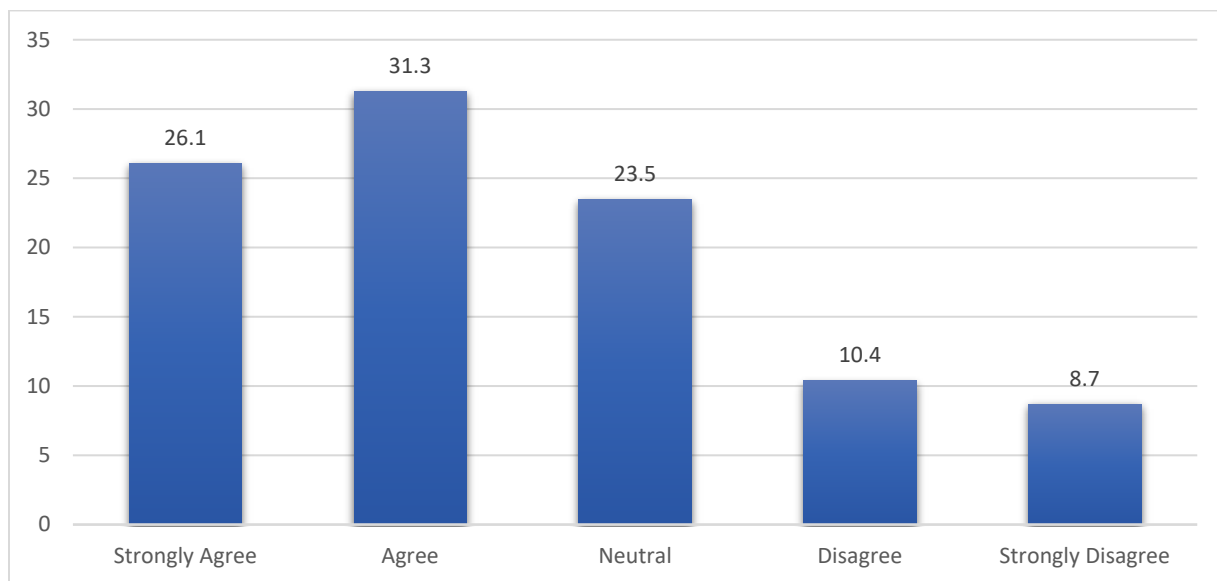


Chart 4.1.29: Is a good source of creative ideas

Interpretation

From the above table, it is observed that 31.3% of the respondents are from the group agree and the remaining 8.7% of the respondents are from the group strongly disagree

Table 4.1.30: I try to think of ways of doing my job effectively

S.No	Particulars	No of Respondents	Percentage of Respondents
1	Strongly Agree	24	20.9
2	Agree	44	38.3
3	Neutral	26	22.6
4	Disagree	8	7
5	Strongly Disagree	13	11.3
	Total	115	100

Source: Primary Data

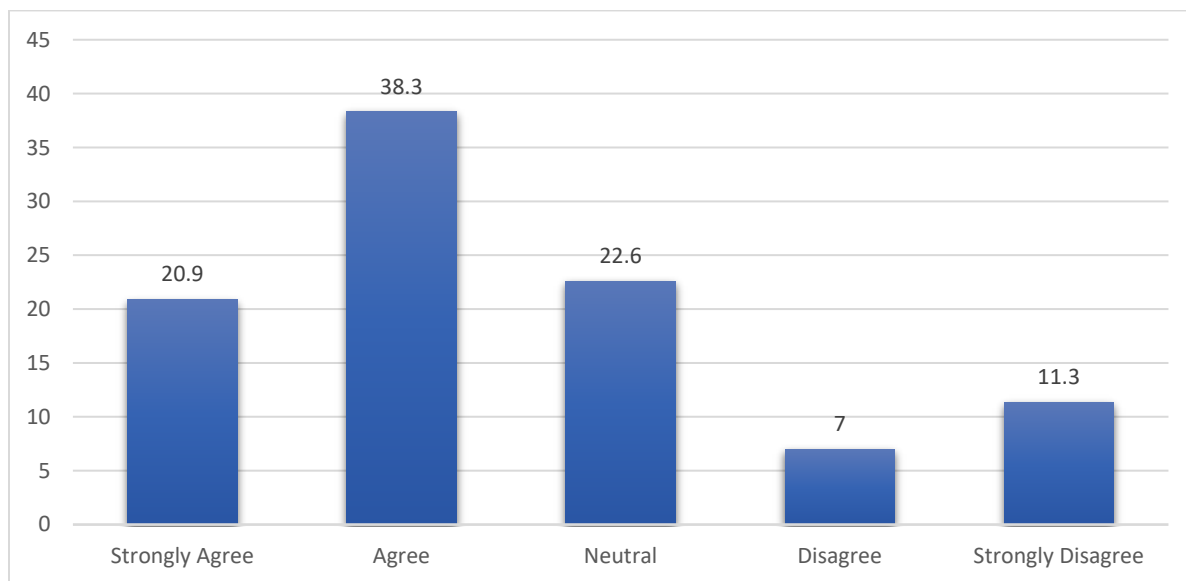


Chart 4.1.30: I try to think of ways of doing my job effectively

Interpretation

From the above table, it is observed that 38.3% of the respondents are from the group agree and the remaining 7% of the respondents are from the group disagree

Table 4.1.31: Develops adequate plans and schedules for the implementation of new ideas

S.No	Particulars	No of Respondents	Percentage of Respondents
1	Strongly Agree	33	28.7
2	Agree	34	30
3	Neutral	29	25.2
4	Disagree	8	7
5	Strongly Disagree	11	9.6
	Total	115	100

Source: Primary Data

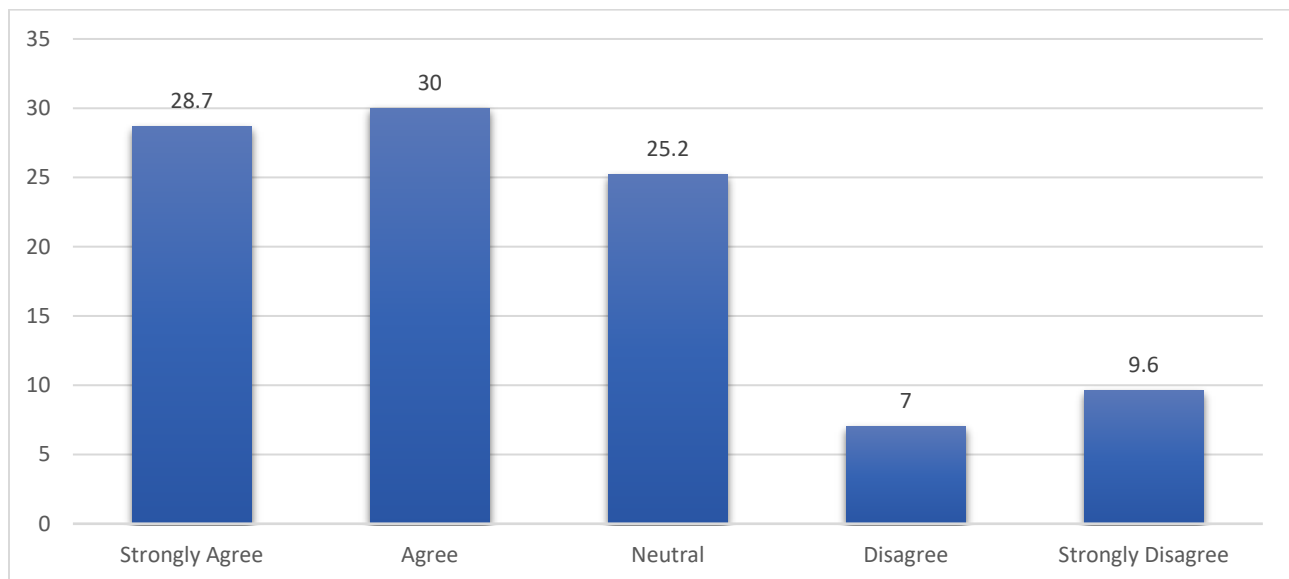


Chart 4.1.31: Develops adequate plans and schedules for the implementation of new ideas

Interpretation

From the above table, it is observed that 30% of the respondents are from the group agree and the remaining 7% of the respondents are from the group disagree.

4.2 Chi-Square

Table 4.2.1: Table showing the significant difference between the genders and taking calculative risks at work

H0: There is no significant difference between genders and taking calculative risks at work

H1: There is a significant difference between genders and taking calculative risks at work

Case Processing Summary						
	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Gender * Taking Risk	115	100.0%	0	0.0%	115	100.0%

Chi-Square Tests

	Value	df	Asymptotic Significance (2- sided)
Pearson Chi-Square	1.943	4	0.746
Likelihood Ratio	1.946	4	0.746
Linear-by-Linear Association	0.023	1	0.880
N of Valid Cases	115		

Interpretation

Since p value is higher than 0.05, we reject H0 and accept H1. Therefore, there is said to be a significant difference between genders and taking calculative risks at work

4.3 Regression

Table 4.3.1: Table showing the significant difference between income and experience

H0: There is no significant difference between income and experience

H1: There is a significant difference between income and experience

Model Summary						
Model	Change Statistics					
	R Square Change	F Change	df1	df2	Sig. F Change	
1	.591 ^a	162.959	1	113	<.001	

Interpretation:

Since the value which is given is said to be significant, we reject H0 and accept H1.

Therefore, there is a significant difference between income and experience.

4.4 Correlation

Table 4.4.1: Table showing the significant difference between confidentiality among employees to execute assigned job and ability of employees in trying to job efficiently.

H0: There is no significance difference between confidentiality among employees to execute assigned job and ability of employees in trying to job efficiently

H1: There is a significant difference between confidentiality among employees to execute assigned job and ability of employees in trying to job efficiently

Correlations			
		confident	efficiency
confident	Pearson Correlation	1	.487**
	Sig. (2-tailed)		0.000
	N	115	115
efficiency	Pearson Correlation	.487**	1
	Sig. (2-tailed)	0.000	
	N	115	115

Interpretation:

Since the value of Pearson correlation is between -1 and +1, we reject H0 and accept H1. Therefore, there is a significant difference between difference between confidentiality among employees to execute assigned job and ability of employees in trying to job efficiently.

CHAPTER 5

FINDINGS, SUGGESTIONS AND CONCLUSION

5.1 FINDINGS

1. 31.3% of the respondents are from the 22-29 age group, 25.2% of the respondents from the 30-37 age group and the remaining 43.5% respondents are from the 38 above age group.
2. 10.4% of the respondents are from the income group 10,000 and the remaining 2.6% of the respondents are from the income group 15,000, 25,000 and 35,000.
3. 13.9% of the respondents are from the experience group one and the remaining 7.8% of the respondents are from the experience group nine and eleven.
4. 59.1% of the respondents are from the gender group male and the remaining 40.9% of the respondents are from the gender group female.
5. 20% of the respondents are from the department group Finance and the remaining 0.9% of the respondents are from the department group AR,BPO,Construction,DataAnalysis,Design,Development,Engineering,Health,HR,Legal, Management,Medical Billing, Medical Billing, Mortgage and Pharmacy In charge.
6. 35.7% of the respondents are from the group neutral and the remaining 6.3% of the respondents are from the group disagree.
7. 43.7% of the respondents are from the group agree and the remaining 7.8% of the respondents are from the group disagree.
8. 31.3% of the respondents are from the group agree and the remaining 8.7% of the respondents are from the group disagree.
9. 36.5% of the respondents are from the group agree and the remaining 9.6% of the respondents are from the group strongly disagree.
10. 40% of the respondents are from the group agree and the remaining 6.1% of the respondents are from the group disagree.
11. 34.8% of the respondents are from the group neutral and the remaining 6.1% of the respondents are from the group strongly disagree.
12. 34.8% of the respondents are from the group agree and the remaining 6.1% of the respondents are from the group disagree.
13. 34.8% of the respondents are from the group agree and the remaining 7% of the

respondents are from the group disagree.

14. 36.5% of the respondents are from the group agree and the remaining 8.7% of the respondents are from the group disagree.

15. 31.3% of the respondents are from the group agree and the remaining 9.6% of the respondents are from the group disagree.

16. 32.2% of the respondents are from the group neutral and the remaining 5.2% of the respondents are from the group disagree

17. 29.6% of the respondents are from the group agree and the remaining 11.3% of the respondents are from the group disagree.

18. 37.4% of the respondents are from the group neutral and the remaining 8.7% of the respondents are from the group disagree.

19. 33% of the respondents are from the group neutral and the remaining 9.6% of the respondents are from the group strongly agree.

20. 38.3% of the respondents are from the group agree and the remaining 5.2% of the respondents are from the group disagree.

21. 37.4% of the respondents are from the group agree and the remaining 7.8% of the respondents are from the group disagree.

22. 33.9% of the respondents are from the group agree and the remaining 9.6% of the respondents are from the group strongly disagree

23. 36.5% of the respondents are from the group agree and the remaining 9.6% of the respondents are from the group strongly disagree.

24. 40.9% of the respondents are from the group agree and the remaining 7% of the respondents are from the group strongly disagree.

25. 39.1% of the respondents are from the group agree and the remaining 6.1% of the respondents are from the group disagree.

26. 35.7% of the respondents are from the group agree and the remaining 7.8% of the respondents are from the group disagree.

27. 34.8% of the respondents are from the group agree and the remaining 4.3% of the respondents are from the group disagree.

28. 38.3% of the respondents are from the group agree and the remaining 7.8% of the respondents are from the group strongly disagree.

29. 31.3% of the respondents are from the group agree and the remaining 8.7% of the respondents are from the group strongly disagree

30. 38.3% of the respondents are from the group agree and the remaining 7% of the respondents are from the group disagree.

31. 30% of the respondents are from the group agree and the remaining 7% of the respondents are from the group disagree

5.2 Suggestions

- To effectively prepare employees to persist creatively, employees need to have positive perceptions of organizational support for creativity, manager expectations of creativity, creativity self-identity, and self-expectations for creativity.
- While there is evidence that each of these factors contribute in their own way to being better prepared to overcome interruptions to creativity, when employees positively experience these factors in combination, they believe that are even more prepared and report higher levels of creative self-efficacy.
- There is some evidence to suggest that when employees report that they have higher creative self-identity and self-expectations for creativity, they are both well prepared to be creative and immunized against lower perceptions of organizational and manager preparation factors.
- Another key insight is how employees describe the various background and experiences they have outside and inside work that all mix together to prepare the employee to be creative.
- Their descriptions give a view into how employees see these experiences as not just something acquire prior to being hired but as occurring dynamically throughout the creative process
- Employees report that some aspects of the organizational support have a bigger impact on helping them be better prepared creatively and that leaders and managers play important roles in creating and maintaining the right environment

5.3 SUMMARY AND CONCLUSION

Nowadays, understanding the dynamics of creativity in organizations is a high priority in organizational behavior research. In modern business, creativity and innovation are important indicators of an organization's performance, and creative work environment can advance employees' well-being in terms of job satisfaction and lower intentions to leave. Organizations are increasingly seeking to foster creativity, because it is an important source of organizational innovation as well as competitive advantage. Many researchers believe that creativity is very important for the long-term survival of organizations because it enables organizations to remain competitive in a rapidly changing environment and to achieve a competitive advantage. Organizations could develop creativity by selecting individuals that are potentially creative, for instance based on assessment tools like Gough's Creative Personality Scale, or by training workers in cognitive skills like divergent thinking. So, the organization must understand the behavior of the employees and create a culture to drive employee's creativity in the organization. We consider employee creativity as an ongoing process, not limited in time and space, and we envision a role for ergonomics to foster the creativity of all workers. For creativity to occur in organizations, managers need to support and promote it.

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APPENDIX-I (Questionnaire)

1. Age

- a) 22-29
- b) 30-37
- c) 38-44
- d) 45 or above

2. Income _____ per month

3. Experience of the employee _____

4. Gender

- a) Male
- b) Female

5. Department

- a) Administration
- b) Finance
- c) Marketing
- d) HR
- e) Others _____

(Please indicate the extent to which you agree with the following statements)

Psychological Empowerment

S.No	Question	1	2	3	4	5
6	My work activities are personally meaningful for myself					
7	I am confident about my ability to do assigned jobs					
8	Taking calculative risks at work					

9	I am self-assured about my capabilities to perform my work activities					
10	I have mastered the skills necessary for my job					
11	I have significant autonomy in determining how I do my job					
12	I can decide on my own how to go about doing my work					
13	I have considerable opportunity for independence and freedom in how I do my job					
14	My impact on what happens in my department is large					
15	I have a great deal of control over what happens in my department					
16	I have significant influence over what happens in my department					

- Note. 1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly agree

Intrinsic Motivation

S.No	Question	1	2	3	4	5
17	I feel a sense of personal satisfaction when I do this job well					
18	I take pride in doing my job as well as I can					
19	I feel unhappy when my work is not up to my usual standard					
20	Suggests new ways of performing work task					

21	I try to think of ways of doing my job effectively					
----	--	--	--	--	--	--

- Note. 1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly agree

Employee Creativity

S.No	Questions	1	2	3	4	5
22	Suggests new ways to achieve goals or objectives					
23	Comes up with new and practical ideas to improve performance					
24	Searches out new technologies, processes, techniques, and/or product ideas					
25	Suggests new ways to increase quality					
26	Promotes and champions ideas to others					
27	Exhibits creativity on the job when given the opportunity to					
28	Often have new and innovative ideas					
29	Comes up with creative solutions to problems					
30	Is a good source of creative ideas					
31	Develops adequate plans and schedules for the implementation of new ideas					

- Note. 1 Strongly disagree, 2 Disagree, 3 Neutral, 4 Agree, 5 Strongly agree

APPENDIX –II (Article)

A STUDY ON EMPLOYEE CREATIVITY IN AN ORGANISATION

Abstract:

Creativity research features a long history in psychology that specializes in individual differences in personality, cognitive abilities, and problem-solving styles. Creativity is taken into account to be a private characteristic with features that include broad areas of interest and high energy levels. Considerable evidence has been indicating that employee creativity can fundamentally contribute to organizational innovation, effectiveness, and survival. So, it is said that creativity plays a vital role in organizations because creative contributions can't only help organizations become more efficient and more aware of opportunities but also help organizations adapt to vary, grow and compete in the global market. Organizations could develop creativity by selecting potentially creative individuals, as an example, supported assessment tools like Gough's Creative Personality Scale, or by training workers in cognitive skills like divergent thinking. We consider employee creativity as an ongoing process, not limited in time and space, and that we envision a task for ergonomics to foster the creativity of all workers. For creativity to occur in organizations, managers got to support and sell.

Keywords: Psychological empowerment, Intrinsic motivation, Employee creativity, Innovation

Introduction:

Creativity can be a solution to the most complicated issues in the modern world, as it enhances the effectiveness and organization's flexibility to win a competitive advantage. Moreover, creativity helps in searching the innovative and improved procedures and concepts. Therefore, stress is being placed on the creative capabilities of employees within an organization.

Creativity belongs to idea generation, techniques of the innovation process, and a key point to obtain a competitive edge and the main purpose of this study is to construct and will analyze the theories that will give the link of psychological empowerment and also the

employee creativity along with a few other variables. Employees who were motivated and encouraged by their leaders and perform their goals in a creative environment are more creative. Creativity referred to bring something new to respond to the changes and to meet the need of the existing organization.

Creativity is vital to organizations because creative contributions can't only help organizations become more efficient and more aware of opportunities but also help organizations adapt to vary, grow and compete in the global market. All organizations need to improve their employees' creativity, so managers must focus on identifying, understanding, and utilizing techniques and approaches that promote the creativity of their people.

To remain competitive, organizations need their employees to be actively involved in their work and check out to get novel and suitable products, processes and approaches. It is said that empowerment is about achieving management goals, it means getting the whole team involved in attaining success in the business. According to the researches, empowered Employees in organizations will be more competitive and gain commercial advantages. Participants will have to complete a questionnaire of 115 employee respondents that will measure the perceived presence of psychological empowerment, intrinsic motivation, creative process engagement, and employees' creativity.

By using the linear regression analysis, chi-square test, the correlation found that there are significant positive relationships between psychological empowerment, intrinsic motivation, creative process engagement, and employees' creativity. There are said to be some mediating effects of the creative process engagement and intrinsic motivation are said to be confirmed between the connection of psychological empowerment and employees' creativity

The project also contains intrinsic motivation, psychological empowerment, and abilities of employees. Further, several types of research have exposed that creativity can be improved by creative process engagement. In literature, creativity belongs to idea generation, techniques of the innovation process, and a key point to obtain a competitive edge.

Literature Review:

Amabile, 1988 states that creativity can be explained as the production of new ideas. A creative employee can come up with new suggestions/ideas for the services to be constructed, the flood of the Communication and understanding it in the same way which would affect the work done by the employee during his working hour.

Young 1994 states that creativity is explained as a design in which the employee makes such innovative construction in which the work-related problems are resolved rightfully with step by step process, some explain it as the ability of the individuals how they can develop a useful solution to meet the challenges and overcome the problem themselves individually.

Zhou and George 2001 states that Creativity can be explained as introducing new techniques by individual or group of people in an organization for achieving the maximum potential of human labor which will result in achieving goals effectively, due to innovation and globalization if a firm wants to compete with its competitor they must hire a creative employee who is extroverts, feeling easy to work in groups. Employees with proactive personalities are the one which is mostly admired to make constructive change.

Runco, 2004 states that the Employee's creativity can be most commonly be referred to an individual who has new ideas for his work & working style, he must be flexible to work in a team rather than individually completing a project, a creative employee has better skills of understanding and is adaptable in order if new technology is introduced in the firm so he should be able to use it in no time, all these values indicate employees are empowered so they can complete the task as they are feeling comfortable all these characteristics would help in getting to know new opportunities, use of advance technology all these changes are part of everyday life.

Drazin et al 1999 state that Creativity is adapted by the individual to do production with new ideas. The creativity may depend on the employee or situation; an employee may want to be in contact at the highest or lowest level although he or she has great potential. Employees may use all of his/her capabilities, skill knowledge to supply creative outcomes.

Ravindra Jain and Cherry Jain on All Saints' Day, 2016, states that there has been a scarcity of cohesive theoretical understanding of how employee creativity operates and

gets affected in organizations. Within the existing literature, we found many theoretical approaches to creativity that appear as supplementary and complementary to supply a far better understanding of creativity. However, employee creativity continues to seem like an elusive and sophisticated phenomenon. Such observations will trigger the authors' interest to synthesize the prior research and present an equivalent framework within the sort of a conceptual framework of employee creativity.

Alice H.Y. Hon, Steven S. Lui on 9 May 2016 speaks about the mixing of the individual- and group-level creativity particularly for service organizations additionally to research on creativity and innovation within the field of general management and hospitality.

Todd Dewett 1 December 2004 states that Creative efforts and artistic outcomes are identified as distinct in employee creative performance. it's argued that an employee's willingness to require risks is a crucial antecedent of creative efforts. Behavioral consequences experienced by employees following creative efforts are discussed about future creative efforts considered and therefore the subsequent willingness to require risks. A model and propositions are developed to guide future research and are considered in light of the present creativity literature.

Evans, 1991 states that the creative employee has the power to remember the organization and must be sensitive in order that he can tackle the matter, he must have a pointy mind so he can remember his task for an extended time, and he must be adaptive, it's because thanks to Globalization there's a rapid change within the technology also the culture so an ingenious employee would be ready to adapt all the changes before time, during this way he would be termed as creative.

Jing Zhou and Christina E. Shalley October 2003 states that the main theoretical frameworks that have served as conceptual foundations for empirical studies and propose exciting possibilities for future research directions and eventually discuss the implications of this body of labor for human resource management.

Marlon Fernandes Rodrigues Alves, Simone Vasconcelos Ribeiro Galina, Silvio Dobelin 5 February 2018 .This paper gives an elaborate understanding and details regarding the examination of what are both the main theoretical basis and the recent perspectives within the organizational innovation literature in Innovation & Management Review.

Fatima Ali Rashid Al-Thehli Mar 5, 2019, critically analyzes the critical issues of creativity

and innovation management and its implication on the broader development aspect of human resource management by highlighting possible scenarios within the United Arab Emirates (UAE).

Wenjing Cai, Svetlana Khapova, Bart Bossink, Evgenia Lysova, and Jing Yuan, 2019, will clearly depict how contextual factors will be (a) separately and (b) jointly influence individual employee creativity. Specifically, it enables us to depict two possible models which are known as combination and multiplicative models through which the contextual factors will interact with individual factors in predicting employee creativity.

Inga J. However March 2014 states that creativity in all its complexity and potential, an interactionist perspective that emphasizes actor–context interactive effects on creativity holds much promise. Moreover, after reviewing existing work taking an interactionist approach, we conclude that the character of the actor–context interaction needs further theoretical advancement and refinement. besides, typology reveals a complex and intriguing set of actor–context interactions, including ones that are synergistic, antagonistic, inhibitory, remedial, and configurationally, as well as ones that show patterns of diminishing gains and diminishing losses.

The authors Marja Klijn and Welko Tomic September 2008 have said that the main creativity models, mediators as well as enhancers of organizational creativity, are all from a psychological perspective. Also, the paper seeks to spot gaps in knowledge of organizational creativity. Aspects of employee creativity that require closer inspection are said to be described.

The authors are Maryam Hashem David Gallear Tillal Eldabi Sep 19, 2019, this paper will aim at providing a comprehensive literature review by presenting prominent theories addressing the role of intrinsic and extrinsic motivation in enhancing employees' creativity. It then highlights the research questions intended to be investigated and finally presents the context of the proposed empirical research.

Pascale Auge Richard W. Woodman Dominion Day, 2016, this research has been examining the link between intrinsic motivation and creativity using inductive theory building to explore the intrinsic motivation of creative people. Data were said to be gathered at six case study sites in France which are done using semi directive interviews to explore how creative people experience their creativity and motivation in various

contexts. Data analysis has suggested a 2×2 model of the kinds of intrinsic motivation which is done for creativity composed of two creativity dimensions that supported the connection to the setting (independent vs. dependent) and therefore it is said that the focus of the creative behavior (egocentric vs. other-centered).

Servet Nasifoglu Elidemir, Ali Ozturen, and Steven W. Bayighomog 17 April 2020 states that The resource-based view and job demands-resources model has been provided the theoretical underpinnings for the developed hypotheses that were tested using a sample of 115 customer-contact employees of 4- and 5-star hotels. The results which are indicated that HPWP is said to be indirectly predicted CA via IB. Also, it is said that creativity will moderate the impact of HPWPs on innovative behaviors positively and on competitive advantage negatively. Employee innovative behaviors are said to generate substantial returns to service organizations that are competing with quasi-homogeneous end-products. The relevant theoretical and practical implications.

James Castiglione 25 February 2008 this paper has been reviewing the important concepts which are involving employee creativity and its successful management within the organizational setting. This is said to be accomplished by reviewing the relevant literature which is said to be assembled from the social, psychological, management, organizational, and library sciences.

Muhammad Khalid Anser, ZahidYousaf, Muhammad Sharif, Wang Yijun, Abdul Majid, Muhammad Yasir 27 October 2020 This study aims to investigate the relationship between employee polychronic and employee creativity. This study will also explore the mediating role of employee resilience in the relationship which is done between employee polychronic and also employee creativity. This study was said to be supported by a quantitative research design, and a survey instrument won't be able to collect data from doctors and nurses. Ordinary least squares (OLS) regression and four-step Baron and Kenney (1986) approaches were used to check the impact of nurses' polychronic on creativity through resilience.

Kalaa Chenji and Raghavendra Sode 1 July 2019 This study found that defensive silence mediates between workplace ostracism and employee creativity and psychological empowerment moderates between workplace ostracism and employee creativity. Workplace ostracism is said to negatively affect employee creativity and positively

influence defensive silence. The study reveals the moderating effect of psychological empowerment on workplace ostracism and employee creativity such low levels of psychological empowerment negatively influences employee creativity and a high level of psychological empowerment features a positive effect on employee creativity.

Sophia Gerlach, Alexander Brem 27 July 2017 this study aims to develop such a conceptual framework supported by the findings of an in-depth literature review. Besides, this paper presents a thought management guide that addresses important aspects of a thought management program. To simplify the guide's application for idea managers, it's summarized during a checklist. It is said that this paper is said to serve researchers with a state-of-the-art review and idea managers with a tool for building new idea management programs or reviewing existing ones in companies of various sizes and industries.

Christiaan Van Dijk, Jan Van Den Ende 17 December 2002 This paper clarifies in detail the organizational conditions for the successful use of suggestion systems. The Creativity Transformation Model will encompass the most factors that have been influencing the functioning of suggestion systems. The model is tested within specific divisions of three companies which will be considered best practices within the use of suggestion systems. By applying the model, companies are going to be ready to transfer employee creativity optimally into practicable ideas.

The authors Greg R. Oldham and Anne Cummings June 1996 has said that this study will examine the independent and joint contributions of employees' creativity which are relevant personal characteristics and also the three characteristics of the organizational context--job complexity, supportive supervision, and controlling supervision which is said to be three indicators of employees' creative performance: patent disclosures written, contributions to a corporation suggestion program, and supervisory ratings of creativity. Participants (171 employees from two manufacturing facilities) produced the foremost creative work once that that they had appropriate creativity-relevant characteristics, worked on complex, challenging jobs, and were supervised during a supportive, no controlling fashion.

Zhenxing Gong, Zanzan Zhao, Shuo Wang, Haoyun Yu August 7 2017 this paper points out the problems of the antecedents' research on creative performance. Then, by reviewing current research, this paper finds that researchers solve these problems from

the concept focus, research level, research perspective. At last, asserting the longer term research direction and indicate the way for the study of the creative performance by analyzing the difficulties existing in current research.

Zhang and Bartol 2010, found in their study that psychological empowerment significantly will manipulate the employee's creative work and as well as will also play important role in employee motivation towards the creative and innovative steps in order to achieve their organizational goals.

Lee and Koh 2001, defines that psychological empowerment which means that psychologically empowered and motivated employees are gladly performed the job in their workplace

Konczak et al. 2000, states that empowerment aims to promote in-time actions, the attitude of self-confidence among followers and developing in them a sense of individual authority, empowering leadership performance embraces features for example taking an independent decision, dissemination of information, and capacity building for promoting innovations

Conger and Kanungo 1988, explain that psychological empowerment is said to be a process of enhancing feelings of self-efficacy among organizational members through the identification of conditions that foster powerlessness and through their removal by both formal organizational practices and also these informal techniques of providing valuable information.

According to Cohen-Meitar et al. 2009, when the employee understand that I am the right person for the right job in their workplace, are able for what they doing, they will be considered himself more professionally sound and their mind engages for creative ideas and problems solving.

Cekmecelioglu and Gunsul 2013, stated that creative behavior is that the focus point which associated with the range of the task, various managers realized the truth that the necessity of your time to remain to stay in the competitive market the requirement is their employees to be dynamically self-determined in their job and struggle to produce unique ideas, developments, and valuable procedures.

Tidd 2001 states that the creative behavior of the employee has definitely recognized and develop organizations that have the traditional practice in their organization workplace

with no creative thinking and ideas has comparatively lose their credibility, competitive environment, and sustainability.

R. Indriartiningtias, Subagyo B, Hartono in 2017 prepared a report with the result of a literary review on research in the field of creativity. The study was conducted systematically on 35 articles within the field of creativity using systematic review methods. The results show that the research area of creativity with the thing of general organization has been widely practiced. Most of these studies utilized qualitative methods. In contrast, similar studies within the context of the creative study are still limited, both in qualitative research and in quantitative research. Results show the importance of research on creativity, especially in the creative industries.

Li Zhang; Qiong Bu; Sooyeon Wee in August 2014 this paper illustrates Managing employees' stress and creativity is a crucial part of business administration. Based on the Variation-Selection-Retention theory of creativity, this study expands the research viewpoint to the surface of job context by discussing the moderating effect of cognitive irritation on the relationship between job control and employee creativity.

The authors who are Xiao-lin Zhang; Sheng-lin Zhou in November 2012 stated the relationship between job insecurity, organizational innovation climate, psychological capital, and employee creativity. Furthermore, research led to the mediator role of psychological capital, and therefore the moderator role of organizational innovation climate. According to the research, job insecurity and employee creativity show a curvilinear relationship (an inverted V-shaped form relationship); with moderate job insecurity, employees have the very best creativity.

Duan-xu Wang; Yan Hong in 2010 authors are said to have sketched the key feature of the work environment for employee creativity, but little empirical attention has been directed toward an understanding of the influence and mechanism of work support which is done on team creativity. This study examined the consequences of supervisory support and workgroup support on team creativity through team psychological safety during a sample of 226 employees in East China. We found that supervisory support and workgroup support were positively associated with team creativity, and these relationships were mediated by team psychological safety.

Cheung and Wong 2011, the authors of this study have found that creativity is said to be

the employee's diversified skills, abilities, knowledge, views, and experience which are used to generate new ideas for making effective decisions, problem-solving, and completing tasks in efficient and effective ways

Sridhar Ramanathan in the year 2020 has stated that the people who are within the profession will often consider creativity the core of engineering which is said to be because, from creativity, the engineers will devise their unique solutions to society's challenges. It is said that in his third e-book of IEEE-USA's Critical Thinking Skills for Engineers series, the author Sridhar Ramanathan has built further upon critical thinking, by exploring different creative approaches for both individuals and groups. Please don't just take his word for it. The World Economic Forum has moved the Creativity level up from no. 10 to no. 3 in its ranking of important attributes which is given for requirement for jobs of the longer term. LinkedIn's Learning Study ranked Creativity no. 1 in its poll of critical job skills.

Joachim Burbiel in the year January 2009 has stated that the influence of these factors such as (i) motivation, (ii) interaction within workgroups and between-group leaders and members, and also (iii) organizational culture and environment on creativity are said to be undertaken. Practical advice springs from literature findings wherever possible

Jiajun Guo, Richard Gonzales, Anna E. Dilley 15 May 2016 has said that this paper will illustrate the importance of creativity level to the researchers and organizations of how creativity will contribute to their effective leadership and how leadership will contribute to the group and organizational creativity, our knowledge will be done regarding this interrelationship will say to remains largely limited. A review of the literature which is said to support both theoretical grounds and empirical evidence will reveal that studies examining the intersection between creativity and leadership in organizations are said to be divergent in terms of how they will conceptualize their relationship. A multi-level framework is said to be employed to synthesize the knowledge in both creativity and leadership disciplines, with multiple themes which are having been found at each level of the framework.

Analysis:

Different types of analysis had conducted to find the significant relationship and difference between the employees' creativity with intrinsic motivation and psychological empowerment. This study has been conducted to find employees' creativity and innovation in the organization in a constructive manner.

Methodologies:

Google form questionnaire is circulated through various social media platforms to investigate the research. 115 respondents recorded their responses and the same is utilized to conduct the further research analysis. Three different types of analysis have been used to examine this study. One is chi-square analysis, the other one is Correlation test and the other one is Regression analysis. Above all the analysis are calculated through SPSS tool. Chi-square test is used to find the significant difference or relationship between genders and taking calculative risks at work. Correlation test is used to find the significant difference or relationship between the confidentiality among employees to execute assigned job and ability of employees in trying to job efficiently. Regression analysis is used to find the relationship between the income and experience. Hence these methodologies are used in this study to find the appropriate results.

Results:

From Correlation analysis, we came to know that the null hypothesis is rejected which means, there is significant difference between the confidentiality among employees to execute assigned job and ability of employees in trying to job efficiently. Through Chi-square analysis it was found that there is a significant difference between the genders and taking calculative risks at work. But there is no significant difference for the other factors. Regression analysis is conducted to find the relationship between the income and experience of employees, hence we reject null hypothesis which means there is a significant difference between income and experience.

Conclusion:

Nowadays, understanding the dynamics of creativity in organizations is a high priority in organizational behavior research. In modern business, creativity and innovation are important indicators of an organization's performance, and creative work environment can advance employees' well-being in terms of job satisfaction and lower intentions to leave. Organizations are increasingly seeking to foster creativity, because it is an important source of organizational innovation as well as competitive advantage. Many researchers believe that creativity is very important for the long-term survival of organizations because it enables organizations to remain competitive in a rapidly changing environment and to achieve a competitive advantage. Organizations could develop creativity by selecting individuals that are potentially creative, for instance based on assessment tools like Gough's Creative Personality Scale, or by training workers in cognitive skills like divergent thinking. So, the organization must understand the behavior of the employees and create a culture to drive employee's creativity in the organization. We consider employee creativity as an ongoing process, not limited in time and space, and we envision a role for ergonomics to foster the creativity of all workers. For creativity to occur in organizations, managers need to support and promote it.