

Being Creative is an Environmental Impact: A Direct Analysis of Kanter Structural Tools and Employee Creativity

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Abstract:

The present study deals with the environment in which the employee find himself to be creative, providing all the resources that helps him to promote or develop new ideas and giving the innovative outputs. The study concentrated on the factors developed by Kanter in 1988 which is involved in empowering the employees through the structure of the environment and those factors are opportunity, information, resources, support, formal and informal power. The employee creativity is embedded within the environment factors it becomes output when the employee utilized in their job rotation. It is proved with the faculties working in private universities under sample of 326. It is revealed that the employees are very creative when they are structurally empowered. Hence the employee who could able to utilize the structural factors they are capable of being creative.

Keywords: Empowerment, Creativity, Power, Opportunity, Support

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I. INTRODUCTION

The necessary feature of an organization nowadays is getting on with changes. Hence this environment causes pressure to the employees to develop their skills and manage the technology. In the competitive world, the organization could be adaptable to the changing environment. Therefore there are some factors remain to facilitate employee's abilities to implement new ideas. Many researches have been done on the context of organization plays an important role in developing and implementing the new ideas. (Jenssen and Jorgensen, 2004; Howell and Shea, 2001; Ireland et al., 2009). So the employees should be expertise in their field and having the ability to decide autonomously (Lene Foss, Kristin Woll and Mikko Moilanen, 2013). The ideas could be generated from the lower level employees and from the higher level employees also. But only when the ideas from employees at the lower level will be appreciated. Once it is implemented, they feel motivated and empowered (Amabile et al., 1996; Axtell et al.,

2000).

II. LITERATURE REVIEW

Individual Creativity

Creativity is mainly unfolding the thoughts into ideas about practices, procedures, products, and/or services unique and likely to be essential to an organization (Shalley, 2004). Most of the literatures dealt with the drivers which motivate the creativity in which precisely personality and cognitive styles. But still few are concentrated on the environmental factors (Woodman et al. 1993; Amabile et al., 1996; Shalley et al, 2000). The personality plays an important role for employee being creative. They are always being confident, ability to cope up with difficulty, forbearing of ambiguity and intellectual (Hulya and Ayse, 2013). Shalley et al (2000) say that creative people are influenced by through the factors categorized into expertise, creative thinking skill and intrinsic task motivation.

Shalley and Gilso 2004 reviewed many articles and found the three different levels which induce the employee's creativity. Those are individual,

group and organizational level. Social and contextual factors ensure the employee creativity. While recruiting, the employees predisposed to be creative which is considered as an important factor for putting the employee into job when the manager is aimed to hire a creative employee. If not, the manager has to concentrate on the social and contextual factor which induce or foster the innate ability of employee to be creative in the work place. Second, job characteristics are an important factor. The jobs are structured in the way which adds the output for creativity (Oldham & Cummings, 1996). Job characteristics should be comprised of resources, support, rewards, supervisor feedback, colleagues and peer groups are having impact in motivating the employee to be creative. (Shalley and Gilso, 2004). Thirdly the organizational factors are based on the climate especially dealing with culture that is followed in the organization. Most of the organizations are tend to put under the situation to face or tackle the uncertainties. According to Hofstede's, when the employees are supposed to be creativity, the uncertainty could be easily manageable. So the organizational culture should pave the way for the employee to be creative to meet the challenges of uncertainties. In addition, the values, principles and the customs of the organizational should not suppress the attitude of creativity of an employee rather it would able to promote the opportunities to attempt new ideas (Isaksen, Lauer, Ekvall, and Britz, 2001). This article put forth to deal with the individual level factors only. For which it will get influenced by structural factors.

Structural Empowerment

Empowerment is the term which has been used since employee given with more consideration and recognition through autonomy. In which, it is composed in different ways. It could be organizational, psychological, and social theory perspectives. In all these aspects, empowerment is considered to be the common factor of power but differentiated with the way it has been utilized

(Kuokkanen and Leino-Kilpi, 2000). These following contents will be discussing about the empowerment in different levels

Organizational Perspectives

The organizational perspectives is consists of the environment where the employee feels to work with his sole capability. According to Kanter (1993), she framed some components for empowerment those are opportunity, resources, information and support and formal and informal power. On considering the organizational perspective, the empowerment is theorized as the conditions should be controlled and that makes the actions possible

Managerial Perspectives

According to Conger and Kanungo (1998) combined the theories of management and psychological to relate the concept of empowerment. They defined empowerment is a process of improving the feeling of self-efficacy by identifying the conditions that encourages the powerlessness. They also narrowed down the empowerment by representing it as a management intervention when it is induced by motivation. In order to find the situation of powerless they developed a five stage process. After the end of the process the employee could be increased with their productivity (Huczynski & Buchanan, 2001; Forrester 2000).

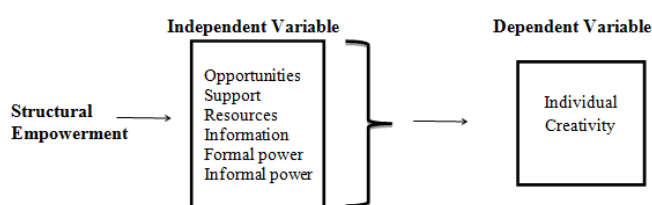
Psychological Perspective

Psychological empowerment is manifested with four cognitive factors those are meaning, competence, impact and self - confidence (Spreitzer 1995). She framed the constructs from the process of finding the powerlessness of Thomas and Velthouse. Those are environmental events, task assessments, behaviour, global assessments and interpretive styles.

In summary, the empowerment is considered as copious views. It is impossible to narrow down to one concept. But for this research, empowerment is considered with structural perspectives.

Structural empowerment and Individual Creativity

Researchers found that the environmental factors having impact on the individual creativity. Jin Nam Choi, 2004 explained that the people and the environment influence creativity. It based on the study which had been done by Amabile and Gryskeiwicz in 1989. Many authors penned that the creativity is the foundation for innovation. According to Amabile et al 1996, say that when the environment is comprised of more obstacles, there is a lower in employee creativity. Oldham and Cummings (1996), found the how personality impacts in the creative work environment. It is proved that the organizational context is having significance with the employee creativity. Based on the literatures, the current study postulating the hypothesis.



III. PROBLEM IDENTIFICATION

The current study has been taken this has an opportunity to clarify the Kanter tools of empowerment in different context. The hypothesis is framed on the two variables those are structural empowerment and individual creativity.

IV. RESEARCH METHODOLOGY

The sample is drawn from the teaching faculties working in colleges offering engineering degree. The population for this study is lectures working in universities. The sampling frame for this study is narrowed down to districts such as Thiruvannamalai and Vellore. Totally there are 27 colleges from two districts 12 and 15 correspondingly. Stratified sampling is used. Strata are allocated by location of colleges. Lectures are about 1924. Sample drawn

from the population is 321. Samples collected through sequential order method.

Details of Calculation of Sampling Units of Strata

Table 1. Stratified Sampling

Stratum Number (i)	Size of Stratum (Ni)
Thiruvannamalai	790 (N ₁)
Vellore	1134 (N ₂)
Total N	1924

For sample size determination, the adopted formula is as follows:

$$SS = \frac{\frac{Z^2 \times p(1-p)}{E^2}}{1 + \frac{Z^2 \times p(1-p)}{E^2 N}}$$

Where

N=Population Size, N=1924

E= Margin of error, E= 5(%)

p=Proportion, p=0.5

Z=Z score Z = 1.96 (95%)

$$SS = \frac{\frac{(1.96)^2 \times 0.5(1-0.5)}{(0.05)^2}}{1 + \frac{(1.96)^2 \times 0.5(1-0.5)}{(0.05)^2 1924}}$$

$$ss = \frac{384.16}{1.19967}$$

$$ss = 320.22$$

V. MEASURES

Since the study is a quantitative type, the method of data collection is done by questionnaire. The questionnaire is composed of demographic details, scale for structural empowerment and individual creativity. Structural empowerment scale

framed by Chandler in 1988 named as conditions for work effectiveness (CWEQ). Later it was modified by Laschinger et al in 2001. The questionnaire consists of 6 dimensions. Those are opportunity, resources, support, information, power and formal power. The CWEQ is validated and 0.79 to 0.82. Individual Creativity scale was measured by Tierney et al (1999). It consists of 13 items. It is validated with 0.95 of Cronbach's Alpha Value. Demographic details were about age, gender, marital status, education, experience and college.

VI. HYPOTHESES OF THE STUDY

H1: There is a significant relationship between the factors of opportunities and individual creativity

H2: There is a significant relationship between the factors of information and individual creativity

H3: There is a significant relationship between the factors of support and individual creativity

H4: There is a significant relationship between the factors of resources and individual creativity

H5: There is a significant relationship between the factors of formal power and individual creativity

H6: There is a significant relationship between the factors of informal power and individual creativity

VII. DATA ANALYSIS AND INTERPRETATION

Table 2. Demographic Details

Gender	Male	172	53.6
	Female	149	47.4
	Total	321	100
Marital Status	Married	178	55.5
	Unmarried	143	44.5
	Total	321	100
Age	25-35	265	82.6
	36-45	34	10.6
	46-55	14	4.4
	56-65	8	2.5
	Total	321	100
Education	PG	256	79.8
	PhD	56	17.4
	Others	9	2.8
	Total	321	100
Qualification	0-5	233	72.6
	6-10	32	10.0
	11-15	34	10.5
	16-20	6	1.9
	20&above	16	5.0
	Total	321	100

The dispersal of demographic details is shown in the table. There is 54 percent of the respondents were male and female is about 46 percent. Half of the respondents are married (55%). Most of the respondents fall under the age of 25-35 years. Least of them are under the age group of 55-65 years. Majority of the lectures are holding PG degrees only. Those are around 80 percent. Fresher and the staffs holding experience under 0-5 is 73percent.

Variable	Labels	Frequency	Percentage
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Table 3. Mean, Standard Deviation, Correlations and Reliabilities

No. of Instruments	No. of Items	Mean	Standard Deviation	Cronbach Alpha	Correlation
Structural Empowerment	15	61.1931	5.72110	0.800	1
Individual Creativity	10	33.5301	3.66759	0.796	0.533

The table no.3 shows the value of Means, Standard Deviation, Cronbach Alpha and Correlations of the study variable. The correlation between the structural empowerment and individual Creativity was estimated through simple correlation analysis. The level of significance is 0.01. The estimated Pearson Correlation coefficient for

structural empowerment and individual creativity is 0.533. Additionally, simple regression was used to find the relationship between structural empowerment and individual creativity. Structural empowerment is taken as independent variable and individual creativity as dependent variable.

Table 4. Model Summary

Hypothesis	Variable	R	R ²	Adj. R ²	Std.error
H1	Opportunity	.508	.258	.256	3.15291
H2	Support	.305	.093	.090	3.48609
H3	Information	.286	.082	.079	3.50757
H4	Resources	.325	.106	.103	3.46216
H5	Formal Power	.234	.055	.052	3.55903
H6	Informal Power	.362	.131	.128	3.41275
H7	Overall	.220 ^a	.049	.046	3.57079

The R and R values are depicted in the table4. The average degree of correlation is estimated by R values. The dependent variable (IC) explains the contribution of total variation of independent variable (SE). It is denoted by R². Opportunity

explains individual creativity is 51%, support 31%, Information 29%, resources 33%, Formal Power 23%, Informal Power 36%.

Table 5. ANOVA

Independent Variable	R	Sum of squares	Mean of Square	F	Sig.
OPP	Regression	1100.426	1100.426	110.697	.000
	Residual	3161.189	9.941		
	Total	4261.615			
SUP	Regression	397.026	397.026	32.670	.000
	Residual	3864.589	12.153		
	Total	4261.615			
INF	Regression	349.254	349.254	28.388	.000
	Residual	3912.361	12.303		
	Total	4261.615			
RES	Regression	449.895	449.895	37.533	.000
	Residual	3811.720	11.987		
	Total	4261.615			
FP	Regression	233.597	233.597	18.442	.000
	Residual	4028.018	12.667		
	Total	4261.615			
INP	Regression	557.905	557.905	47.902	.000
	Residual	3703.710	11.647		
	Total	4261.615			
	Regression	206.943	206.943	16.230	.000

(1) Overall Residual 4054.672 12.751
Total 4261.615
Df= 1,318=319

Dependent Variable: Individual Creativity

The regression model predicts the dependent variable individual creativity significantly well (Table 5). For finding the statistical significance regression analysis is used. F Statistics is found by linear regression which determines the positive significant relationship when the p value is smaller than the value 0.05 then the relationship is considered to be as significant. Additionally the

regression model predicted is considered as significant. Then the null hypothesis is rejected. For this current study, the table value of F statistics showed that all the subscales of structural empowerment is significantly related with individual creativity. It is confirmed through the p value which is smaller than 0.05.

Table 6. Coefficients

Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std.error	B		
OPP	1.226	.117	.508	10.521	.000
SUP	.889	.156	.305	5.716	.000
INF	.861	.162	.286	5.328	.000
RES	1.022	.167	.325	6.126	.000
FP	.637	.148	.234	4.294	.000
INFP	.840	.121	.362	6.921	.000
OVSE	.578	.144	.220	4.029	.000

The Coefficients table no.6 provides the necessary information to predict IC from SE, as well as determine whether SE contributes statistically significant to the model (by looking at the Significance" column). Here the subscales of structural empowerment such as opportunity, support, information, resources, formal power and informal power support the individual creativity. For all the subscales the t statistics is significant.

The current study also found that the working environment which has been playing an important role in enhancing the employee innovative behaviour. The previous studies supported the findings (Zaersabet et al, 2013). The study concludes that the working environment should be comprised of chance to grow, supported by the colleagues, access to information and resources, the power discrete to the employee will enhance the instinct of innate behaviour such as creativity

VIII. CONCLUSION

Since, employee creative behaviour considered as an important source for the organisation to survive for long run. But the dependent variable is too hard to find it out. Moreover researchers are restricted to the obtain the variables especially in the working context. But the need for development of organisation, employees should be capable of innovative in nature to handle the circumstances which could be uncertain (Scott and Bruce, 1994).

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