

## SOME ELEMENTS THAT SUSTAIN THE DEVELOPMENT OF CREATIVITY IN INDUSTRY

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**ABSTRACT:** The paper is based on a selective research conducted in Romanian industry. The respondents were specialists in creativity management in various fields. We asked them to compare the situation of few elements that favor creativity in their organization, to the situation of the same items in other companies in the same industry. We concluded that many specialists are convinced that the organizations for which they work have elements that sustain creativity more powerful than those of their competitors. The centralized opinions demonstrate that specialists partially trust the management of the companies, regarding the support of creativity management.

**KEY WORDS:** specialists, elements, creativity, opinions, industry.

### 1. INTRODUCTION

Industrial companies nowadays tend to increase their degree of specialization. Unfortunately, many managers neglect the creativity of the employees as they are concerned about productivity [5].

Exposing employees to examples can provoke fixation and reduce the overall creativity of the idea-generation process [2]. However, managers and specialists give employees positive examples in order to minimize time consumption.

In order to achieve balance between creativity and productivity, specialists proposed new methods and techniques to be used in industrial firms. One of these is Quality Function Deployment [4]. Another technique is the use of suitable competency standards for employees, which are meant to balance individual creativity and productivity abilities [1].

This paper presents only few elements that can stimulate creativity in industrial organizations without lowering labor productivity.

### 2. THE LONGITUDINAL RESEARCH

The paper is based on a selective longitudinal research conducted in Romanian industry. The respondents were specialists in creativity management in various fields, who through their life have worked for at least two organizations. They were asked to specify how they perceive the situation of the company for which they work in comparison to other companies in the same field, regarding several elements which we considered important in the development of creativity through management (see [3], pp. 57-64).

We asked them the same question again after a year. The elements analysed in this paper are:

- a) training the staff from the Research and Development department;
- b) information base available for the staff from the Research and Development department;
- c) information base available for the staff from other departments: production, marketing, accounting, etc.;

- d) the quality of the used technologies;
- e) the adjustment to market requirements of the processes from the firm;
- f) the frequency of innovations in the company.

Figures 1, 2 and 3 show the first three elements (a, b, c) of the list from above, namely those related to the level of training and informing of the staff in Romanian organizations.

In figures 4, 5 and 6 the other three elements are presented regarding the proper way in which the innovational phenomenon is presented in activities and processes of the organization's core (d, e, f).

The evaluation grid was the same for all six points of the question presented here: a state of affairs in the company respondent “much better” than the other

firms in the same sector - 5 points, “better” - 4 points “the same”- 3 points, “weaker”- 2 points, “much weaker”- 1 point, “I do not know”- 0 points.

We appreciated that the six points represents an asset for the organization that is able to cope with the changes imposed from increased the importance of creativity in the competition between firms.

Looking at the elements related to the level of training and informing of the staff in Romanian organizations (Fig. 1, 2, 3), we observe that specialists’ opinions have remained about the same during the two years. The average of the opinions related to training the staff from R&D department was 4.000 in the first year and respectively 3.944 in the second year.

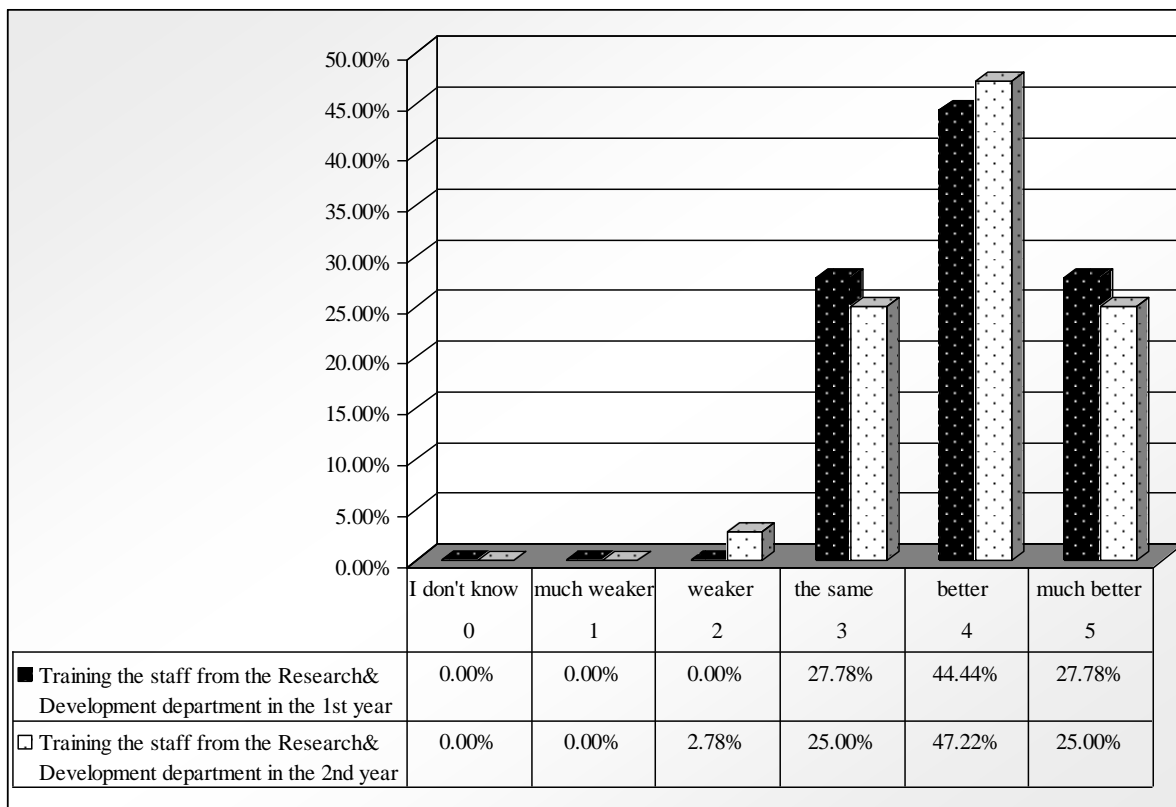


Figure 1. Training the staff from the Research & Development (R&D) department in comparison to other companies in the same field

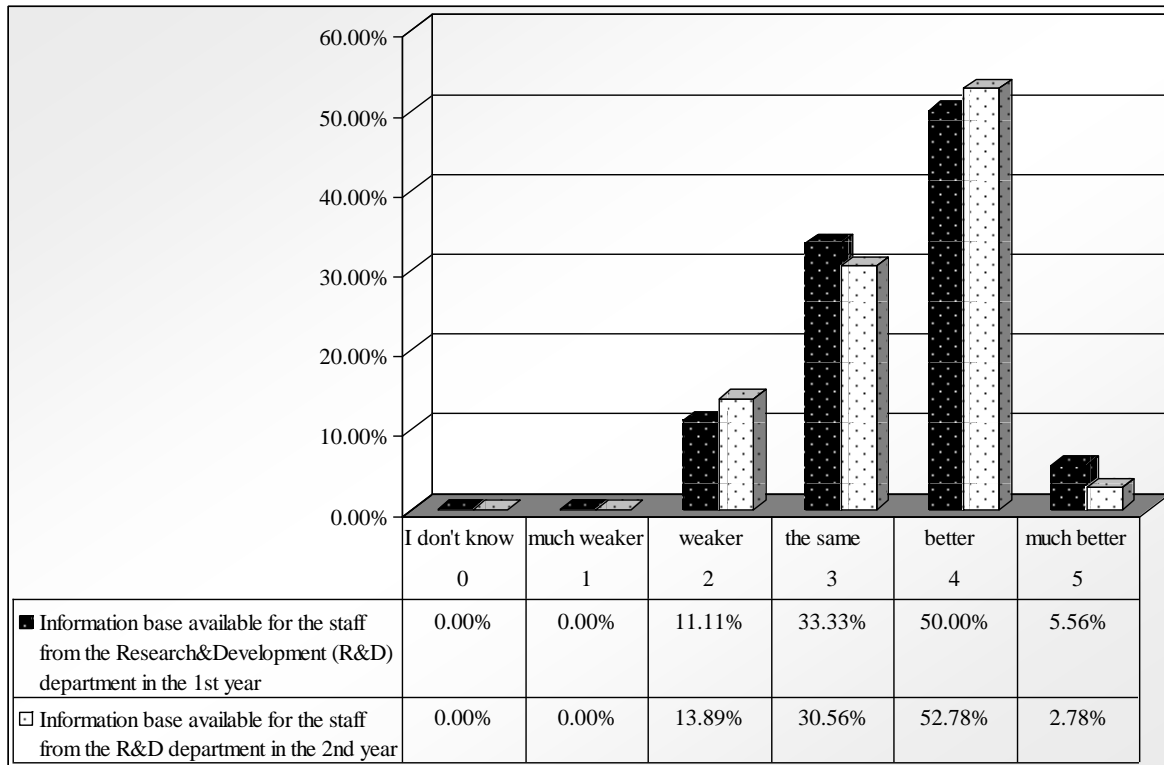


Figure 2. Information base available for the staff from the R&D department in comparison to other companies in the same field

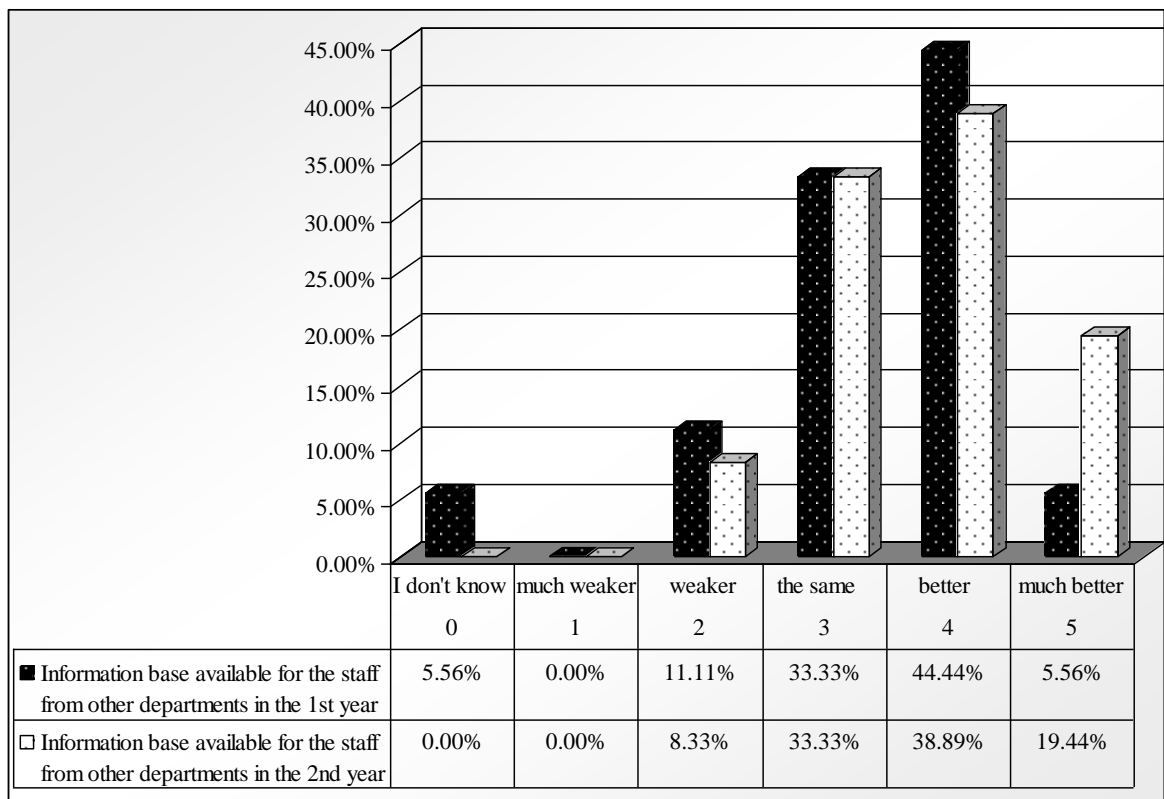


Figure 3. Information base available for the staff from other departments in comparison to other companies in the same field

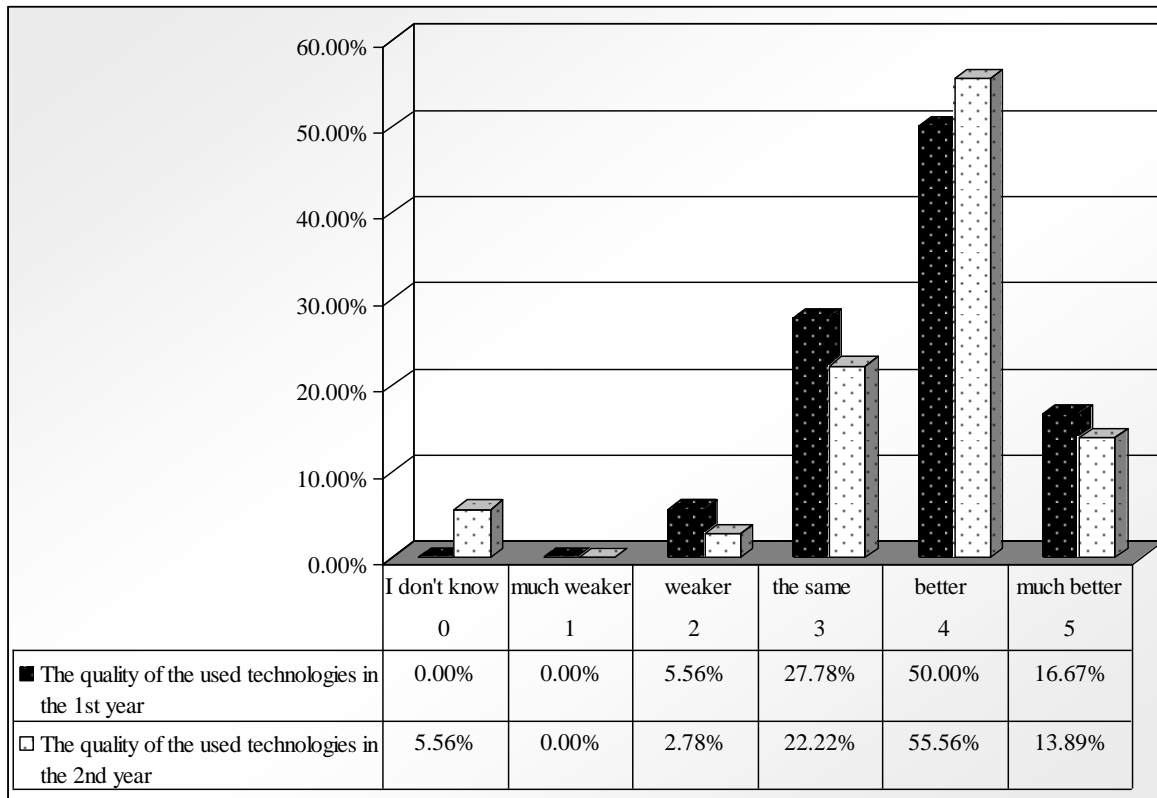


Figure 4. The quality of the used technologies in comparison to other companies in the same field

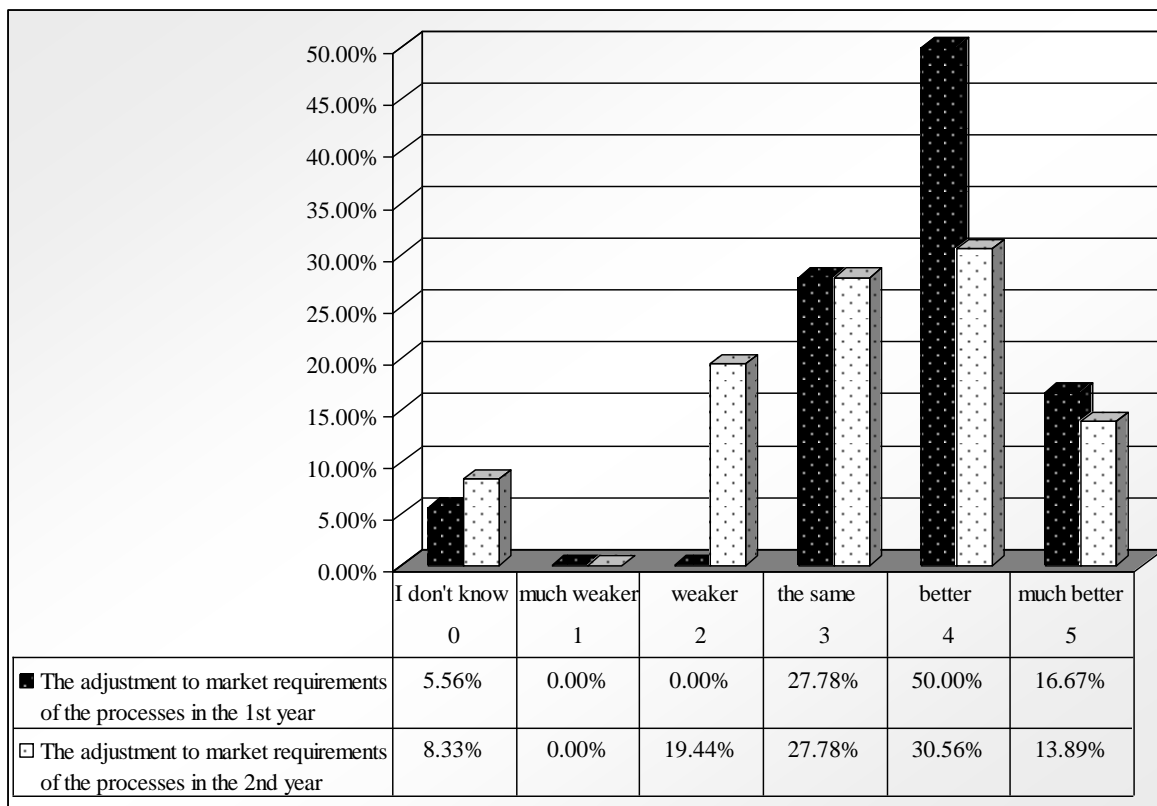


Figure 5. The adjustment to market requirements of the processes from the firm in comparison to other companies in the same field

The averages of the opinions related to information base available for the staff from the R&D department were 3.500, respectively 3.444.

The average of the opinions related to information base available for the staff from other departments rises from 3.278 in the first year to 3.694 in the second year.

Analyzing the elements regarding the proper way in which the innovational phenomenon is presented in activities and processes of the organization's core (Fig. 4, 5, 6), we observe that its scores registred a decrease.

The average for the quality of the used technologies decreased for 3.778 in the first year to 3.639 in the second year.

Similarly, the adjustment to market requirements of the processes from the

firm registred first an average of 3.667, but only 3.139 after a year.

The average of the opinions related to the frequency of innovations in the company registred the biggest decrease, from 3.111 to 2.750.

These results have a partial explanation in the high speed of changes in all industries, especially in automotive industry, computer industry and aeronautic, and in the related services, too (research, logistyk, transportation, environmental protection etc.). As a result, is more and more difficult for the specialists to compare the situation of the innovational phenomenon in their organization, to the situation in others companies.

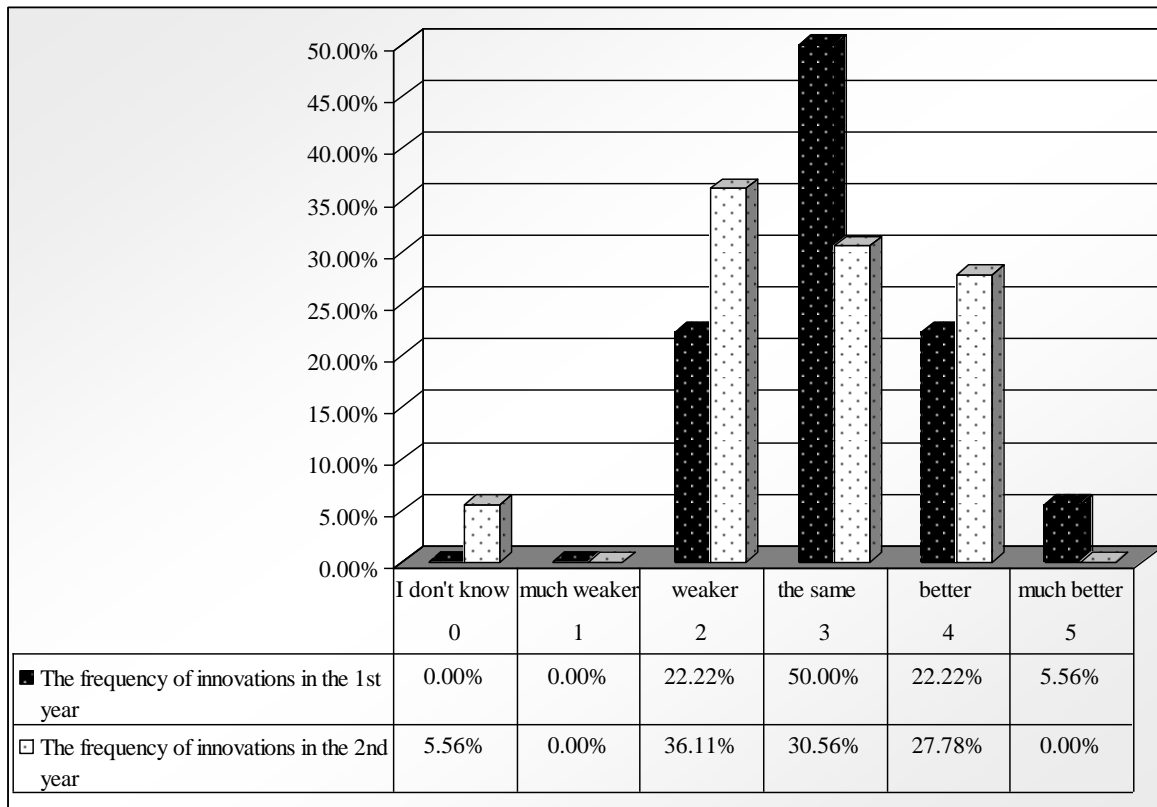


Figure 6. The frequency of innovations in the company in comparison to other companies in the same field

### 3. CONCLUSIONS

All the results obtained in the two steps of the research have averages above the median of the rating scale, whose value is 2.5 points.

Hence, many specialists are convinced that the organizations for which they work have elements that sustain creativity more powerful than those of their competitors.

The centralized opinions demonstrate that specialists partially trust the management of the companies, regarding the support of creativity management.

We must mention again that these conclusions are related only to the question analyzed in this paper.

Some of the possible solutions for increasing the role of creativity in organizations in industry are:

- building up a knowledge and information base and an access network for this base (a possibility is the use of expert systems);
- organizing courses for the development of employees' creativity;
- motivating the creativity in organizations through the well deserved rewards;
- teaching employees and managers the benefits of capitalizing creativity;
- promoting the competence at any organizational level and increasing responsibility at work;
- introduction of a system for motivation, monitorization and evaluation of creativity (customized for each firm);
- promoting longlife-learning in Romania and creating a national education system based on stimulating creative thinking;

- flexible education system, able to form specialists according to market demand.

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