Facultad de Ciencias Económicas y Empresariales
ICADE

# Factores determinantes de la creatividad corporativa y su contribución a la productividad empresarial: una revisión sistemática de la literatura

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MADRID | Junio de 2026

**Resumen**

El presente Trabajo de Fin de Grado analiza la relación entre la creatividad corporativa y la productividad empresarial, prestando especial atención a los factores que influyen en el desarrollo de la creatividad dentro de las organizaciones. Para ello, se realiza una revisión sistemática de la literatura basada en 58 artículos académicos, con el objetivo de identificar, ordenar y comparar las principales aportaciones existentes sobre este tema. El trabajo parte de la idea de que la creatividad no depende únicamente de las capacidades individuales de los empleados, sino también de las condiciones organizativas, humanas y tecnológicas que la empresa genera. A lo largo del estudio se examinan factores como las prácticas de recursos humanos, el liderazgo, el aprendizaje organizativo, el intercambio de conocimiento, la cultura empresarial, la digitalización y la inteligencia artificial. Asimismo, se analiza cómo estos elementos pueden repercutir en distintos indicadores de productividad, entendida en sentido amplio, incluyendo el desempeño organizativo, la innovación, la mejora de procesos, la sostenibilidad y el rendimiento empresarial. Los resultados de la revisión permiten comprender mejor qué condiciones favorecen la creatividad corporativa y de qué manera esta puede convertirse en un recurso estratégico para mejorar los resultados de las empresas.

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*Palabras clave: creatividad corporativa; productividad empresarial; revisión sistemática de la literatura; desempeño organizativo.*

**Abstract**

This Bachelor Dissertation analyzes the relationship between corporate creativity and business productivity, with particular attention to the factors that influence the development of creativity within organizations. To do so, a systematic literature review is carried out based on 58 academic articles, with the aim of identifying, organizing and comparing the main contributions on this topic. The study is based on the idea that creativity does not depend only on employees' individual abilities, but also on the organizational, human and technological conditions created within the company. Throughout the research, factors such as human resource practices, leadership, organizational learning, knowledge sharing, employee well-being, corporate culture, digitalization and artificial intelligence are examined. In addition, the study analyzes how these elements may affect different indicators of productivity, understood in a broad sense, including organizational performance, innovation, process improvement, sustainability and business results. The findings of the review provide a better understanding of the conditions that support corporate creativity and how it can become a strategic resource for improving business performance.

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*Keywords: corporate creativity; business productivity; systematic literature review; organizational performance.*

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# 1. Introducción

## 1.1 Introducción

En la actualidad, las empresas desarrollan su actividad en un entorno cada vez más competitivo, cambiante y exigente. La transformación tecnológica, la globalización de los mercados, la presión por innovar y la necesidad de responder con rapidez a nuevas demandas han hecho que las organizaciones no puedan depender únicamente de sus recursos tradicionales. En este contexto, la creatividad corporativa adquiere una relevancia especial, ya que permite generar nuevas ideas, encontrar soluciones diferentes a problemas existentes, adaptarse con mayor eficacia a los cambios del entorno y competir de forma más eficiente.

El presente Trabajo de Fin de Grado se centra en analizar los factores que más influyen en la creatividad corporativa y en estudiar cómo dichos factores pueden afectar, directa o indirectamente, a la productividad de las empresas. La idea principal del trabajo parte de que la creatividad no depende únicamente del talento individual de los empleados, sino también de las condiciones internas de la organización y del entorno en el que esta opera. Por ello, resulta necesario estudiar qué elementos favorecen que las personas puedan aportar ideas, mejorar procesos, resolver problemas o participar en comportamientos innovadores dentro de la empresa.

Para estudiar esta relación, el trabajo se desarrolla mediante una revisión sistemática de la literatura, apoyada en el enfoque PRISMA para el proceso de selección de los artículos. Esta metodología permite ordenar y comparar investigaciones previas que han tratado la relación entre creatividad corporativa y productividad desde enfoques, sectores, países, metodologías y variables diferentes. La revisión toma como referencia un conjunto final de 58 artículos académicos, centrados en cuestiones como recursos humanos, liderazgo, aprendizaje organizativo, intercambio de conocimiento, bienestar laboral, digitalización, inteligencia artificial, innovación y rendimiento empresarial. Tanto la revisión sistemática como el enfoque PRISMA se explicarán con mayor detalle en el apartado de metodología.

A partir de esta base, el trabajo busca ofrecer una visión ordenada sobre los principales factores que afectan a la creatividad corporativa y sobre la manera en que estos pueden repercutir en la productividad empresarial. La finalidad no es únicamente

recopilar artículos, sino analizar sus aportaciones de forma conjunta para identificar patrones, coincidencias y diferencias entre los estudios seleccionados. De esta manera, se pretende comprender mejor la creatividad corporativa como recurso estratégico y su posible influencia en la mejora de procesos, la toma de decisiones y los resultados generales de la empresa.

## 1.2 Objetivos del estudio

El objetivo principal de este Trabajo de Fin de Grado es estudiar, a partir de la literatura académica seleccionada, de qué manera la creatividad corporativa se relaciona con la productividad empresarial. Para ello, se analizan las aportaciones de distintos estudios con el fin de comprender qué aspectos organizativos, humanos y tecnológicos aparecen asociados a la creatividad dentro de las empresas y qué consecuencias pueden tener sobre sus resultados. A su vez, este estudio puede servir como una base útil para que las organizaciones profundicen en el tema y comprendan qué factores pueden favorecer el desarrollo de la creatividad corporativa.

A partir de este planteamiento general, se establecen varios objetivos específicos. En primer lugar, se busca delimitar el campo de investigación mediante la selección de artículos académicos que aborden la creatividad en el entorno empresarial y la relacionen con variables vinculadas al rendimiento, la innovación, la eficiencia o la mejora organizativa. Con este objetivo, se pretende construir una base documental coherente con el tema del trabajo y evitar la inclusión de estudios que no respondan directamente a la cuestión analizada.

En segundo lugar, se pretende examinar los elementos que la literatura considera más relevantes para el desarrollo de la creatividad corporativa, agrupándolos en dimensiones como recursos humanos, liderazgo, aprendizaje organizativo, intercambio de conocimiento, clima empresarial, bienestar de los empleados y tecnologías digitales. En tercer lugar, el trabajo analiza cómo los artículos seleccionados conectan la creatividad con resultados empresariales como el desempeño organizativo, el rendimiento innovador, la sostenibilidad, el crecimiento, la productividad del empleado o la mejora de procesos internos.

Por último, se busca comparar los resultados obtenidos en los diferentes estudios para identificar tendencias comunes, diferencias entre investigaciones y posibles líneas futuras. De esta manera, el trabajo pretende aportar una síntesis útil sobre el papel que puede desempeñar la creatividad corporativa en la mejora de los resultados empresariales y sobre las condiciones que pueden favorecer o limitar dicha relación.

### 1.3 Contexto

El estudio de la creatividad corporativa se sitúa en un momento en el que las empresas necesitan revisar continuamente la forma en que trabajan, compiten y generan valor. En muchos sectores, la productividad ya no depende únicamente de aumentar la producción o reducir costes, sino también de mejorar procesos, aprovechar el conocimiento de los empleados y responder de forma eficaz a los cambios del mercado. Por ello, la creatividad dentro de la empresa se ha convertido en un aspecto cada vez más vinculado a la gestión, la innovación y el rendimiento empresarial.

Diferentes investigaciones han mostrado que la creatividad puede verse condicionada por factores muy diversos. Algunos estudios se centran en prácticas de recursos humanos, como la formación, la evaluación del desempeño, la participación de los empleados o los sistemas de trabajo de alto rendimiento, señalando que estas prácticas pueden influir en la creatividad y, posteriormente, en el desempeño de la empresa (Ismail et al., 2020; Miao y Cao, 2019; Villajos et al., 2019). Otros destacan el papel del liderazgo, la confianza, el apoyo organizativo, el aprendizaje y el intercambio de conocimiento como elementos que facilitan la participación de los empleados en comportamientos innovadores (Cai et al., 2025; Anser et al., 2022; Takeed et al., 2025).

Asimismo, el avance tecnológico ha ampliado el debate sobre la creatividad corporativa. La digitalización, el big data, la Industria 4.0 y la inteligencia artificial pueden mejorar la coordinación, el acceso a información y la toma de decisiones, pero también pueden generar sobrecarga tecnológica, interrupciones o dificultades de adaptación (Luqman et al., 2021; Opazo-Basáez et al., 2022; Zang y Li, 2025). Por ello, la tecnología no garantiza por sí sola una mejora de la creatividad ni de la productividad, sino que su impacto depende de cómo se integre dentro de la organización.

Por último, la productividad empresarial debe entenderse desde una perspectiva amplia, ya que en los artículos revisados aparece relacionada con el desempeño

organizativo, el rendimiento innovador, el crecimiento de ventas, la sostenibilidad, la productividad del empleado o la mejora de procesos internos. Por ello, este trabajo analiza la creatividad corporativa como un fenómeno conectado con distintas formas de mejora empresarial y no únicamente como una capacidad abstracta o individual.

## 2. Fundamentos teóricos

Antes de analizar los resultados obtenidos en la revisión sistemática de la literatura, resulta necesario establecer una base teórica que permita comprender los conceptos principales sobre los que se basa este trabajo. En esta sección se abordan las ideas fundamentales relacionadas con la creatividad corporativa, la productividad empresarial y los principales factores que pueden influir en la relación entre ambos conceptos.

El objetivo de este apartado no es únicamente definir los términos clave, sino también explicar cómo han sido tratados por la literatura académica revisada y cómo se entienden dentro del enfoque de este TFG. De esta manera, los fundamentos teóricos permitirán situar el análisis posterior y ofrecer un marco previo para interpretar los resultados de los artículos seleccionados.

### 2.1 La creatividad corporativa

La creatividad corporativa es uno de los conceptos centrales de este trabajo, por lo que resulta necesario aclarar cómo ha sido entendida por la literatura académica revisada y qué significado se le dará en esta revisión. Aunque los estudios analizados coinciden principalmente en vincular la creatividad con la generación de ideas nuevas, no todos le dan el mismo uso. Algunos autores se centran en la creatividad del empleado, otros en la creatividad organizativa, otros en la creatividad aplicada a servicios o procesos, y otros la entienden como una fase previa a la innovación. Por ello, antes de analizar sus factores influyentes y su relación con la productividad, es importante revisar distintas formas de aproximarse al concepto.

En primer lugar, se entiende la creatividad corporativa como la producción de ideas originales, nuevas y valiosas. Desde esta perspectiva, la creatividad no consiste

únicamente en pensar de forma diferente, sino en generar ideas que puedan aportar utilidad dentro de un contexto determinado. Ismail et al. (2020) recogen esta idea al señalar que la creatividad implica la creación y desarrollo de ideas, procesos o técnicas novedosas y valiosas por parte de un individuo o de un grupo dentro de una organización. Y la considero bastante relevante porque vincula la creatividad tanto al plano individual como al colectivo.

Una segunda forma de entender la creatividad corporativa aparece en el estudio de Chenji y Raghavendra (2021), donde se define como la producción de ideas nuevas y útiles relacionadas con productos, servicios, procesos y procedimientos. Esta visión permite aplicar el concepto directamente al funcionamiento de la empresa, ya que no limita la creatividad a la generación de ideas generales, sino que la relaciona con áreas concretas de mejora organizativa. En este sentido, una empresa puede ser creativa no solo cuando desarrolla nuevos productos, sino también cuando mejora la forma de trabajar, reorganiza procesos o encuentra soluciones diferentes a problemas internos.

Por otro lado, según Hidayat et al. (2023) entienden la creatividad corporativa con enfoca al empleado y la sostiene como la capacidad de conceptualizar, producir y desarrollar ideas nuevas y útiles, así como procesos y procedimientos dentro de la organización. Este enfoque destaca especialmente el papel de los trabajadores como origen de nuevas soluciones. Desde esta perspectiva, la creatividad corporativa no puede analizarse únicamente como una característica de la empresa en su conjunto, sino también como el resultado de las capacidades, actitudes y comportamientos de las personas que forman parte de ella.

Una cuarta definición conforme a Tsai y Huang (2020), se enfoca en la creatividad en servicios. Estos autores relacionan la creatividad con la capacidad de generar ideas novedosas y potencialmente útiles para la innovación en empresas de servicios. Su aportación es importante porque muestra que la creatividad puede ser reforzada mediante mecanismos organizativos concretos, como sesiones de brainstorming, equipos multidisciplinares, rotación de tareas, formación o incentivos no financieros. Por tanto, la creatividad no se entiende solo como una capacidad espontánea, sino como algo que puede ser estimulado mediante prácticas de gestión.

De acuerdo con el enfoque de Awan et al. (2022) a la creatividad organizativa se aborda como una capacidad multidimensional que permite generar ideas novedosas y

aplicables para responder a necesidades del negocio y a entornos complejos. En este caso, la creatividad se aproxima más a una capacidad de la organización que a una cualidad individual. Esta visión es especialmente útil para este TFG, ya que conecta la creatividad con la capacidad de adaptación, la agilidad y el rendimiento empresarial. Desde este enfoque, una empresa creativa no es únicamente aquella que tiene empleados creativos, sino aquella que dispone de estructuras, recursos y procesos que permiten transformar el conocimiento en soluciones útiles.

Por último, Lucas y Mai (2022) plantean la creatividad como la generación de ideas, productos y soluciones que son a la vez novedosos y útiles. Además, estos autores destacan que la creatividad está influida por la forma en que las personas entienden el propio proceso creativo. Esta perspectiva permite introducir una idea importante: la creatividad no solo depende de tener ideas, sino también de cómo se trabaja para producirlas, evaluarlas y convertirlas en propuestas viables. Por ello, en el ámbito corporativo, la creatividad debe entenderse como un proceso que puede verse afectado por creencias, hábitos de trabajo, modelos mentales y formas de organizar la generación de ideas.

A partir de estas aportaciones, en este Trabajo de Fin de Grado se entenderá la creatividad corporativa como la capacidad de una organización, apoyada en sus empleados, equipos y condiciones internas, para generar, desarrollar y aplicar ideas nuevas y útiles orientadas a mejorar productos, servicios, procesos, decisiones o formas de trabajo. Esta definición permite integrar las distintas perspectivas revisadas, ya que combina la dimensión individual de la creatividad con su dimensión organizativa. Además, permite analizar la creatividad no solo como una cualidad, sino como un fenómeno empresarial que puede estar influido por factores concretos y que a su vez puede repercutir en la productividad, la innovación y el desempeño de las empresas.

## 2.2 La productividad

La productividad empresarial es otro concepto clave en este trabajo, ya que permite analizar si los factores que influyen en la creatividad corporativa tienen consecuencias sobre los resultados de las organizaciones. Sin embargo, al revisar la literatura, se observa que la productividad no siempre se entiende de una única manera.

En algunos estudios aparece asociada a la eficiencia y al uso de recursos, mientras que en otros se relaciona con el desempeño organizativo, la innovación, el crecimiento de ventas, la sostenibilidad, la productividad del empleado o el rendimiento no financiero. Por ello, resulta necesario aclarar las principales formas en que este concepto ha sido tratado por los artículos revisados.

Una primera aproximación aparece en el trabajo de Opazo-Basáez et al. (2022), donde la productividad se analiza desde una perspectiva más económica y se mide a través de la productividad total de los factores. En este caso, la productividad se relaciona con la capacidad de la empresa para obtener mejores resultados a partir de sus recursos productivos. Este enfoque es especialmente útil porque permite vincular la productividad con elementos como la Industria 4.0, la coordinación internacional y el acceso a conocimiento externo.

Desde otra perspectiva, Ismail et al. (2020) relacionan la productividad con el desempeño no financiero de la empresa. En su estudio, el rendimiento empresarial no se mide únicamente mediante resultados económicos, sino también a través de aspectos como la innovación, la moral de los empleados, la adaptabilidad, la imagen de la empresa o la relación con los clientes. Esta visión resulta relevante para este TFG porque muestra que la productividad puede entenderse de forma más amplia, incluyendo resultados internos y organizativos que no siempre aparecen reflejados directamente en indicadores financieros.

Otra forma de aproximarse al concepto se encuentra en Tsai y Huang (2020), quienes analizan la productividad o rendimiento empresarial mediante el crecimiento de ventas y el desempeño innovador. Su estudio muestra que las empresas de servicios pueden mejorar sus resultados cuando aplican mecanismos de refuerzo de la creatividad, especialmente en contextos con alta intensidad innovadora. Esta visión es importante porque conecta la productividad con la capacidad de transformar ideas creativas en innovaciones útiles para el mercado.

Por otro lado, Parveen y Alshehri (2023) relacionan el desempeño organizativo con factores como el liderazgo transformacional, la motivación y el comportamiento innovador en el trabajo. Desde este enfoque, la productividad no depende únicamente de los recursos materiales de la empresa, sino también de la forma en que los empleados se

implican, proponen mejoras y participan en dinámicas innovadoras. Esto permite entender la productividad como un resultado influido por factores humanos y organizativos.

También resulta relevante la aportación de Ureña-Espaillat et al. (2022), quienes vinculan la gestión del conocimiento, la innovación responsable y la creatividad de los empleados con el desempeño empresarial. En este caso, la productividad se relaciona con la capacidad de gestionar y aplicar conocimiento dentro de la organización. Esta perspectiva es útil porque muestra que los resultados empresariales pueden depender de cómo la empresa utiliza sus recursos intangibles, especialmente el conocimiento, el aprendizaje y la creatividad.

A partir de estas aportaciones, en este Trabajo de Fin de Grado se entenderá la productividad empresarial en un sentido amplio. No se limitará únicamente a producir más con menos recursos, sino que se analizará como la capacidad de la empresa para mejorar sus resultados a través de la eficiencia, la innovación, el desempeño organizativo, la mejora de procesos, la sostenibilidad y el rendimiento de sus empleados. Esta interpretación permite adaptar el concepto a la diversidad de indicadores utilizados en los artículos revisados y facilita el análisis de cómo la creatividad corporativa puede influir, directa o indirectamente, en los resultados empresariales

### 2.3 Factores influyentes

Para este TFG resulta necesario también identificar los factores que pueden influir en la creatividad corporativa. A partir de los artículos revisados, se observa que la creatividad no depende de una única causa, sino de la combinación de distintos elementos organizativos, humanos, tecnológicos y contextuales. Por ello, los factores que se presentan a continuación han sido seleccionados porque aparecen de forma recurrente en la literatura analizada y porque permiten explicar, desde diferentes perspectivas, cómo puede generarse la creatividad dentro de la empresa y cómo esta puede relacionarse posteriormente con la productividad o el desempeño empresarial.

### *2.3.1 Los Recursos Humanos*

De acuerdo con Ismail et al. (2020), las prácticas de recursos humanos pueden entenderse como un conjunto de sistemas y políticas orientadas a mejorar las capacidades, la motivación y la participación de los empleados dentro de la organización. En su estudio, los sistemas de trabajo de alto rendimiento incluyen prácticas como la selección, la formación, la evaluación del desempeño, la retribución por resultados y las recompensas no financieras. Estas prácticas son relevantes porque pueden crear las condiciones necesarias para que los empleados desarrollen ideas nuevas y útiles. En esta misma línea, Do et al. (2018) relacionan las políticas de recursos humanos orientadas a la innovación con la creatividad del empleado y el rendimiento de la empresa, mientras que Chenji y Raghavendra (2021) muestran que procesos como el onboarding pueden favorecer la creatividad cuando se combinan con empoderamiento psicológico. Por ello, este factor lo considero clave para el análisis porque permite evaluar cómo la forma en que una empresa gestiona a sus trabajadores puede influir directamente en su capacidad creativa.

### *2.3.2 El Liderazgo*

En relación con el liderazgo, varios estudios lo presentan como un factor que puede condicionar la creatividad de los empleados a través del apoyo, la confianza, la autonomía y la orientación que reciben dentro de la organización. Nawaz et al. (2025) analizan el liderazgo emprendedor y señalan que este puede influir en el desempeño organizativo mediante la creatividad y el comportamiento de los empleados. De forma similar, Ageli et al. (2025) muestran que el liderazgo emprendedor puede favorecer el desempeño sostenible de las entidades bancarias a través de la creatividad de los empleados y del clima orientado a la innovación. También Cai et al. (2025) destacan la importancia de la confianza en el supervisor, ya que esta facilita el intercambio de información y, posteriormente, la creatividad. Este factor es relevante para el trabajo porque permite estudiar cómo la actuación de los líderes puede facilitar o limitar que los empleados se sientan capaces de aportar ideas, asumir iniciativa y participar en procesos creativos.

### *2.3.3 El aprendizaje organizativo*

El aprendizaje organizativo y el intercambio de conocimiento también aparecen como factores importantes en la literatura revisada. Según Anser et al. (2022), el intercambio de conocimiento puede favorecer el comportamiento innovador de los trabajadores, especialmente cuando existe flexibilidad funcional dentro de la empresa. Por su parte, Cai et al. (2025) muestran que el intercambio de información actúa como un mecanismo que conecta la confianza en el supervisor con la creatividad del empleado. Además, Itoe Mote y Karadas (2022) relacionan la transferencia de conocimiento con la creatividad y el desempeño innovador en un contexto de automatización y knowledge workers. A partir de lo revisado en estos estudios, este factor puede entenderse como la capacidad que tiene la empresa para compartir, transferir y aplicar conocimiento entre sus miembros. He decidido incluirlo en el análisis porque la creatividad necesita información, aprendizaje y comunicación para poder darse, y no puede explicarse únicamente como una capacidad individual aislada de cada trabajador.

### *2.3.4 La cultura y el clima laboral*

La cultura y el clima organizativo constituyen otro factor relevante. En los artículos revisados, este factor se relaciona con el ambiente interno de la empresa, las normas compartidas, la tolerancia al error, el apoyo recibido y la orientación hacia la innovación. Guchait et al. (2020) muestran que una cultura de gestión del error puede influir positivamente en la creatividad y a su vez en el desempeño organizativo, especialmente cuando favorece el aprendizaje del equipo directivo. De Clercq y Pereira (2021) analizan el perdón organizativo y señalan que este puede reducir el efecto negativo de la falta de sueño sobre los comportamientos creativos. Asimismo, Ageli et al. (2025) destacan que un clima orientado a la innovación fortalece la relación entre liderazgo emprendedor y creatividad del empleado. Este factor se ha seleccionado porque permite analizarla cómo el entorno interno de la empresa puede influenciar a los empleados y que se sientan más seguros para proponer ideas, experimentar y aprender de los errores.

### *2.3.5 La tecnología y la digitalización*

La tecnología y la digitalización son de los factores analizados más relevantes para el estudio debido a su gran influencia en la actualidad. Awan et al. (2022) analizan cómo las capacidades de big data analytics pueden influir en la agilidad manufacturera y en el

desempeño empresarial, considerando el papel de la creatividad organizativa. Opazo-Basáez et al. (2022) muestran que la Industria 4.0 puede mejorar la productividad al facilitar la coordinación y la gestión de cadenas globales de valor. Ameen et al. (2024) relacionan la capacidad de inteligencia artificial y la agilidad estratégica con la creatividad de nuevos productos y servicios. Sin embargo, otros estudios advierten que la tecnología también puede tener efectos negativos si genera sobrecarga o dificultades de adaptación, como señalan Luqman et al. (2021) y Zang y Li (2025). Por todo esto, este factor se ha elegido para analizar la creatividad corporativa porque la permite analizar en un entorno en el que las herramientas digitales pueden impulsar la generación de ideas, pero también crear nuevas tensiones dentro de la organización.

### *2.3.6 Factores externos*

Por último, se analizarán los factores contextuales y externos, los cuales hacen referencia a condiciones que rodean a la empresa, como el sector de actividad, la incertidumbre ambiental, la colaboración con socios, la intensidad innovadora o la posición de la empresa en cadenas globales de valor. Tran y Khuong (2023) muestran que la compatibilidad con socios y la co-creación de valor pueden influir en la creatividad organizativa y en el desempeño de las pymes. Tsai y Huang (2020) explican que los mecanismos de refuerzo de la creatividad en servicios tienen efectos distintos según la intensidad innovadora, el tamaño de la empresa y el tipo de sector. Además, Darvishmotevali et al. (2024) analizan cómo la incertidumbre ambiental puede afectar al desempeño creativo, dependiendo de las competencias disponibles en la organización. Este factor se incorpora porque permite comprender que la creatividad corporativa no se desarrolla igual en todas las empresas, sino que también depende del entorno en el que estas actúan.

### *2.3.7 Síntesis de los factores influyentes*

En conjunto, estos factores se han identificado como los más relevantes tras la revisión exhaustiva de los artículos, ya que aparecen de forma recurrente como elementos capaces de influir en el desarrollo de la creatividad corporativa y, posteriormente, en la productividad de las empresas. Su importancia se encuentra en que no actúan de manera aislada, sino que permiten comprender cómo diferentes condiciones internas y externas

pueden favorecer o limitar la generación de ideas, la mejora de procesos y el rendimiento empresarial. De esta forma, el TFG podrá abordar el tema de estudio con mayor claridad y precisión.

## 3. Metodología

El presente Trabajo de Fin de Grado se desarrolla mediante una revisión sistemática de la literatura, orientada a recopilar, seleccionar y sintetizar de forma exhaustiva la evidencia científica existente sobre los factores que influyen en la creatividad corporativa y sobre la forma en que estos pueden afectar a la productividad empresarial.

### 3.1 Revisión sistemática de la literatura

La revisión sistemática de la literatura es una metodología que permite identificar, seleccionar y analizar de forma estructurada las investigaciones previas existentes sobre un área concreta de estudio (Tranfield et al., 2003). De acuerdo con Snyder (2019), la revisión de literatura puede utilizarse como una metodología de investigación cuando se busca reunir y analizar estudios previos de manera ordenada, permitiendo obtener una visión más clara del conocimiento existente sobre un tema. En este caso, este método resulta adecuado porque la relación entre creatividad corporativa y productividad ha sido estudiada desde diferentes enfoques, sectores, países y variables, por lo que era necesario organizar la información disponible para crear discusiones, resultados y antes de llegar a conclusiones.

Para llevar a cabo la búsqueda de artículos, se utilizó la base de datos Web of Science y Scopus, por tratarse de la fuente académica con mayor disponibilidad de artículos, que permite acceder a publicaciones científicas clasificadas por áreas de conocimiento. El proceso de selección se apoyó en el enfoque PRISMA, este enfoque se entiende como una guía que ayuda a explicar paso a paso cómo se han buscado, filtrado y seleccionado los estudios que finalmente forman parte de la revisión sistemática. Su utilidad permite mostrar de forma transparente cuántos artículos se encontraron al inicio, cuántos se fueron descartando a lo largo de cada fase y los motivos por los que se excluyeron los documentos (Page et al., 2021). Page et al., también aporta que el enfoque PRISMA contribuye a mejorar la calidad y la transparencia en la presentación de

revisiones sistemáticas, especialmente en las fases de identificación, cribado, elegibilidad e inclusión de estudios. En el caso de este TFG, el enfoque PRISMA se organizó en tres fases principales: una primera fase de identificación de documentos, una segunda fase de cribado y elegibilidad, y una tercera fase de inclusión final de los artículos que acabaron formando parte del análisis.

## 3.2 Estrategia de búsqueda y criterios de selección

### *3.2.1 Identificación*

La búsqueda inicial se construyó a partir de dos bloques principales de términos. El primer bloque estuvo relacionado con la creatividad dentro de las organizaciones, por lo que se incluyeron expresiones como “organizational creativity”, “corporate creativity”, “employee creativity” y “workplace creativity”. La razón de utilizar estos términos fue que el trabajo no se limita únicamente a la creatividad entendida a nivel general, sino que pretende analizarla dentro del ámbito empresarial, tanto desde una perspectiva organizativa como desde la creatividad de los empleados. De esta manera, se buscó recoger documentos que trataran la creatividad en empresas, equipos de trabajo, empleados o contextos laborales.

El segundo bloque de búsqueda se centró en la productividad y el rendimiento empresarial. Para ello, se utilizaron términos como “productiv*”, “organizational performance” y “firm performance”. La inclusión del término “productiv*” permitió ampliar la búsqueda a diferentes palabras derivadas, como productivity o productive, mientras que las expresiones “organizational performance” y “firm performance” fueron incorporadas porque muchos estudios no utilizan directamente la palabra productividad, sino conceptos cercanos como desempeño organizativo, rendimiento empresarial o resultados de la empresa. Esta decisión permitió adaptar la búsqueda a la forma en que la literatura académica suele medir los efectos de la creatividad dentro de las organizaciones.

La consulta final utilizada en Web of Science fue la siguiente: (“organizational creativity” OR “corporate creativity” OR “employee creativity” OR “workplace creativity”) AND (productiv* OR “organizational performance” OR “firm performance”). En esta búsqueda se utilizaba el OR para intentar cubrir todas las áreas de interés relacionadas con cada palabra y que cada palabra tuviese relevancia a la hora de buscar artículos y el AND para que se incluyera todo lo buscado, por otro lado, se utilizaba

el * para que la búsqueda constase de todas las terminaciones de la palabra clave como es en este caso la productividad y que así buscase productivity, productive y todas las terminaciones de productividad posible. Con esta búsqueda inicial se identificaron 311 registros. A partir de ese primer resultado, se aplicaron distintos filtros propios de la base de datos con el fin de ajustar la muestra a los objetivos del TFG. En primer lugar, se limitó el periodo temporal a los años 2018-2025, con el objetivo de trabajar con investigaciones recientes y acordes al contexto empresarial actual, debido a que en estos últimos años las empresas han cambiado mucho a años atrás, por ejemplo, con el COVID- 19, la evolución de la IA o la digitalización de procesos dentro de las empresas. En segundo lugar, se seleccionaron únicamente documentos clasificados como artículos, ya que este tipo de publicación ofrece normalmente una estructura metodológica más completa y resultados más adecuados para una revisión sistemática. En tercer lugar, se aplicó el filtro de idioma inglés, debido a que gran parte de la literatura científica internacional sobre creatividad, innovación y productividad empresarial se publica en este idioma.

Además, se seleccionaron áreas de investigación relacionadas con el enfoque del trabajo: Business & Economics, Behavioral Sciences, Computer Science, Social Issues y Psychology. Estas áreas fueron escogidas porque permiten cubrir las dimensiones principales del estudio. Business & Economics aporta la perspectiva empresarial y de rendimiento; Behavioral Sciences y Psychology permiten analizar el comportamiento, la motivación y la creatividad de los empleados; Computer Science resulta relevante por el peso actual de la digitalización, el big data y la inteligencia artificial; y Social Issues permite incorporar trabajos vinculados al entorno laboral y organizativo. Tras aplicar estos filtros, se excluyeron 147 registros por no cumplir alguno de estos criterios, quedando 164 documentos para la siguiente fase.

### *3.2.2 Cribado*

En la fase de cribado, se revisaron los títulos y resúmenes de los 164 registros obtenidos tras la aplicación de los filtros iniciales. Esta primera revisión permitió comprobar si cada publicación mantenía una relación suficiente con el tema del trabajo antes de pasar a una lectura más detallada. En esta etapa se tuvieron en cuenta dos aspectos principales: que la creatividad tuviera un papel central dentro del documento y que existiera alguna conexión con la productividad, el rendimiento o el desempeño

empresarial. Tras este proceso, se excluyeron 88 registros, principalmente porque la creatividad no constituía el eje principal del trabajo, porque no se analizaba ningún resultado vinculado con productividad o rendimiento, o porque no se disponía de acceso suficiente al contenido. Como resultado, 76 artículos pasaron a la fase de evaluación a texto completo.

### *3.2.3 Elegibilidad e inclusión*

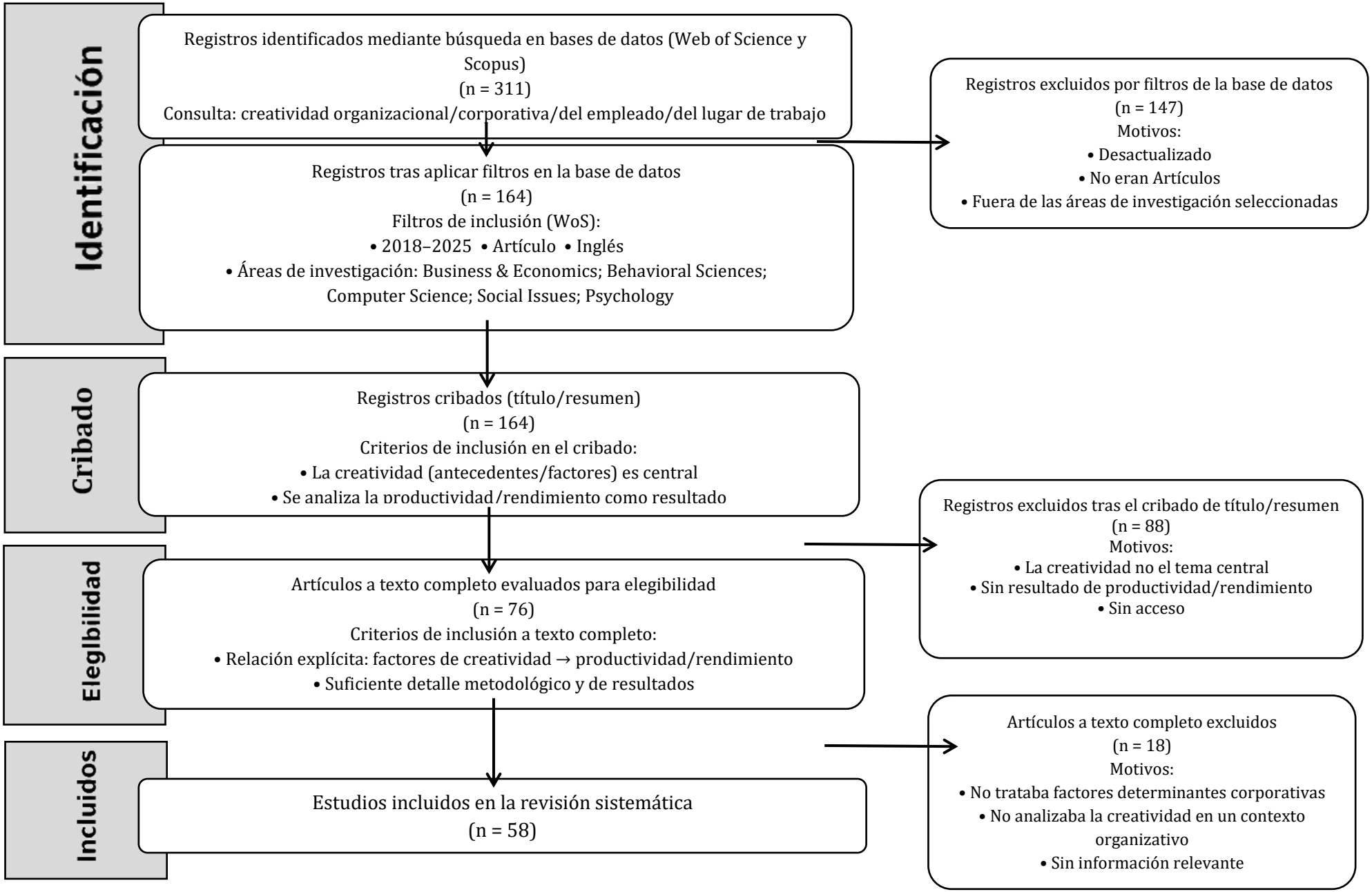
En la fase de elegibilidad, los 76 artículos restantes fueron revisados a texto completo con el objetivo de comprobar si realmente podían aportar información útil para el análisis del TFG. A diferencia del cribado inicial, esta etapa no se basó solo en el título o el resumen, sino en una lectura más detallada del contenido, prestando atención a las variables analizadas, la metodología empleada, el tipo de resultados obtenidos y la relación real del documento con el tema de investigación. En esta fase se descartaron 18 artículos, principalmente porque, aunque en un primer momento parecían relacionados con la búsqueda, al revisarlos con mayor profundidad no desarrollaban de forma suficiente los factores que influyen en el ámbito corporativo, no se situaban dentro de un entorno empresarial claro, o no aportaban resultados relevantes para estudiar su conexión con la productividad.

Finalmente, el proceso culminó con la inclusión de 58 estudios para la revisión sistemática, que forman el conjunto definitivo de artículos que se han utilizado durante el trabajo de Fin de Grado.

Todo este proceso queda representado en la Figura 1, donde se muestra de forma visual cómo se pasó de los registros iniciales obtenidos al conjunto final de 58 artículos incluidos en la revisión sistemática.

Además, en el Anexo 1 se incluye el archivo Excel elaborado durante el proceso de revisión, en el que se recoge la tabla con todos los artículos finalmente utilizados en el trabajo. Este documento me permite consultar de forma ordenada la información principal de cada publicación seleccionada y me sirve como apoyo complementario al análisis desarrollado en los siguientes apartados.

**(Figura 1.) Diagrama de flujo PRISMA de la selección de estudios**




**Autor: Elaboración propia**

# 4. Resultados de la investigación

En este capítulo se presentan los resultados obtenidos a partir de la revisión sistemática de los 58 artículos seleccionados. El propósito no es describir cada publicación de manera individual, sino analizar las aportaciones de la literatura de forma conjunta, identificando los principales patrones que aparecen en torno a la creatividad corporativa y su relación con la productividad empresarial. Para ello, el capítulo se organiza en cuatro apartados: en primer lugar, se realiza un análisis descriptivo de los estudios incluidos; después, se desarrolla el análisis de contenido; posteriormente, se presentan los factores más relevantes identificados; y, por último, se analiza la relación entre creatividad corporativa y productividad o desempeño empresarial.

## 4.1 Análisis descriptivo de los estudios incluidos

Los artículos incluidos en la revisión muestran que la creatividad corporativa ha sido estudiada desde perspectivas muy diversas. Aunque todos los documentos seleccionados guardan relación con la creatividad en el ámbito empresarial, no todos se aproximan al concepto de la misma manera. Algunos estudios se centran en la creatividad del empleado, otros en la creatividad organizativa, otros en el comportamiento innovador en el trabajo y otros en la creatividad aplicada a servicios, procesos o modelos de negocio. Esta diversidad resulta relevante porque confirma que la creatividad corporativa no puede entenderse desde una única dimensión, sino como un fenómeno que puede aparecer en distintos niveles de la organización.

Desde el punto de vista metodológico, se observa un predominio de investigaciones cuantitativas, especialmente aquellas basadas en encuestas, modelos de ecuaciones estructurales, análisis PLS-SEM, regresiones o estudios multinivel. Este tipo de metodología aparece con frecuencia en trabajos que analizan la relación entre creatividad corporativa, recursos humanos, liderazgo, apoyo organizativo, tecnología y desempeño empresarial (Ismail et al., 2020; Miao y Cao, 2019; Hidayat et al., 2023; Cui et al., 2022). No obstante, también se incluyen estudios con metodologías más específicas, como investigaciones longitudinales, estudios diarios, experimentos, análisis cualitativos o enfoques mixtos. Por

ejemplo, Chen et al. (2020) analizan los eventos laborales y su relación con la creatividad mediante datos temporales; Miron-Spektor et al. (2022) estudian la trayectoria de la creatividad a lo largo del tiempo; Zhang et al. (2025b) utilizan un estudio diario para analizar el job crafting y el rendimiento creativo; y Choi et al. (2023) emplean estudios experimentales para observar el efecto de la comunicación digital del líder.

En cuanto a los sectores analizados, los estudios revisados abarcan ámbitos muy distintos, como banca, hostelería, televisión, agroindustria, manufactura, servicios, pymes, tecnologías de la información, sector público y empresas internacionales. Esta variedad permite observar que la creatividad corporativa no es exclusiva de sectores tradicionalmente considerados creativos, sino que aparece como un elemento relevante en organizaciones muy diferentes. Así, Azeem et al. (2021) estudian la productividad desde una perspectiva bancaria, Guchait et al. (2020) analizan el sector hotelero, Hidayat et al. (2023) se centran en la industria televisiva, Ureña-Espaillat et al. (2022) investigan empresas agroindustriales y Opazo-Basáez et al. (2022) examinan empresas manufactureras vinculadas a cadenas globales de valor.

También se aprecia una amplia diversidad geográfica. Los artículos seleccionados proceden de países y regiones como China, Pakistán, Corea del Sur, India, Indonesia, República Dominicana, Arabia Saudí, Turquía, Emiratos Árabes Unidos, Australia, España o Estados Unidos, entre otros. Esta amplitud geográfica enriquece el análisis, ya que permite comparar resultados obtenidos en contextos económicos, culturales e institucionales diferentes. Al mismo tiempo, obliga a interpretar los resultados con cierta cautela, porque las condiciones laborales, tecnológicas y organizativas no son idénticas en todos los entornos.

Además de los estudios empíricos centrados en relaciones directas entre variables, dentro de los artículos seleccionados también aparecen trabajos que permiten comprender mejor cómo se mide, interpreta y desarrolla la creatividad corporativa. En este sentido, Al-Khaldi y Bachkirov (2025) resultan relevantes porque validan una escala de comportamiento innovador en el trabajo, lo que ayuda a reforzar la importancia de contar con instrumentos adecuados para medir la creatividad aplicada en contextos organizativos. Asimismo, Lucas y Mai (2022) aportan una visión más teórica al explicar cómo los modelos mentales sobre el

proceso creativo pueden influir en la forma en que las personas generan, evalúan y desarrollan ideas. De forma complementaria, Park et al. (2019) muestran que incluso estados aparentemente negativos, como el aburrimiento, pueden tener efectos creativos bajo determinadas condiciones. Por último, Malherbe y Simon (2022) introducen una perspectiva social y relacional al analizar cómo las dinámicas de poder e identidad influyen en el recorrido de las ideas dentro de los grupos. Estos trabajos amplían la revisión porque permiten observar que la creatividad corporativa no depende solo de prácticas formales, sino también de procesos cognitivos, sociales y emocionales que afectan a la forma en que las ideas se producen y avanzan dentro de la empresa.

Por último, el análisis descriptivo confirma que la productividad empresarial no siempre se mide de forma directa. En muchos artículos aparece vinculada a conceptos próximos, como desempeño organizativo, rendimiento empresarial, crecimiento de ventas, desempeño innovador, sostenibilidad, productividad del empleado, mejora de procesos o productividad de objetivos. Esta variedad de indicadores justifica que, en este TFG, la productividad se entienda en un sentido amplio. De esta forma, el análisis puede integrar estudios que no utilizan exactamente el mismo término, pero que sí examinan resultados empresariales relacionados con la eficiencia, la innovación, el rendimiento o la mejora organizativa.

### 4.2 Análisis del contenido revisado

El análisis de contenido permite observar que la creatividad corporativa aparece en la literatura como un fenómeno conectado con distintos niveles de la empresa. En primer lugar, muchos estudios sitúan la creatividad en el plano individual, prestando atención al empleado como fuente principal de ideas, soluciones o comportamientos innovadores. Esta perspectiva se observa en investigaciones sobre creatividad del empleado, autoeficacia creativa, motivación, engagement, orientación al aprendizaje o bienestar laboral (Hidayat et al., 2023; Kang et al., 2021; Miron-Spektor et al., 2022; De Clercq y Pereira, 2021). Desde este enfoque, la creatividad del trabajador puede entenderse como una de las manifestaciones más visibles de la creatividad corporativa.

Sin embargo, los artículos revisados también muestran que la creatividad corporativa no puede explicarse únicamente desde las capacidades individuales. Las condiciones internas de la organización tienen un papel determinante, especialmente cuando se analizan las prácticas de recursos humanos, el liderazgo, la cultura laboral o los sistemas de aprendizaje. Ismail et al. (2020) relacionan los sistemas de trabajo de alto rendimiento con la creatividad del empleado y el desempeño no financiero de la empresa. Villajos et al. (2019) vinculan las prácticas de recursos humanos con el bienestar eudaimónico y el desempeño creativo. De manera complementaria, los estudios sobre onboarding, participación del empleado y capacidad de aprendizaje organizativo refuerzan la idea de que la empresa puede crear entornos más o menos favorables para que aparezcan ideas nuevas y útiles.

El liderazgo constituye otra línea de análisis relevante. Los estudios revisados muestran que los líderes pueden influir en la creatividad corporativa mediante la confianza, la autonomía, la orientación estratégica, el apoyo emocional y la seguridad para proponer ideas. Nawaz et al. (2025) relacionan el liderazgo emprendedor con la creatividad del empleado y el desempeño organizativo, mientras que Takeed et al. (2025) vinculan este tipo de liderazgo con el comportamiento innovador a través de la autoeficacia creativa y el aprendizaje organizativo. Parveen y Alshehri (2023) muestran que el liderazgo transformacional influye en el desempeño mediante la motivación y el comportamiento innovador, y Maran et al. (2022) destacan el papel de la visión y la autonomía en el logro de objetivos. Estos resultados permiten interpretar el liderazgo como una condición que puede activar o limitar el potencial creativo de los empleados.

El conocimiento y el aprendizaje organizativo también aparecen como elementos centrales. La creatividad corporativa necesita información, intercambio de ideas y capacidad para transformar conocimiento en soluciones aplicables. Anser et al. (2022) muestran que el intercambio de conocimiento favorece el comportamiento innovador de los trabajadores de pymes a través de la flexibilidad funcional. Cai et al. (2025) explican que la confianza en el supervisor facilita el intercambio de información y que este actúa como mecanismo para favorecer la creatividad del empleado. Por su parte, Lugar y Novićević (2021) plantean que las prácticas de recursos humanos basadas en conocimiento pueden aumentar la creatividad al fomentar el intercambio de conocimiento y reducir su ocultación. En esta misma línea,

Ureña-Espaillat et al. (2022) relacionan la gestión del conocimiento y la innovación con la creatividad de los empleados y el desempeño empresarial.

La cultura y el clima organizativo permiten comprender otro aspecto fundamental: la creatividad corporativa necesita un entorno en el que los empleados puedan proponer ideas sin percibir un riesgo excesivo. Guchait et al. (2020) muestran que una cultura de gestión del error puede relacionarse positivamente con la creatividad y el desempeño en el sector hotelero. De Clercq y Pereira (2021) analizan cómo el compromiso afectivo, el intercambio de conocimiento y el perdón organizativo pueden reducir los efectos negativos del insomnio sobre los comportamientos creativos. A su vez, Hidayat et al. (2023) vinculan el apoyo organizativo percibido con la creatividad a través del significado del trabajo y la implicación laboral. Estas aportaciones permiten observar que el clima interno de la empresa influye no solo en el bienestar del empleado, sino también en su disposición a experimentar, asumir riesgos razonables y participar en procesos de mejora.

La tecnología y la digitalización ocupan un lugar cada vez más importante en los estudios recientes. Awan et al. (2022) muestran que las capacidades de big data analytics pueden influir en la agilidad manufacturera y el desempeño empresarial, considerando el papel de la creatividad organizativa. Cui et al. (2022) relacionan las capacidades de big data con la innovación del modelo de negocio, incorporando la orientación tecnológica y la creatividad del empleado. Opazo-Basáez et al. (2022) explican que la Industria 4.0 puede mejorar la productividad al facilitar la coordinación y la gestión de cadenas globales de valor. Del mismo modo, los estudios sobre inteligencia artificial, liderazgo digital e inteligencia artificial generativa muestran que las herramientas tecnológicas pueden influir en la creatividad corporativa y en el desempeño, siempre que se acompañen de capacidades, aprendizaje y apoyo organizativo.

No obstante, la tecnología aparece también como un factor ambivalente. Luqman et al. (2021) muestran que las redes sociales empresariales pueden favorecer la creatividad y el bienestar, pero también generar interrupciones o sobrecarga. Zang y Li (2025) señalan que la introducción de inteligencia artificial puede favorecer la creatividad mediante la autonomía y el feedback percibidos, aunque la sobrecarga tecnológica puede debilitar estos efectos. Además, los estudios sobre conciencia de inteligencia artificial en knowledge workers

indican que la tecnología puede aumentar la autoeficacia de desempeño, pero también reducir la autoeficacia creativa si los empleados la perciben como una amenaza. Por tanto, el impacto de la tecnología sobre la creatividad corporativa depende de cómo se integre en la organización y de cómo sea percibida por las personas que la utilizan.

### 4.3 Principales factores identificados

A partir del análisis de los artículos, los principales factores identificados pueden agruparse en seis grandes bloques: recursos humanos, liderazgo, aprendizaje organizativo e intercambio de conocimiento, cultura y clima laboral, tecnología y digitalización, y factores contextuales o externos. Esta clasificación permite organizar los resultados de la revisión y comprender qué elementos aparecen con mayor frecuencia asociados al desarrollo de la creatividad corporativa.

El primer bloque corresponde a los recursos humanos. La literatura muestra que las prácticas de gestión de personas pueden influir de forma directa o indirecta en la creatividad corporativa. Los sistemas de trabajo de alto rendimiento, la formación, la participación, el onboarding, la evaluación del desempeño, los incentivos no financieros y el empoderamiento aparecen como mecanismos que favorecen la creatividad cuando desarrollan capacidades, autonomía y motivación en los empleados (Ismail et al., 2020; Miao y Cao, 2019; Chenji y Raghavendra, 2021; Villajos et al., 2019). Esta idea se refuerza con Otoo (2025), quien analiza el papel mediador de la capacidad de aprendizaje organizativo, y con Abbasi et al. (2025), que relacionan la formación y el desarrollo con la creatividad y el desempeño en empresas de software. Asimismo, Hani (2021) vincula la planificación de recursos humanos con los objetivos estratégicos y la productividad organizativa, mientras que Do et al. (2018) conectan las políticas de recursos humanos orientadas a la innovación con la estrategia y el desempeño empresarial. No obstante, Zhang et al. (2022) muestran que el pago por desempeño individual puede tener efectos distintos sobre la creatividad según la orientación colectivista de los empleados. Por tanto, las prácticas de recursos humanos no deben orientarse solo al rendimiento inmediato, sino también a crear condiciones de aprendizaje, motivación y participación.

El segundo bloque es el liderazgo. Los artículos analizados muestran que el liderazgo emprendedor, transformacional, carismático, digital y empoderador puede influir en la creatividad corporativa mediante mecanismos como la autonomía, la confianza, el apoyo o la orientación estratégica. Zhang et al. (2025a) analizan el liderazgo carismático y muestran que sus efectos sobre creatividad y desempeño dependen de condiciones como los sistemas de trabajo de alto rendimiento o la orientación al desempeño del grupo. Boedker y Chong (2022) señalan que el liderazgo empoderador puede generar efectos diferentes según el tipo de controles contables utilizados. Choi et al. (2023), desde una perspectiva más concreta, muestran que incluso la comunicación digital del líder puede afectar a la creatividad de los miembros. Por ello, el liderazgo aparece como un factor relevante no solo por las decisiones directivas, sino por el clima psicológico y relacional que genera.

El tercer bloque agrupa el aprendizaje organizativo, el intercambio de conocimiento y la transferencia de información. En este caso, los estudios coinciden en que la creatividad corporativa necesita una base de conocimiento compartido. Anser et al. (2022), Cai et al. (2025), Lugar y Novićević (2021), Ureña-Espaillat et al. (2022) e Itoe Mote y Karadas (2022) señalan, desde distintos enfoques, que compartir conocimiento, evitar su ocultación, transferir información y aprender organizativamente favorece comportamientos creativos e innovadores. Este factor resulta especialmente importante porque conecta la creatividad corporativa con la forma en que la empresa utiliza sus recursos intangibles para generar soluciones aplicables.

El cuarto bloque corresponde a la cultura y el clima laboral. La creatividad corporativa requiere entornos donde los empleados puedan proponer ideas sin miedo excesivo al error o a la sanción. Guchait et al. (2020) muestran la importancia de la cultura de gestión del error, mientras que De Clercq y Pereira (2021) destacan el papel del perdón organizativo. Kang et al. (2021) relacionan intraemprendimiento, engagement y creatividad, e Hidayat et al. (2023) vinculan apoyo organizativo, significado del trabajo y creatividad. También resultan relevantes los estudios sobre aburrimiento, insomnio, orientación al aprendizaje y job crafting, ya que muestran que la creatividad corporativa depende en parte del estado psicológico, energético y motivacional de los empleados (Miron-Spektor et al., 2022; Zhang et al., 2025b). De forma complementaria, Aldabbas et al. (2023) muestran que

el apoyo organizativo percibido puede favorecer la creatividad a través del engagement laboral, mientras que Zhang, Kim y Ding (2023) relacionan los sistemas de medición del rendimiento con el empoderamiento psicológico, la creatividad y el desempeño organizativo. Asimismo, Adiguzel et al. (2025) señalan que la gestión de recursos humanos orientada a la creatividad y la gestión de la calidad pueden influir en el desempeño empresarial y la sostenibilidad mediante la comercialización. En conjunto, estos trabajos indican que la creatividad corporativa se fortalece cuando la organización combina apoyo, medición, calidad y gestión de personas de forma coherente.

El quinto bloque es la tecnología y la digitalización. Los estudios revisados muestran que el big data, la Industria 4.0, la inteligencia artificial, la inteligencia artificial generativa, la automatización y las redes sociales empresariales pueden modificar la forma en que se genera, comparte y aplica la creatividad corporativa. Awan et al. (2022), Cui et al. (2022), Opazo-Basáez et al. (2022), Luqman et al. (2021) y Zang y Li (2025) permiten observar que la tecnología puede actuar como impulsor de creatividad y desempeño, pero también como fuente de tensión si genera sobrecarga, interrupciones o pérdida de confianza creativa. Además, Hamouche et al. (2025) muestran que el liderazgo digital puede influir en la creatividad a través de la alfabetización digital y la orientación al aprendizaje, mientras que Ameen et al. (2024) relacionan la capacidad de inteligencia artificial y la agilidad estratégica con la creatividad de productos y servicios. Wang y Zhang (2025) añaden que la inteligencia artificial generativa puede mejorar la creatividad y el desempeño en marketing hotelero cuando existe apoyo organizativo y una estrategia adecuada. Sin embargo, Yan y Teng (2025) advierten que la conciencia sobre la inteligencia artificial puede tener un efecto de doble filo, al impulsar ciertos comportamientos positivos pero también generar inseguridad o tensión. Por ello, la tecnología puede favorecer la creatividad corporativa y la productividad, pero su efecto depende de la formación, el liderazgo y la percepción de los empleados.

El último bloque corresponde a los factores contextuales y externos. La literatura indica que la creatividad corporativa no produce los mismos efectos en todos los sectores ni bajo las mismas condiciones. Tsai y Huang (2020) muestran que los mecanismos de refuerzo de la creatividad en servicios tienen efectos más fuertes en empresas pequeñas, sectores intensivos en conocimiento y contextos con alta intensidad innovadora. Tran y Khuong

(2023) destacan la importancia de la compatibilidad con socios y la co-creación de valor en pymes, mientras que Darvishmotevali et al. (2024) muestran que la incertidumbre ambiental puede afectar al desempeño creativo dependiendo de las competencias disponibles. Además, Muthuswamy y Chong (2022) relacionan la estrategia empresarial con la creatividad organizativa, señalando que los objetivos, los planes y el compromiso organizativo pueden influir en la capacidad creativa de la empresa. En esta misma línea, Ageli et al. (2025) muestran que el liderazgo emprendedor puede favorecer el desempeño sostenible en el sector bancario a través de la creatividad de los empleados y del clima orientado a la innovación. Estos resultados refuerzan la idea de que la creatividad corporativa se desarrolla mejor cuando existe coherencia entre estrategia, liderazgo, clima, innovación y contexto.

### 4.4 Relación entre creatividad corporativa y productividad/desempeño

La relación entre creatividad corporativa y productividad/desempeño aparece en los artículos revisados de forma amplia y con diferentes manifestaciones. En algunos trabajos, esta relación se observa a través del desempeño organizativo; en otros, mediante indicadores como el rendimiento innovador, el crecimiento de ventas, la sostenibilidad, la productividad del empleado, la mejora de procesos o la productividad de objetivos. Esta diversidad confirma que la productividad empresarial no siempre se mide de manera directa, sino que suele aparecer vinculada a resultados que reflejan la capacidad de la empresa para mejorar, adaptarse o generar valor.

Uno de los resultados más relevantes es que la creatividad corporativa suele actuar como un mecanismo que conecta determinadas prácticas internas con los resultados empresariales. Ismail et al. (2020) muestran que la creatividad del empleado ayuda a explicar la relación entre los sistemas de trabajo de alto rendimiento y el desempeño no financiero de la empresa. De forma similar, Nawaz et al. (2025) y Parveen y Alshehri (2023) relacionan el liderazgo, la creatividad, el comportamiento innovador y el desempeño organizativo. Estos estudios permiten observar que la creatividad corporativa no aparece únicamente como una consecuencia de la gestión empresarial, sino también como un elemento que ayuda a transformar determinadas prácticas organizativas en mejores resultados.

Otro resultado importante se encuentra en la relación entre creatividad corporativa e innovación. Tsai y Huang (2020) muestran que los mecanismos de refuerzo de la creatividad

en empresas de servicios pueden mejorar tanto el crecimiento de ventas como el desempeño innovador. Por su parte, Cui et al. (2022) vinculan la creatividad del empleado con la innovación del modelo de negocio, mientras que Oltra et al. (2022) muestran cómo determinadas prácticas de recursos humanos en proyectos skunkworks pueden facilitar la innovación radical. En estos casos, la creatividad corporativa repercute en la productividad cuando las ideas generadas dentro de la empresa consiguen convertirse en innovaciones, mejoras organizativas o soluciones aplicables.

Asimismo, varios estudios relacionan la creatividad corporativa con la capacidad de adaptación y aprendizaje de las empresas. Opazo-Basáez et al. (2022) muestran que la Industria 4.0 puede mejorar la productividad al facilitar la gestión de cadenas globales de valor. Awan et al. (2022) conectan big data, creatividad organizativa, agilidad manufacturera y desempeño, mientras que Ureña-Espaillat et al. (2022) destacan el papel de la gestión del conocimiento, la creatividad y la innovación responsable en el desempeño empresarial. Estos trabajos muestran que la creatividad corporativa puede contribuir a la productividad cuando permite a la empresa aprender, coordinarse mejor, incorporar conocimiento externo y responder con mayor rapidez a los cambios del entorno.

También se identifica una dimensión individual y laboral en esta relación. Crider et al. (2024) muestran que el emprendimiento híbrido puede aumentar la creatividad en el trabajo principal y mejorar la satisfacción laboral. Kang et al. (2021) relacionan engagement y creatividad, mientras que De Clercq y Pereira (2021) señalan que la falta de sueño puede reducir los comportamientos creativos y afectar a conductas productivas. Azeem et al. (2021), en el sector bancario, vinculan clima innovador, creatividad, bienestar psicológico y comportamiento de ciudadanía organizativa como elementos asociados a la productividad. Por tanto, los resultados revisados indican que la productividad no depende únicamente de procesos, tecnología o estructura, sino también del estado, la implicación y la participación de los empleados.

En síntesis, los artículos revisados muestran que la creatividad corporativa puede contribuir a la productividad empresarial, aunque esta contribución suele producirse a través de vías intermedias. La innovación, la mejora de procesos, el aprendizaje organizativo, el comportamiento innovador, la adaptación al entorno y el desempeño de los empleados

aparecen como los principales canales mediante los cuales la creatividad puede transformarse en resultados empresariales. Por ello, la relación entre creatividad corporativa y productividad debe entenderse como una relación condicionada por el modo en que la empresa gestiona sus recursos, sus personas, su conocimiento y su contexto. Otros artículos permiten reforzar la conexión entre creatividad corporativa, innovación y resultados empresariales. Castillo-Vergara y García-Pérez-de-Lema (2020) muestran que el proceso creativo puede favorecer la innovación de producto en pymes, especialmente cuando la creatividad se combina con la asunción de riesgos. Roth et al. (2023), desde un estudio cuasi-experimental en la industria de la aviación, señalan que el design thinking puede desarrollar capacidades directivas dinámicas mediante la resolución creativa de problemas y la autoeficacia creativa. Por su parte, Valaei et al. (2022) vinculan creatividad, innovación y desempeño competitivo en empresas de gran consumo desde la perspectiva de recursos y capacidades. Behl et al. (2024) añaden que la gamificación puede actuar como una herramienta de innovación capaz de mejorar capacidades organizativas, sostenibilidad y desempeño de marketing. Desde el ámbito del conocimiento, Abbas et al. (2019) muestran que el intercambio de conocimiento y el aprendizaje organizativo pueden favorecer la innovación y el desempeño sostenible. Finalmente, Kumar et al. (2021) permiten introducir una visión más conductual, al analizar cómo un rendimiento inferior al esperado puede afectar a los comportamientos laborales e innovadores dependiendo del enfoque regulatorio de los empleados. En conjunto, estos estudios refuerzan la idea de que la creatividad corporativa puede repercutir en la productividad cuando se transforma en innovación, aprendizaje, capacidades dinámicas, mejora competitiva o comportamientos laborales orientados al cambio.

# 5. Discusión

## 5.1 Discusión de los resultados

A partir de los resultados obtenidos, puede interpretarse que la creatividad corporativa no debe entenderse como un recurso aislado, sino como una capacidad que se construye dentro de la organización. Las ideas nuevas y útiles no surgen únicamente porque existan

empleados creativos, sino porque la empresa crea condiciones que permiten que esas ideas aparezcan, circulen y puedan aplicarse. Esta interpretación es relevante para el objetivo del trabajo, ya que desplaza el análisis desde una visión individual de la creatividad hacia una comprensión más organizativa y estratégica.

Uno de los aspectos más importantes que se desprende del análisis es que los factores identificados no actúan de manera independiente. Las prácticas de recursos humanos, el liderazgo, el aprendizaje organizativo, la cultura laboral, la tecnología y los factores externos se relacionan entre sí y pueden reforzarse o limitarse mutuamente. Por ejemplo, una empresa puede invertir en formación o participación de los empleados, pero si el liderazgo no ofrece autonomía o el clima interno penaliza el error, esas prácticas pueden no traducirse en mayor creatividad corporativa. Del mismo modo, la incorporación de tecnologías digitales puede generar oportunidades, pero sus efectos dependerán de la preparación de los empleados, del apoyo organizativo y de la forma en que esas herramientas se integren en el trabajo diario.

Esta discusión permite entender que la creatividad corporativa funciona como una capacidad intermedia entre los recursos de la empresa y sus resultados. Los factores analizados pueden favorecer la creatividad, pero esta solo tendrá impacto sobre la productividad cuando las ideas se transformen en mejoras reales. Por ello, la creatividad no debe confundirse con la simple generación de propuestas, sino que debe analizarse como parte de un proceso más amplio que incluye el desarrollo, la evaluación y la aplicación de esas ideas dentro de la organización. Desde esta perspectiva, una empresa creativa no es únicamente aquella que produce muchas ideas, sino aquella que consigue convertirlas en aprendizaje, innovación, eficiencia o mejor desempeño.

Los resultados también permiten observar que la creatividad corporativa depende tanto de elementos formales como informales. Los elementos formales aparecen en las políticas de recursos humanos, los sistemas de evaluación, la formación, la organización del trabajo o la incorporación de tecnología. Sin embargo, los elementos informales, como la confianza, la seguridad psicológica, la apertura al error o la calidad de las relaciones internas, resultan igualmente importantes. Esta combinación ayuda a explicar por qué dos empresas pueden aplicar prácticas similares y obtener resultados distintos: la eficacia de una práctica no depende solo de su existencia, sino también del contexto organizativo en el que se aplica.

Otro elemento importante es que la relación entre creatividad corporativa y productividad no puede explicarse de forma lineal. Existen condiciones que pueden facilitar esta relación, como el liderazgo, la confianza, el intercambio de conocimiento y el clima de apoyo, pero también barreras que pueden limitarla, como la sobrecarga tecnológica, la falta de autonomía, una cultura rígida o la ausencia de mecanismos para aplicar las ideas. Por tanto, la creatividad corporativa tiene potencial para mejorar la productividad, pero dicho potencial depende de cómo se gestione dentro de la empresa.

La tecnología ocupa una posición especialmente compleja. Puede ampliar las posibilidades de creatividad corporativa al facilitar información, coordinación y nuevas formas de innovación, pero también puede generar efectos negativos cuando aumenta la presión, las interrupciones o la inseguridad de los empleados. Esta ambivalencia permite interpretar que la digitalización no garantiza por sí misma una mejora del desempeño. Para que tenga un impacto positivo, debe estar acompañada de formación, liderazgo, claridad estratégica y apoyo organizativo. De lo contrario, puede convertirse en una carga adicional en lugar de actuar como un recurso facilitador.

Asimismo, la discusión permite señalar que la creatividad corporativa no tiene el mismo significado en todos los contextos empresariales. En algunas empresas puede estar más relacionada con la innovación de productos o servicios, mientras que en otras puede expresarse mediante la mejora de procesos, la resolución de problemas, la adaptación al entorno o la reorganización del trabajo. Esta variedad no debilita el concepto, sino que muestra que cada organización debe identificar qué condiciones son más relevantes en su propio contexto.

En conjunto, la discusión de los resultados permite afirmar que la creatividad corporativa puede ser un recurso estratégico para la empresa, pero solo cuando se integra dentro de un sistema organizativo coherente. La productividad empresarial no mejora simplemente por promover la creatividad, sino cuando la organización dispone de condiciones adecuadas para transformar esa creatividad en acciones útiles. Por ello, el principal aprendizaje del análisis es que la creatividad corporativa debe gestionarse como una capacidad organizativa conectada con las personas, la cultura, el conocimiento, la tecnología y el entorno en el que opera la empresa.

## 5.2 Implicaciones teóricas y prácticas

Desde el punto de vista teórico, este trabajo contribuye a ordenar la literatura reciente sobre creatividad corporativa y productividad empresarial, integrando investigaciones que abordan el tema desde enfoques distintos. Una primera implicación es que la creatividad corporativa debe entenderse como un fenómeno multidimensional. Aunque la creatividad del empleado aparece en muchos estudios como una de sus manifestaciones más visibles, los resultados indican que también intervienen factores colectivos, estructurales, tecnológicos y contextuales. Por ello, el análisis realizado permite reforzar una visión amplia de la creatividad dentro de la empresa, en la que el individuo, el equipo, la organización y el entorno se influyen mutuamente.

Otra implicación teórica se relaciona con la forma de entender la productividad. Los artículos revisados no siempre utilizan este concepto de manera estricta, sino que lo vinculan con desempeño organizativo, rendimiento innovador, crecimiento de ventas, sostenibilidad, productividad del empleado o mejora de procesos. Esta variedad confirma que la creatividad corporativa puede repercutir en los resultados empresariales de formas diferentes. En algunos casos, su efecto se refleja en indicadores económicos; en otros, en resultados internos, innovación, adaptación o eficiencia organizativa. Por ello, el trabajo justifica la necesidad de estudiar la relación entre creatividad y productividad desde una perspectiva amplia.

En el plano práctico, los resultados ofrecen orientaciones útiles para las empresas. En primer lugar, las organizaciones que quieran fomentar la creatividad corporativa deberían prestar atención a sus políticas de recursos humanos. La formación, la participación, el onboarding, la evaluación del desempeño y el empoderamiento pueden facilitar que los empleados se impliquen en la generación de ideas y en la mejora de procesos. No obstante, los resultados también sugieren que estas prácticas deben ir más allá de los incentivos económicos. Para que tengan un efecto real, deben crear oportunidades de aprendizaje, autonomía y aplicación práctica de las ideas.

En segundo lugar, el liderazgo aparece como una herramienta fundamental para activar la creatividad corporativa. Los líderes no solo organizan el trabajo, sino que influyen en la seguridad, la confianza y la motivación con la que los empleados participan en procesos

creativos. Un liderazgo que ofrece apoyo, orientación y autonomía puede favorecer la propuesta de nuevas soluciones. En cambio, un estilo excesivamente rígido, centrado únicamente en el control o poco abierto al error puede reducir la iniciativa y limitar el potencial creativo de la organización.

Otra implicación práctica se refiere a la gestión del conocimiento. Las empresas deberían favorecer espacios de colaboración, canales de comunicación interna y dinámicas que permitan compartir información entre áreas, equipos y niveles jerárquicos. La creatividad corporativa se fortalece cuando los empleados pueden combinar experiencias, aprender de otros y transformar el conocimiento disponible en soluciones concretas. Esta cuestión resulta especialmente importante en organizaciones intensivas en conocimiento o en entornos donde la innovación depende de la cooperación entre perfiles diversos.

También resulta necesario cuidar la cultura y el clima laboral. Los resultados indican que la creatividad corporativa necesita entornos donde el error pueda utilizarse como aprendizaje y donde los empleados no perciban un riesgo excesivo al proponer ideas. Una cultura basada únicamente en la eficiencia inmediata puede dificultar la innovación, mientras que un clima de apoyo, confianza y orientación al aprendizaje puede facilitar tanto la creatividad como su posible impacto en la productividad.

Por último, la tecnología debe gestionarse de forma equilibrada. La digitalización, el big data y la inteligencia artificial pueden ampliar la capacidad creativa de la organización, pero también pueden generar tensión si se introducen sin preparación suficiente. Para que su efecto sea positivo, las empresas deben acompañar la tecnología de formación, liderazgo digital, claridad estratégica y apoyo a los empleados. De esta forma, las herramientas digitales pueden convertirse en un medio para mejorar la creatividad corporativa y no en una fuente adicional de sobrecarga.

## 6. Conclusión

A partir del trabajo realizado, se puede concluir que la creatividad corporativa es un elemento relevante para comprender cómo las empresas pueden mejorar su productividad y su desempeño, pero siempre que se entienda desde una perspectiva amplia. La revisión sistemática realizada ha permitido observar que la creatividad no aparece únicamente como

una capacidad individual de algunos empleados, sino como un fenómeno que depende de las condiciones que la propia organización genera. Por ello, una de las ideas principales que se extrae del estudio es que la creatividad corporativa no surge de manera automática, sino que necesita un entorno adecuado para desarrollarse.

El análisis de los 58 artículos seleccionados ha permitido identificar seis grandes factores que influyen en la creatividad corporativa: los recursos humanos, el liderazgo, el aprendizaje organizativo, la cultura y el clima laboral, la tecnología y los factores externos o contextuales. Estos factores no actúan de forma independiente, sino que se relacionan entre sí y pueden reforzarse o limitarse mutuamente. Por ejemplo, unas buenas prácticas de recursos humanos pueden perder eficacia si no existe un liderazgo adecuado, del mismo modo que la tecnología puede no generar mejoras si la empresa no ofrece formación, apoyo o una cultura abierta al aprendizaje.

Una de las conclusiones más importantes del trabajo es que las empresas no deben entender la creatividad corporativa como una simple generación de ideas, sino como una capacidad que puede afectar a distintos ámbitos de la organización. La creatividad puede contribuir a mejorar procesos, resolver problemas, favorecer la innovación, aumentar la capacidad de adaptación y reforzar el desempeño empresarial. Sin embargo, para que esto ocurra, las ideas deben poder compartirse, desarrollarse y aplicarse dentro de la empresa. Por tanto, la creatividad solo tendrá un efecto real sobre la productividad cuando exista una estructura organizativa capaz de convertir esas ideas en resultados.

También se ha podido comprobar que la relación entre creatividad corporativa y productividad no siempre es directa. En muchos casos, la creatividad actúa como un mecanismo intermedio entre determinados factores organizativos y los resultados empresariales. Esto significa que prácticas como la formación, la participación de los empleados, el liderazgo, el intercambio de conocimiento o la digitalización pueden favorecer la creatividad, y que esta, a su vez, puede traducirse en innovación, mejora de procesos o mayor desempeño. Por esta razón, la productividad debe entenderse en un sentido amplio, no solo como producir más con menos recursos, sino también como mejorar la eficiencia, la calidad, la innovación, la sostenibilidad y el rendimiento general de la empresa.

Otra conclusión relevante es que el papel de las personas sigue siendo central. Aunque la tecnología, el big data o la inteligencia artificial están adquiriendo cada vez más importancia en las empresas, los resultados revisados muestran que la creatividad corporativa sigue dependiendo en gran medida de cómo se sienten, se implican y participan los empleados. La tecnología puede facilitar el acceso a información y mejorar la coordinación, pero no sustituye la necesidad de confianza, autonomía, aprendizaje, motivación y apoyo organizativo. De hecho, cuando la tecnología se introduce sin una gestión adecuada, también puede generar sobrecarga, inseguridad o dificultades de adaptación.

En definitiva, este TFG permite concluir que la creatividad corporativa puede ser un recurso estratégico para las empresas, pero solo si se gestiona de forma adecuada. No basta con pedir a los empleados que sean creativos ni con incorporar nuevas tecnologías. Las empresas deben crear condiciones que favorezcan la participación, el aprendizaje, la comunicación, el liderazgo positivo y la aplicación real de las ideas. De esta manera, la creatividad corporativa puede convertirse en una herramienta útil para mejorar la productividad, el desempeño y la capacidad de la organización para responder a los cambios del entorno.

**Declaración de Uso de Herramientas de Inteligencia Artificial Generativa en Trabajos Fin de Grado**

Por la presente, yo, Álvaro Rosa Sánchez, estudiante de Administración y Dirección de Empresas de la Universidad Pontificia Comillas al presentar mi Trabajo Fin de Grado titulado " Factores determinantes de la creatividad corporativa y su contribución a la productividad empresarial: una revisión sistemática de la literatura", declaro que he utilizado la herramienta de Inteligencia Artificial Generativa ChatGPT u otras similares de IAG de código sólo en el contexto de las actividades descritas a continuación

1. **Brainstorming de ideas de investigación:** Utilizado para idear y esbozar posibles áreas de investigación.
2. **Referencias:** Usado conjuntamente con otras herramientas, como Science, para identificar referencias preliminares que luego he contrastado y validado.
3. **Estudios multidisciplinares:** Para comprender perspectivas de otras comunidades sobre temas de naturaleza multidisciplinar.
4. **Corrector de estilo literario y de lenguaje:** Para mejorar la calidad lingüística y estilística del texto.
5. **Generador previo de diagramas de flujo y contenido:** Para esbozar diagramas iniciales.
6. **Sintetizador y divulgador de libros complicados:** Para resumir y comprender literatura compleja.
7. **Revisor:** Para recibir sugerencias sobre cómo mejorar y perfeccionar el trabajo con diferentes niveles de exigencia.

Afirmo que toda la información y contenido presentados en este trabajo son producto de mi investigación y esfuerzo individual, excepto donde se ha indicado lo contrario y se han dado los créditos correspondientes (he incluido las referencias adecuadas en el TFG y he explicitado para que se ha usado ChatGPT u otras herramientas similares). Soy consciente de las implicaciones académicas y éticas de presentar un trabajo no original y acepto las consecuencias de cualquier violación a esta declaración.

Fecha: 3 de junio de 2026

Firma:



# Anexo

## Anexo 1. Matriz de artículos incluidos en la revisión sistemática. Elaboración propia.

| Authors | Article Title | Source Title | Document Type | Publication Date | Publication Year | Abstract | | Factores | Cuantitativa /Cualitativa | Metodologia | Muestra |
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| Cobbinah, Benjamin; Agyapong, Ahmed; Mensah, Henry Kofi; Acquaah, Moses | Driving market success: The roles of organizational creativity, resilience, and turbulence in Ghanaian manufacturing firms | JOURNAL OF BUSINESS RESEARCH | Article | OCT 2025 | 2025 | The purpose of this study is to examine the proposition that organizational resilience acts as a mediating factor in enhancing the relationship between organizational creativity and firm performance. Furthermore, the study argues that the degree of technology turbulence and market turbulence affects the indirect impact of organizational creativity on firm performance through organizational resilience. Data gathered from 399 ownermanagers and other executives of manufacturing enterprises in Ghana, collected over two time periods from different respondents, was used to test the hypotheses. The findings suggest that the connection between organizational creativity and firm performance is mediated by organizational resilience. Furthermore, the findings indicate that in situations of increased technological turbulence and market turbulence, the mediated relationship between organizational creativity and firm performance via organizational resilience is enhanced. The implications of these findings are discussed, providing valuable insights for managers navigating the challenges of doing business in dynamic and resource-constrained environments. | | recursos/tiempo | cuantitativa | | |
| Zhu, Fei; Wan, Juan; Zhu, Xiji; Yue, Meiqi | Human resource flexibility and employee creativity: the roles of perceived HR strength, career satisfaction, and employer brand | ASIA PACIFIC JOURNAL OF HUMAN RESOURCES | Article | JUL 2024 | 2024 | In a dynamic business environment, human resource (HR) flexibility has emerged as a key factor in improving organizational performance and in potentially influencing employee outcomes. However, research on the complex cross-level effects of HR flexibility on employee outcomes remains underexplored. This study addresses this research gap by focusing on HR flexibility and its impact on employee creativity. Drawing on social information processing (SIP) theory, we present a novel model that elucidates the mechanisms through which HR flexibility promotes employee creativity and identifies the boundary conditions under which this effect is most pronounced. Specifically, we argue that perceived HR strength and career satisfaction play serial mediating roles in the relationship between HR flexibility and employee creativity, and that employer brand positively moderates this relationship. Our arguments are supported by a sample of 344 employees and 72 senior HR managers from financial services companies in China. Our work applies SIP theory to deepen the understanding of HR flexibility and contributes to the literature on HR flexibility and creativity. | | recursos/tiempo | cuantitativa | | |
| Trang, Tran Thi Van; Khuong, Mai Ngoc | The role of risk factors, partner compatibility, organizational creativity and co-creation value on firm performance: evidence from SMEs in Vietnam | ZBORNIK RADOVA EKONOMSKOG FAKULTETA U RIJECI-PROCEEDINGS OF RIJEKA FACULTY OF ECONOMICS | Article | 2023 | 2023 | This research aims to analyze how risk and compatibility between partners affect organizational creativity, co-creation value, and firm performance in a developing economy. The PLS-SEM method was utilized to process and evaluate a dataset of 454 valid cases from property owners, chief executives, vice presidents, broad assistants, and department managers of SMEs in Vietnam. The results validated the connections between risk variables, partner compatibility, organizational creativity, co-creation value, and firm performance. This study further enhances the current knowledge base in the realm of partner selection and provides valuable insights that can be applied in managerial contexts. Companies must consider external factors like risk and partner compatibility to improve organizational creativity, co-creation value, and firm performance. While risk factors, partner compatibility, organizational creativity, co-creation value, and business performance have garnered significant attention in academic circles globally, there is a shortage of studies exploring the interrelationships among these five phenomena together. This research is one of the initial studies that presents a complete model elucidating the interconnections between different categories. | | rrhh/cultura organizativa/ tecnologia | cuantitativa | Diseño empirico | n= 454 |
| Nawaz, Ahsan; Wenqi, Jiang; Akhtar, Sajid | Entrepreneurial leadership and organizational performance: employee creativity and behavior | MANAGEMENT DECISION | Article | JUN 26 2025 | 2025 | PurposeThis research aims to highlight the connection of entrepreneurial leadership with improved organizational outcomes through employee-driven factors of creativity and behavior. It addresses certain existing research gaps concerning the interaction of leadership practices with organizational performance.Design/methodology/approachA quantitative cross-sectional design was employed to analyze the interaction among the study variables. Data was collected from 414 employees across various industries in Punjab, Pakistan through an adapted questionnaire which was in structured form. Smart Pls 4 and SPSS were used for analysis of the collected data.FindingsThe findings indicate positive and significant effect of entrepreneurial leadership on organizational performance, wherein employee creativity and behavior are the key mediators. The study shows that high levels of employee creativity and positive behavior are directly linked to improved performance metrics in organizations led by entrepreneurial leaders. This consequently underscores the need of creating an environment which encourages creativity and supports positive employee behaviors required for entrepreneurial leadership.Originality/valueThis research enriches the academic discourse by quantitatively confirming the mediating role of employee creativity and behavior between entrepreneurial leadership and organizational performance. Unlike previous studies which focused mainly on direct effects or less quantifiable leadership aspects, this study provides empirical evidence supporting a model where employee attributes significantly impact organizational success under entrepreneurial leadership. This insight is valuable for leaders and practitioners aiming to utilize entrepreneurial leadership in dynamic business settings. | | liderazgo | cuantitativa | Diseño empirico | n= 414 |
| de Vasconcellos, Silvio Luis; Giacomin, Renata; da Silva, Fernando Jorge; de Goes, Bruno Barreto | The dual-edged sword effect of reciprocal information exchanges within partnerships on performance: The mediating role of creativity | LONG RANGE PLANNING | Article | AUG 2024 | 2024 | This study investigates the impact of reciprocal information exchanges within partnerships on organizational performance, with a focus on the mediating role of organizational creativity. We conducted a quantitative investigation using a survey of 401 micro, small, and medium enterprises (MSMEs) in Brazil, and analyzed the data using multivariate regression analysis. Our primary contribution to the strategy field lies in the adoption of a knowledge-based view (KBV) to demonstrate how reciprocal information exchanges within partnerships can stimulate organizational creativity and positively impact performance, particularly in resource-scarce environments. A key managerial insight from our study is that reciprocal information exchanges serve as a dualedged sword, enhancing both organizational creativity and performance. This is particularly relevant for firms in competitive ecosystems where the bidirectional flow of information can be critical to gaining competitive advantage. | | recursos/tiempo | cuantitativa | | |

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| Chen, Yang; Liu, Dong; Tang, Guiyao; Hogan, Toschia M. | Workplace events and employee creativity: A multistudy field investigation | PERSONNEL PSYCHOLOGY | Article | JUN 2021 | 2021 | A burgeoning body of research has examined the influence of stable attributes of individuals, teams, and organizations on employee creativity. Events, however, permeate the increasingly dynamic and uncertain business context. To extend the creativity literature, we draw on event system theory to examine whether, when, and how workplace events impact employee creativity. Our findings based on two time-lagged field studies reveal that workplace event novelty and criticality interact to fuel employee improvisation and in turn, employee creativity. The positive relationship between workplace event novelty and employee improvisation is stronger when workplace events are more critical. Our research highlights the value of an event-oriented theory-building approach to investigate dynamic organizational phenomena. | | colaboración/equipos | cuantitativa | Estudio Empírico con encuesta | n=566 |
| Otoo, Frank Nana Kweku; Adjei Junior, Prince Nti; Agyeman, George Aboagye; Bekoe, Regina | Examining the relationship between human resource management practices and employee creativity: the mediating role of organizational learning capability | AFRICAN JOURNAL OF ECONOMIC AND MANAGEMENT STUDIES | Article; Early Access | | 2025 | PurposeLearning capability improves knowledge resources fosters innovative capabilities and firm competitiveness. The study aims to examine the human resource management (HRM) practice and employee creativity relationship using organizational learning capability (OLC) as a mediating variable.Design/methodology/approachData were collected from 67 small-sized and 96 medium-sized firms. Confirmatory factor analysis was applied to establish construct validity and reliability. Structural equation modeling was used to evaluate the proposed model and hypotheses.FindingsThe results show that performance appraisal and employee creativity were positively related. Employee participation and employee creativity were positively related. Compensation and employee creativity were nonsignificantly related. OLC mediates the performance appraisal and employee creativity relationship. Similarly, OLC mediates the employee participation and employee creativity relationship. However, OLC did not mediate the compensation and employee creativity relationship.Research limitations/implicationsDue to the research's SME focus and cross-sectional data, the finding's generalizability will be constrained.Practical implicationsThe findings of the study would be useful to policymakers, stakeholders and management of SMEs in developing a supportive learning climate that promotes experiential and continuous learning cultures to ensure strategic capabilities, sustainable competitive advantage and innovativeness.Originality/valueThe study contributes to the extant literature on OLC, HRM practices and employee creativity by empirically evidencing that OLC mediates the performance appraisal, employee participation and employee creativity relationship. | | recursos/tiempo, prácticas de RR. HH. (formación, recompensas), cultura organizativa | cuantitativa | Estudio Empírico | |
| Muthuswamy, V. V.; Chong, K. W. | RELATIONSHIPS OF ENTERPRISE STRATEGY AND ORGANIZATIONAL CREATIVITY | POLISH JOURNAL OF MANAGEMENT STUDIES | Article | 2022 | 2022 | The goal of the current study is to examine relationship of the enterprise strategy elements: organizational goals, commitment and plans and the organizational creativity of the pharmaceutical retail business in Malaysia. The research objectives also include the investigation of mediating impact of innovation adoption among the links of organizational goals, organizational commitment, organizational plans, and organizational creativity of the pharmaceutical retail enterprises in Malaysia. The results were assessed using AMOS and revealed that organizational goals, organizational commitment, and organizational plans have a positive association with the organizational creativity of the pharmaceutical retail enterprises in Malaysia. The findings also indicated that innovation adoption significantly mediates among the nexus of organizational goals, organizational commitment, organizational plans, and organizational creativity of the pharmaceutical retail industry in Malaysia. These findings are meaningful for the regulators while formulating the policies related to the innovation adoption that improves organizational performance and creativity. | | rrhh/ cultura organizativa | Cuantitativa | Estudio Empírico | n=760 |
| Zhang, Lu; Kim, Dalgon; Ding, Shusheng | Cultivating organizational performance through the performance measurement systems: Role of psychological empowerment and creativity | FRONTIERS IN PSYCHOLOGY | Article | MAR 22 2023 | 2023 | Interactive performance measurement systems (PMSs) play a critical role in shaping individual behavior and performance. To identify the underlying mechanism of how PMSs enhance organizational performance, a proposed model was constructed to investigate psychological empowerment and employee creativity as possible mediating variables. Based on a sample of 211 managers from Chinese organizations, a partial least squares structural equation modelling (PLS-SEM) approach was used to examine the mediating effect presented in the aim. Interactive use of PMS has a positive and direct impact on psychological empowerment. Psychological empowerment positively influences creativity, which, in turn, positively influences organizational performance. The findings also show that psychological empowerment and creativity mediate the impacts of interactive use of PMS on organizational performance. Our study highlights the role of PMSs, and how to use them interactively in turbulent environments. Particularly, we demonstrate that interactive use of PMS is important for facilitating a manager's sense of psychological empowerment and fostering creativity, which, in turn, contributes to better performance and greater competitive advantages. | | empowerment | cuantitativa | Diseño empírico | n= 211 |
| Shahzad, Muhammad Asim; Wang, Xiaoxiang; Chen, Shuling; Li, Zhengguo; Riaz, Muhammad Faraz | Impact of big data analytic capabilities on manufacturing performance | JOURNAL OF MANUFACTURING TECHNOLOGY MANAGEMENT | Article | AUG 5 2025 | 2025 | PurposeDiving into big data analytics (BDA) involves systematically collecting, examining, and analyzing vast data volumes, unveiling market trends, valuable insights, and discernible patterns. For manufacturers, BDA offers real-time insights into production processes, identifying inefficiencies, minimizing waste, and optimizing throughput to enhance overall operational efficiency. In an era where BDA is growing, academics and business professionals are exploring strategies to leverage these technologies' revolutionary potential to gain a competitive edge. This study investigates the nuanced effect of BDA capabilities (BDACs) on organizational creativity, organizational impact, and digital transformation in manufacturing firms.Design/methodology/approachThrough a survey, we collected data from manufacturing personnel (n = 404), and data was evaluated using a metanalytical approach (Partial Least Squares Structural Equation Modeling (PLS-SEM), IPMA, and SPSS).FindingsThis study's findings suggested that BDACs positively impact organizational creativity, digital transformation, and organizational impact. Organizational creativity, impact, and digital transformation positively affect organizational performance (OP). Furthermore, the findings emphasized that digital transformation (DT) and organizational impact partially mediate BDACs and organizational creativity (OC).Practical implicationsOur findings illuminate the essential components comprising a BDA capability, revealing the profound impact of nurturing these capabilities on pivotal organizational functions, thereby influencing overall organizational performance.Originality/valueThis study offers unique insights by investigating the often-overlooked interconnections between Big Data Analytic Capabilities (BDACs), digital transformation, organizational impact, and creativity within manufacturing contexts. While prior research has emphasized BDA's operational benefits, our study bridges a critical gap by examining how BDACs foster creativity and drive digital transformation, which in turn amplify organizational impact and performance. By uncovering BDACs' mediating effects, this research provides manufacturers with a framework to leverage analytics for not just efficiency but also innovation and sustainable competitive advantage in a rapidly evolving digital landscape. | | capacidades digitales/transformación digital | cuantitativa | | |
| Zhao, Honglei; Su, Qingming; Zhang, Li; Zhong, Jie | Understanding the influence of dual authoritarian leadership on employee creativity: The type of leadership and the role of event | CURRENT PSYCHOLOGY | Article | OCT 2023 | 2023 | This paper investigates the impact of two different types of authoritarian leadership on employee creativity and the role of specific events in this mechanism. Our study used qualitative research methods and a grounded theory approach, collecting data from interviews and archives. Transcripts of eight interviews and seven archival files were selected to generate the results. We found that authoritarian leadership exhibits two seemingly contradictory components, dominance-focused authoritarian leadership and discipline-focused authoritarian leadership, which influence creativity via a negative path and a positive path, respectively. The influence mechanism consists of two stages: the stage of needs perception and the stage of coping strategy. Also, drawing on event system theory, we elicited a new notion of enabling event, and argued the synergistic mechanism of authoritarian leadership and the energizing event criticality on employee creativity. Our research extends understanding of the effect of authoritarian leadership on employee creativity and highlights the value of an event-oriented theory-building approach to investigating dynamic organizational phenomena | | liderazgo | cualitativa | | |

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| Hamouche, Salima; Bani-Melhem, Shaker; Haj-Salem, Narjes; Abdalla Mohamed Abdalla Alraeesi, Alanoud; Jamal Bani-Melhem, Ahmad | Digital leadership and employee creativity: exploring the role of digital literacy and learning orientation | EMPLOYEE RELATIONS | Article; Early Access | | 2025 | PurposeDigitalization is transforming public services, making employee creativity essential for driving this transformation and enhancing the quality of service delivery. In this context, digital leaders can play a pivotal role in employees' development and creativity. This study aims to examine the direct effects of digital leadership on employee creativity as well as its indirect effects through digital literacy and learning orientation.Design/methodology/approachData were collected from 300 employees working in public sector organizations in the United Arab Emirates. A quantitative method was adopted, and statistical analyses were performed.FindingsThe findings demonstrate that digital leadership affects employees' digital literacy and learning orientation. While the latter influences employees' creativity. Additionally, employee learning orientation mediates the relationship between digital leadership and employee creativity.Practical implicationsThis study highlights the critical role digital leaders play in fostering a learning-oriented environment that enhances both digital literacy and employee creativity. Public sector organizations should invest in developing digital leadership capabilities and encourage continuous learning programs to promote employees' creativity, ultimately improving organizational performance and adaptability in a rapidly evolving digital landscape. This study provides practical recommendations for leaders, employees and human resource management (HRM) practitioners in the public sector.Originality/valueStudies examining the associations between digital leadership, employee creativity, digital literacy and learning orientation in the public sector are sparse. This study not only addresses this research gap but also broadens the scope and adds evidence to leadership, management and HRM studies in the public sector. | | liderazgo, recursos/tiempo, prácticas de RR. HH. (formación, recompensas) | — | | |
| Almheiri, Hamad Mohamed; Ahmad, Syed Zamberi; Abu Bakar, Abdul Rahim; Khalid, Khalizani | Artificial intelligence capabilities, dynamic capabilities and organizational creativity: contributing factors to the United Arab Emirates Government's organizational performance | JOURNAL OF MODELLING IN MANAGEMENT | Article | MAR 13 2024 | 2024 | PurposeThis study aims to assess the effectiveness of a scale measuring artificial intelligence capabilities by using the resource-based theory. It seeks to examine the impact of these capabilities on the organizational-level resources of dynamic capabilities and organizational creativity, ultimately influencing the overall performance of government organizations.Design/methodology/approachThe calibration of artificial intelligence capabilities scale was conducted using a combination of qualitative and quantitative analysis tools. A set of 26 initial items was formed in the qualitative study. In the quantitative study, self-reported data obtained from 344 public managers was used for the purposes of refining and validating the scale. Hypothesis testing is carried out to examine the relationship between theoretical constructs for the purpose of nomological testing.FindingsResults provide empirical evidence that the presence of artificial intelligence capabilities positively and significantly impacts dynamic capabilities, organizational creativity and performance. Dynamic capabilities also found to partially mediate artificial intelligence capabilities relationship with organizational creativity and performance, and organizational creativity partially mediates dynamic capabilities - organizational creativity link.Practical implicationsThe application of artificial intelligence holds promise for improving decision-making and problem-solving processes, thereby increasing the perceived value of public service. This can be achieved through the implementation of regulatory frameworks that serve as a blueprint for enhancing value and performance.Originality/valueThere are a limited number of studies on artificial intelligence capabilities conducted in the government sector, and these studies often present conflicting and inconclusive findings. Moreover, these studies indicate literature has not adequately explored the significance of organizational-level complementarity resources in facilitating the development of unique capabilities within government organizations. This paper presents a framework that can be used by government organizations to assess their artificial intelligence capabilities-organizational performance relation, drawing on the resource-based theory. | | recursos/tiempo, inteligencia artificial | — | | |

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| Jnaneswar, K.; Ranjit, Gayathri | Explicating intrinsic motivation's impact on job performance: employee creativity as a mediator | JOURNAL OF STRATEGY AND MANAGEMENT | Article | OCT 12 2022 | 2022 | Purpose Eliciting superior job performance from the employees is a major challenge confronting the organizational leaders in today's hyper-competitive business environment. Though few studies established the influence of intrinsic motivation on job performance, the role of mediators like employee creativity in this relationship is not adequately researched. The purpose of the paper is to explore the mediating role of employee creativity in the relationship between intrinsic motivation and job performance. Design/methodology/approach The cross-sectional research design was adopted, and data were collected from 346 full-time employees working in the retail industry in India through an online survey. Analysis of a Moment Structures (AMOS) software was used to test the validity of the hypothesized model, and PROCESS macro was used to test the mediation of employee creativity. Findings The findings showed that intrinsic motivation impacted both job performance and employee creativity. Furthermore, employee creativity impacted the employees' job performance. The key finding of the study is the partial mediation of employee creativity in the intrinsic motivation-job performance relationship. Originality/value Grounded on self-determination theory (SDT) and componential theory of creativity, the paper enriches the literature by evincing the mediation mechanism in the effect of intrinsic motivation on job performance. Moreover, the current paper is one of the primary studies that explore the mediating role of employee creativity in the relationship between intrinsic motivation and job performance. | | no identificados explícitamente en título/resumen/keywords | cuantitativa | | |
| Abbasi, Ayesha Imran; Zaheer, Muhammad Asif; Saeed, Saqib; Anjum, Temoor | Is Training and Development a Leading Catalyst to Foster Creativity for Sustainability and Survival of Software Houses? | INTERNATIONAL JOURNAL OF ORGANIZATIONAL LEADERSHIP | Article | JAN 2025 | 2025 | This research explores Training and Development (T&D) effects on employee creativity and employee performance with the mediating influence of Intrinsic Motivation (IM) among professional employees of different software houses situated in the Federal Capital Territory (FCT) Islamabad and the Rawalpindi district of Punjab, Pakistan. Software houses were focused on data collection using self-administered questionnaires to obtain responses from professional software engineers. The proposed research model was tested by analyzing data from 424 respondents through AMOS while applying structural equation modeling. The research results show that T&D has a direct positive effect on both employee performance and creativity. Similarly, T&D initiatives lead to enhanced performance and creativity of employees, but IM partially mediates these relationships. The present research emphasizes how T&D techniques perform better when combined with IM for generating employee creativity and performance improvements. This research establishes theoretical and practical benefits to different organizations, but particularly software companies. Moreover, it demonstrates how motivation and skill development act together based on the self-determination theory to define organizational success. The success of employee creativity and performance depends upon both growth opportunities and employee empowerment systems. In addition to this, the study extends the selfdetermination theory in the context of T&D, employee creativity, and IM by providing several practical implications for the enhancement of organizational performance. Furthermore, it was a cross-sectional study and limited to FCT Islamabad and Rawalpindi territory, including twin metropolitan cities. (c) CIKD Publishing | | empowerment, prácticas de RR. HH. (formación, recompensas), capacidades digitales/transformación digital | cuantitativa | Modelos de Ecuaciones Estructurales | n= 424 |
| Hidayat, Syamsul; Febrianto, Zukhruf; Eliyana, Anis; Purwohedi, Unggul; Anggraini, Rachmawati Dewi; Emur, Alvin Permana; Zahar, Marziah | Proactive personality and organizational support in television industry: Their roles in creativity | PLOS ONE | Article | JAN 10 2023 | 2023 | Employee creativity is important for TV companies because it can improve organizational performance and increase success and survival based on the ability to create innovations. In response to this, field reporters who work for TV companies also need high creativity in facing the challenges of their work and in creating innovations. This research aims to test the roles of perceived organizational support, proactive personality, the meaning of work, and work engagement in affecting employee creativity. The total numbers of respondents were 119 selected from 14 private television companies in Indonesia. The method in this study is a quantitative approach using the Partial Least Square (PLS) analysis tool with the SmartPls 3.0 application. Most of the hypotheses of this study show significant results. However, there is one finding that a proactive personality is not able to strengthen employee creativity. This indicates that employees' behavior at work is sometimes different from the personality. This study is the first to look at news reporters' employee creativity using the suggested model. As a result, organizations can use the study's findings as a starting point to determine the best strategy for fostering creativity within their workforce. | | rrhh/ ambiente laboral | cuantitativa | Modelos de Ecuaciones Estructurales | n=323 |

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| Puni, Albert; Hilton, Sam Kris; Mohammed, Ibrahim; Korankye, Eric Sanford | The mediating role of innovative climate on the relationship between transformational leadership and firm performance in developing countries: the case of Ghana | LEADERSHIP & ORGANIZATION DEVELOPMENT JOURNAL | Article | APR 6 2022 | 2022 | Purpose Innovative climate has now become a necessity to developing creative behaviours amongst employees. Hence, this study examines the mediating role of innovative climate on the relationship between transformational leadership and organizational performance in a developing context, Ghana. Design/methodology/approach The study employs quantitative research approach and cross-sectional survey design to collect data from 400 employees in 10 selected manufacturing companies in Ghana. The data were analysed using descriptive statistics, correlation and macro-PROCESS regression techniques in SPSS. Findings It is established that all the dimensions of transformational leadership have direct positive and significant effect on organizational performance. At the same time, innovative climate significantly mediated the causal relationship between all the dimensions of transformational leadership and organizational performance, thus creating indirect effect of transformational leadership on organizational performance which is greater than the direct effect. Originality/value This study provides new findings to bridge the gap in the general leadership literature by revealing that innovative climate is an effective mediator in the relationship between the dimensions of transformational leadership and organizational performance in a developing country context. Therefore, this study provides evidence for enhancing organizational performance with transformational leadership through innovative climate. | | liderazgo | cuantitativa | | |
| Musa, Soebowo; Enggarsyah, Doddy T. P. | Absorptive capacity, organizational creativity, organizational agility, organizational resilience and competitive advantage in disruptive environments | JOURNAL OF STRATEGY AND MANAGEMENT | Article | APR 17 2025 | 2025 | PurposeThis paper examines the relationships of absorptive capacity, organizational creativity and agility to organizational resilience and competitive advantage in disruptive environments and proposes modeling these relationships.Design/methodology/approachData were collected from 216 respondents out of the 300 targeted respondents (a response rate of 72%) across different industries. The questionnaire data were analyzed using structural equation modeling.FindingsThe paper provides empirical insights into how resilience is created through the interactions between absorptive capacity, organizational creativity and agility. It suggests that organizational creativity acts more as a determinant force in enhancing resilience in the disruptive environment, whereas organizational agility is more associated with competitive advantage. This study also shows the bi-directional relationships between organizational resilience and creativity. In a disruptive environment, an organization tends to seek new knowledge externally through its absorptive capacity to foster its creativity to build resiliency, whereas organizational resilience is also needed for the organization to promote its creativity.Research limitations/implicationsThe research was conducted using cross-sectional data; thus, causality among the constructs could not be fully established.Practical implicationsThe paper shows that an organization needs to build a culture of learning to enhance its absorptive capacity, creativity and resilience capabilities and sustain its competitive advantage.Originality/valueThis paper fulfills an identified need to study how absorptive capacity, organizational creativity, agility and resilience play strategic roles interactively and differently in developing a firm's competitive advantage in a disruptive environment. | | cultura organizativa, capacidad de absorción | cuantitativa | | |
| Yasmeen, Aiza; Khan, Muhammad Majid; Ahmed, Wajid Shakeel | How Ambidextrous Human Resource System Affect Employee Creativity? A Study in the Pakistani Context | SOUTH ASIAN JOURNAL OF HUMAN RESOURCE MANAGEMENT | Article | JUN 2023 | 2023 | Strategic human resource management scholars have devoted substantial research to determine the relationship between human resource management (HRM) and creativity. It has focused primarily on HRM architecture at the macro level: exploring the effect of the HRM system on performance related to capacity building, skills and competencies. In framing that HRM architecture, this macro focus informs organisations about how to promote creativity. However, literature on how a creativity-targeted HRM system, for instance, the ambidextrous HR system, influences employees' perceptions and experiences to be more creative at the individual level is still limited. The multilevel perspective on how the HRM system can potentially promote the creativity of employees is still limited. The multilevel data from 100 HR heads and 400 faculty employees of public and private sector universities show that the top-down effect of the ambidextrous HR system on employee creativity is partially mediated by ambidextrous learning and organisation-based self-esteem. Based on the findings, the study offers practical and theoretical implications. | | recursos/tiempo, prácticas de RR. HH. (formación, recompensas) | cuantitativa | Diseño empírico | n= 500 |
| Jose Urena-Espaillat, Hayrold; Juan Briones-Penalver, Antonio; Andres Bernal-Conesa, Juan; Rodrigo Cordoba-Pachon, Jose | Knowledge and innovation management in agribusiness: A study in the Dominican Republic | BUSINESS STRATEGY AND THE ENVIRONMENT | Article | MAY 2023 | 2023 | To date and worldwide, most business activities in the agribusiness sectors have focused on increasing productive efficiency to the detriment of the environmental impact of these activities, despite close connection that exist between agribusinesses and natural resources. This paper argues that knowledge and innovation management (KIM) can play a key role in fostering and managing creativity in the agribusiness sector. To test this assumption, an empirical model linking KIM with employee creativity, responsible green innovation, and performance in the agribusiness sector of the Dominican Republic is proposed and tested with data from 110 agribusiness companies. We found that strengthening the relationships between the above constructs is needed, with a view to readjusting the meaning of firm performance in the light of emerging (post-pandemic) circumstances for agribusinesses. The statistical analyses yield important implications and recommendations for practice, management, and policy making in these areas in this country and elsewhere. | | recursos/tiempo | cuantitativa | Diseño empírico | n= 323 |
| Bhatti, Sabeen Hussain; Vorobyev, Dmitriy; Zakariya, Ramsha; Christofi, Michael | Social capital, knowledge sharing, work meaningfulness and creativity: evidence from the Pakistani pharmaceutical industry | JOURNAL OF INTELLECTUAL CAPITAL | Article | 2021 | 2021 | Purpose As an integral part of intellectual capital (IC), social capital (SC) has been studied as an asset crucial to social relationships among individuals and groups of individuals, which in turn have a significant impact on organizational performance outcomes. This study investigates the impact of organizational social capital (OSC) on employee creativity through the mediation role of knowledge sharing (KS) and moderation of work meaningfulness (WM). Design/methodology/approach The authors base the analysis on employee-level data gathered via a cross-sectional survey designed for this study. The authors surveyed 217 employees of the pharmaceutical industry in Pakistan. The authors run a confirmatory factor analysis (CFA) and use structural equation modeling (SEM) and Hayes method to test the hypotheses. Findings The authors find that OSC positively affects employees' willingness to share their knowledge with colleagues, which in turn has a positive effect on employee creativity (EC). The results also show that the relationship between social capital and knowledge sharing is moderated by work meaningfulness. Research limitations/implications This study contributes to the IC in general and the SC literature in particular, by providing empirical evidence that shows how creativity could be a focal and pivotal performance outcome of organizational social capital through the moderated mediation roles of work meaningfulness and knowledge sharing. Originality/value The authors adopt the concept of SC from the organizational level to the individual level, examining how an individual's perception of organizational capital influences his or her creative behavior and exploring the role of KS and job meaningfulness (JM) in this relationship. | | gestión/compartición de conocimiento | cuantitativa | | |
| Odebode, Adedayo Ayodeji; Ogunbayo, Oyeronke Toyin | The potential of digital-based technology in improving organizational performance | JOURNAL OF MANAGEMENT DEVELOPMENT | Article | FEB 10 2025 | 2025 | PurposeThe growing concern with the rapid evolution in adopting emerging technologies in the real estate industry to enhance performance is a threat to conventional practice. The paper aims to examine the latent influence of digital-based technology on employees toward improving organizational performance.Design/methodology/approachThe study employed an exploratory research design. The study sampled 132 real estate firms in Lagos State, Nigeria. The study adopts a random sampling method, and only 87 questionnaires were retrieved and found suitable for analysis. The data were analyzed using descriptive and inferential statistics.FindingsThe study perceived that the adoption of digital-based tools enhances employee creativity and usage, work ethics, decision-making skills, behaviors and traits toward business performance. Furthermore, firm culture, training and development, assessment of employee productivity metrics, the firm's expectations and strategic technology applications are significant factors that impact employee decisions to drive organizational performance.Practical implicationsThe study has an implication for the real estate industry in a achieving technology-based performance system by involving employees' in attaining overall organizational business objectives.Originality/valueThe paper is relevant because it examines the empirical study of the influence of digital technologies in enhancing employee performance with the goal of enhancing the organization's competitiveness while maintaining flexible approaches to withstand future business risk and uncertainty. | | prácticas de RR. HH. (formación, recompensas), cultura organizativa | cuantitativa | | |

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| Majorana, Cristina Doritta Brandao; de Vasconcellos, Silvio Luis; Borini, Felipe Mendes | Integrating creativity and artificial intelligence capability in entrepreneurial ventures | JOURNAL OF SMALL BUSINESS AND ENTERPRISE DEVELOPMENT | Article | SEP 4 2025 | 2025 | PurposeWhile the literature on artificial intelligence (AI) capability is expanding, gaps remain in understanding how this capability is internally developed in technology-based startups (TBS) across different life cycle phases. This study, grounded in the resource orchestration theory (ROT), investigates the pathway through which TBS use organizational creativity to build AI capability and achieve performance.Design/methodology/approachA conceptual framework based on ROT emphasizes the role of organizational creativity in the structuring and bundling processes. Data were collected through a survey of 166 managers and employees of TBS operating in Brazil and international markets, using multiple linear regressions and the Sobel test for analysis. The study validated the AI capability scale in the TBS context.FindingsAI capability fully mediates the relationship between organizational creativity and performance, confirming that organizational creativity is a critical resource for AI capability development. These findings advance ROT by deepening the understanding of how AI capability is developed in TBS. The study offers a dynamic, process-based view of performance trajectories in TBS, demonstrating that the synchrony between creativity and AI capability creates a cyclical process, maximizing company performance.Originality/valueThis research identifies an alternative pathway for TBS to develop AI capability and achieve performance, highlighting the synchronization and co-evolution of resources and capabilities. It provides novel insights into AI capability's mediating role and expands understanding of resource management in TBS across life cycle phases. | | recursos/tiempo, inteligencia artificial | cuantitativa | | |
| Huy, Phuong Tran | How does high-performance work system influence employees' creativity? The role of critical reflection and human resource management attribution | INTERNATIONAL JOURNAL OF EMERGING MARKETS | Article | JAN 21 2025 | 2025 | PurposeHigh-performance work system (HPWS) is considered a solid predictor of both organizational and individual outcomes. The current study examines the impact of employees' perception of HPWS and supervisor-rated employee creativity (EC). Critical reflection is hypothesized as a mediator of the above relationship. Human resource management (HRM) attribution moderates the indirect relationship between HPWS and EC and completes a moderated mediation model.Design/methodology/approachA quantitative research design is adopted with data collected from 531 employees and their direct supervisors from 12 firms in Vietnam. Partial least square structural equation modelling is used to test the hypotheses.FindingsEmployees' perception of HPWS is significantly associated with supervisor-rated creativity. Critical reflection has been found to partially mediate the above relationship. In addition, employees' exploiting attribution of HPWS intensifies the positive relationship between HPWS and critical reflection.Research limitations/implicationsThe research suggests that HPWS can be viewed from both the bright and dark sides. The resource offered by HPWS goes hand in hand with pressure from high-performance expectations. Employees may need to engage in a resource investment decision to avoid net resource loss. In addition, attention should be paid to employees' perception of the justification for HPWS implementation.Originality/valueThis study offers an alternative way to explain the association between HPWS and employee creativity. Based on the Conservation of Resource Theory, employee creativity is viewed as a stress coping strategy with HPWS conceptualized as a stressor. In addition, the mediating role of critical reflection represents a novelty. Furthermore, the role of HRM attributions is explained. | | recursos/tiempo, prácticas de RR. HH. (formación, recompensas) | cuantitativa | | |
| Cai, Jincheng; Zheng, Lei; Zhuang, Fangyan; Yang, Siyu; Wang, Zhiwei | Trust in Supervisor and Employee Creativity: The Mediating Role of Information Sharing | PSYCHOLOGICAL REPORTS | Article | AUG 2025 | 2025 | Creativity is modern era productivity. Many efforts have been made to enhance employee creativity. This study adopted the social exchange model of creativity to understand in-depth the integrated effect of affective and cognitive trust in supervisor (ATS/CTS) on employee creativity. We recruited 528 subordinates who completed a three-wave survey at one-month intervals. Multilevel modeling results showed that ATS and CTS were positively related to employee creativity. Moreover, information sharing served as a mediator for the relationship between CTS and employee creativity, but not between ATS and employee creativity. In addition, the mediation effect of information sharing on ATS-employee creativity was significant for employees with high levels of CTS but not for those with low levels of CTS. Our results suggested an integrated effect of ATS and CTS in information sharing and its consequences on employee creativity. We have confirmed and extended the social exchange model by examining the integrated effect of ATS and CTS on employee creativity. CTS seems to be a threshold in the relationship between ATS and employee information sharing. Our findings clarify ways to develop human resource training to promote ATS and CTS to foster employee creativity. | | recursos/tiempo, prácticas de RR. HH. (formación, recompensas) | cuantitativa | Modelos multinivel/ analisis de mediación | n=528 |

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| Ageli, Rajia; Alzubi, Ahmad Bassam; Aljuhmani, Hasan Yousef; Iyiola, Kolawole | How and When Entrepreneurial Leadership Drives Sustainable Bank Performance: Unpacking the Roles of Employee Creativity and Innovation-Oriented Climate | SUSTAINABILITY | Article | OCT 18 2025 | 2025 | The banking sector faces increasing pressure to balance financial performance with sustainability goals amid ongoing digital transformation, regulatory reform, and societal expectations for ethical responsibility. Entrepreneurial leadership has emerged as a pivotal approach for addressing these challenges; however, the behavioral and contextual mechanisms through which it shapes sustainability remain insufficiently understood. Drawing on Social Learning Theory (SLT), this study investigates how and when entrepreneurial leadership enhances sustainable bank performance through the mediating role of employee creativity and the moderating influence of an innovation-oriented climate. A two-wave multi-source survey was conducted among 459 employees and managers from Turkish banks, and the hypothesized model was tested using structural equation modeling to ensure robust empirical validation. The results indicate that entrepreneurial leadership significantly fosters employee creativity, which serves as a critical behavioral mechanism linking leadership behaviors to sustainability-oriented outcomes. Moreover, an innovation-oriented climate strengthens both the direct effect of entrepreneurial leadership on creativity and its indirect effect on sustainable bank performance, emphasizing the contextual importance of supportive organizational environments. Theoretically, this study extends the leadership and sustainability literature by illustrating how learning and behavioral modeling processes translate leadership vision into sustainable performance. Practically, it offers actionable guidance for bank executives to develop innovation-oriented climates, empower employees' creative engagement, and design incentive systems that align leadership behavior with sustainability imperatives, thereby enhancing resilience and long-term competitiveness. | | liderazgo, prácticas de RR. HH. (formación, recompensas), capacidades digitales/transformación digital | cuantitativa | Analisis factorial confirmatorio | n= 459 |
| Parveen, Musrrat; Alshehri, Mariam Saleh Ali | Linking Transformational Leadership with Organizational Performance: A PLS-SEM Integrated Model Examining the Mediating Role of Innovative Work Behavior and Motivation | INTERNATIONAL JOURNAL OF ORGANIZATIONAL LEADERSHIP | Article | DEC 2023 | 2023 | This study investigates the impact of transformational leadership on organizational performance, employee motivation, and innovative work behavior in Saudi Arabia, aligned with Saudi Vision 2030. Research was conducted in Riyadh, Jeddah, and Medina, focusing on large companies with over 500 employees. Data from 214 responses were analyzed using Smart PLS 3.5, employing descriptive statistics, Cronbach's alpha, and composite reliability analysis. Hypotheses were tested using PLS and bootstrapping techniques, and the model was evaluated with Blindfolding in PLS-SEM. Results supported all hypotheses. Transformational leadership positively impacted motivation, innovative work behavior, and organizational performance. Innovative work behavior also positively influenced organizational performance, as did motivation. The study found that innovative work behavior and motivation partially mediate the relationship between transformational leadership and organizational performance, emphasizing their importance. This research underscores the role of transformational leadership in enhancing Saudi organizations' competitiveness and global reputation while aligning with Saudi Vision 2030's goals. It contributes to understanding leadership's impact on employee behavior and organizational outcomes, supporting the nation's aspirations. Finally, this study conducted in Saudi Arabia explores the influence of transformational leadership on organizational performance, innovation, and motivation. It confirms positive relationships between these variables, highlighting the importance of transformational leadership in achieving organizational goals and aligning with Saudi Vision 2030. | | liderazgo | cuantitativa | Diseño empírico | n= 214 |
| Chenji, Kalaa; Raghavendra, Sode | Onboarding Effect on Employee Creativity: The Moderating Role of Psychological Empowerment | JOURNAL OF INFORMATION & KNOWLEDGE MANAGEMENT | Article | DEC 2021 | 2021 | The purpose of the study is to examine the influence of onboarding on employee creativity and test if psychological empowerment moderates the relationship between onboarding and perceived employee creativity of knowledge workers. Data required for the survey was collected from 550 knowledge workers of three firms in service sector in India. The model was analysed using ANOVA, Chi-square test and regression analysis and was used to establish the conditional indirect effects of the moderator. Descriptive analysis was used to calculate mean, standard deviation and correlation coefficient. The results of the study supported the impact of onboarding levels on employee creativity. This study proved higher level of creativity for employees who experienced four levels of onboarding. The results indicated onboarding to strongly influence employee creativity. Onboarding also proved to moderate the effect of psychological empowerment on employee creativity. The crucial theoretical implication is to study the effect of onboarding on new employee perception, production and productivity. The study aims to provide insights to improve new employee creativity on successful onboarding and role of psychological empowerment on it. Much scope of future research on onboarding exists as research in this direction is on surge in the recent days. | | empowerment | cuantitativa | Analisis descriptivo | n= 550 |

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| Aldabbas, Hazem; Pinnington, Ashly; Lahrech, Abdelmouna im | The influence of perceived organizational support on employee creativity: The mediating role of work engagement | CURRENT PSYCHOLOGY | Article | MAR 2023 | 2023 | The aim of this study is to examine the relationship between perceived organizational support and employee creativity mediated by work engagement. We report the results from a questionnaire survey on a sample of 492 professional employees (219, 44.51% females and 273, 55.49% males) employed in two major industries in the United Kingdom. Our findings based on regression analysis show that work engagement mediates the relationship between perceived organizational support and employee creativity. In summary, employees who experience perceived organizational support will promote work engagement and employee creativity more so than employees with low levels of perceived organizational support. We contribute to knowledge by proposing an overall theoretical background to organizational support theory and the job demands-resources model by incorporating social exchange theory. To-date, very few studies have examined the role of work engagement in the relationship between perceived organizational support and employee creativity. While researchers know how perceived organizational support effects employees' commitment, productivity, satisfaction and turnover intention, this study concentrates on how perceived organizational support leads to employee creativity. | | recursos/tiempo | cuantitativa | Análisis factorial | n= 492 |
| Awan, Usama; Bhatti, Sabeen Hussain; Shamim, Saqib; Khan, Zaheer; Akhter, Pervaiz; Balta, Maria | The Role of Big Data Analytics in Manufacturing Agility and Performance: Moderation-Mediation Analysis of Organizational Creativity and of the Involvement of Customers as Data Analysts | BRITISH JOURNAL OF MANAGEMENT | Article | JUL 2022 | 2022 | The involvement of customers as data analysts enables firms to gain valuable insights and create value from big data. We provide a theoretical explanation, drawn from the resource-based view, for the influence of the involvement of customers as data analysts and of the development of big data analytics (BDA) capabilities in business-to-business contexts as routes to manufacturing agility and performance. Our study empirically tested a framework in which organizational creativity and the involvement of customers as data analysts may differentially influence the relationship between BDA capabilities and manufacturing agility. We further tested whether the relative impact of manufacturing agility depends on organizational creativity and the involvement of customers as data analysts. To test our proposed framework, we took a partial least-squares structural modelling approach using data collected through a survey involving 179 engineering manufacturers operating across different industrial sectors in Pakistan. We provide evidence for organizational creativity and customer involvement, presenting a promising opportunity for manufacturers to gain better insights from resources, and for the deployment of BDA capabilities leading to better manufacturing agility and performance. | | recursos/tiempo | cuantitativa | Análisis de mediación | n= 179 |
| Zang, Dexia; Li, Manyu | Research on the Impact of AI Introduction on Employee Creativity: The Moderating Role of Technology Overload | BEHAVIORAL SCIENCES | Article | OCT 14 2025 | 2025 | The introduction and application of AI are profoundly affecting the working modes and psychological states of employees. For many organisations, AI is not only a tool to improve productivity, but also an important driving force for organisational change. In the context of the rapid development of AI, it is particularly important to explore the impact mechanism of its introduction on employee creativity. This study uses the theory of technological affordances and job characteristics theory to explore the impact of AI introduction on employee creativity. Through an analysis of the questionnaire data of 309 employees, it is found that the introduction of AI has a significant positive impact on employee creativity, and perceived job autonomy and perceived job feedback play a mediating role between the introduction of AI and employee creativity. Technology overload not only negatively moderates the relationship between AI introduction and perceived job autonomy, but also negatively moderates the relationship between AI introduction and perceived job feedback; that is, the higher the technology overload is, the weaker the positive relationship between AI introduction and perceived job autonomy and perceived job feedback is. This study not only provides a new perspective for understanding the opportunities and challenges brought by the application of AI in the workplace, but also provides an empirical basis for enterprises to formulate effective human resource management strategies in the process of digital transformation. | | autonomía, recursos/tiempo, prácticas de RR. HH. (formación, recompensas), inteligencia artificial, capacidades digitales/transformación digital | cuantitativa | Análisis factorial | n= 309 |
| Azeem, Muhammad; Sajjad, Muhammad; Ahmed, Munir; Khan, Muhammad Imran; Humayon, Asad Afzal | DRIVERS OF EMPLOYEE PRODUCTIVITY: A BANKING PERSPECTIVE | SMART-JOURNAL OF BUSINESS MANAGEMENT STUDIES | Article | JUL-DEC 2021 | 2021 | The foremost concern of business organizations is to sustain the employees' performance at the workplace, by implementing innovative strategies. The objective of this study was to analyze the mediating effect of employee creativity and wellbeing, in the relationship between Innovative Climate (IC) and Organizational Citizenship Behavior (OCB) in the banking sector of Vehari, Pakistan. Data were collected through structured questionnaires, from 232 bank executives. PLS-SEM was used, to test the accuracy and significance of the hypothesis. The results revealed that creativity and well-being did mediate in the relationship between IC and OCB. The research established that innovative climate enhanced the employee working behavior, through employee creativity and psychological wellbeing. More specifically, a friendly and innovative climate did have a positive effect on employee creativity, wellbeing and working behavior, which are essential for a productive workforce. | | recursos/tiempo, prácticas de RR. HH. (formación, recompensas) | cuantitativa | Diseño empírico | n= 500 |

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| Iqbal, Junaid; Aukhoon, Mubashir Ahmad; Parray, Zahoor Ahmad | Cultivating creativity: the dynamic link between transformational leadership, employee taking charge and employee wellbeing | JOURNAL OF ASIA BUSINESS STUDIES | Article | MAY 6 2025 | 2025 | PurposeThis study aims to explore the relationship between transformational leadership and employee creativity, with a focus on the mediating role of employee taking charge and the moderating role of employee well-being within the framework of the Job Demands-Resources (JD-R) model.Design/methodology/approachData for this study were gathered from 337 employees in the banking sector of the Union Territory of Jammu and Kashmir, using a cluster sampling technique. The proposed hypotheses were analyzed using SPSS 22 to ensure robust statistical evaluation.FindingsThe results demonstrate that transformational leadership significantly and positively influences both employee creativity and employee taking charge. Furthermore, employee taking charge mediates the relationship between transformational leadership and employee creativity. The findings also reveal that employee well-being moderates the relationship between employee taking charge and employee creativity, strengthening the connection under high levels of well-being.Originality/valueThis study contributes to the existing literature by extending the JD-R model to incorporate these relationships and offering practical insights for fostering creativity in organizational settings. These findings emphasize the importance of transformational leadership, proactive employee behaviors, and well-being in cultivating innovative and productive work environments. | | liderazgo, recursos/tiempo | — | | |
| Zhang, Yong; He, Wei; Long, Lirong; Zhang, Junwei | Does pay for individual performance truly undermine employee creativity? The different moderating roles of vertical and horizontal collectivist orientations | HUMAN RESOURCE MANAGEMENT | Article | JAN 2022 | 2022 | The extant literature has generated inconclusive findings concerning the effect of pay for individual performance (PFIP) on creativity. Supplementing self-determination theory with compensation-activation theory, we theorized and tested the moderating roles of individual cultural values of vertical and horizontal collectivist orientations on the relationship between PFIP and employee creativity as mediated by intrinsic motivation. The empirical results of two field studies provided convergent support for the intrinsic motivation mechanism underlying the positive relationship between PFIP and employee creativity among individuals with high vertical (but not horizontal) collectivist orientations. These findings highlight the importance of considering individual differences in cultural values in understanding how extrinsic rewards affect creativity. | | recursos/tiempo | cuantitativa | Diseño empírico | n= 323 |
| Darvishmotevali, Mahlagha; Prentice, Catherine; Altinay, Levent | Symmetrical and asymmetrical analysis of the complex relationship between perceived environmental uncertainty and creative performance: exploring a competency formula | INTERNATIONAL JOURNAL OF CONTEMPORARY HOSPITALITY MANAGEMENT | Article | SEP 2 2024 | 2024 | PurposeIn a dynamic and complex environment, employees' creative performance (CP) can be essential in developing a distinguished and competitive strategy for an organization. Using the lens of competency management, this study aims to examine how employees perceived environmental uncertainty (PEU) and competency formula relate to employee CP, with a focus on the hospitality industry.Design/methodology/approachThe data was collected from employees in the hospitality sector. Both symmetrical (PLS-SEM) and asymmetrical (fuzzy-set qualitative comparative analysis [fsQCA]) tests were performed to gain in-depth knowledge of how individual, organizational and environmental factors can be configured to explain employees' CP.FindingsThe symmetrical analysis shows that the competency formula mediates the negative impacts of PEU on two dimensions of creativity - that is, novelty and utility. The fsQCA testing generated contrasting findings and revealed that uncertainty, along with the formula elements, is a unique antecedent condition and opportunity for employees' CP. The inconsistent findings indicate asymmetrical and complex relationships between the proposed antecedents and outcomes in the case of employee creativity.Practical implicationsA combination of symmetrical and asymmetrical approaches is necessary to uncover the complex relationships among employees, organizations and the environment. This study shows that organizational agility, competency strategies and comprehensive strategic management processes can be configured to explain positive outcomes for organizations during uncertain circumstances. The findings can be used by human resource practitioners to maximize employee creativity and enhance organizational performance.Originality/valueTo the best of the authors' knowledge, this study is the first to use symmetrical and asymmetrical testing to address the inadequacy of explaining employee CP in complex and uncertain environments, and highlight the crucial role of the competency formula in enhancing novelty and utility dimensions of CP. This research examines the impact of various internal and external factors (i.e. individual, organizational and contextual) on employee creativity within the hospitality industry. | | recursos/tiempo | cuantitativa | Analisis simétrico | n= 400 |

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| Adiguzel, Zafer; Sonmez Cakir, Fatma; Altay Morgul, Umran | Enhancing firm performance and sustainability through creativity-oriented HRM and quality management: the mediating role of commercialization in the IT sector | INTERNATIONAL JOURNAL OF QUALITY & RELIABILITY MANAGEMENT | Article; Early Access | | 2025 | PurposeThe research examines the impact of creativity-oriented human resources management (HRM) and quality management (QM) on firm performance, social sustainability and environmental performance, focusing on the mediating role of commercialization.Design/methodology/approachData were collected from 527 experts based in Istanbul with at least 5 years of experience in the information technologies (IT) sector. The sample includes a demographic distribution according to age ranges and educational qualifications. Using a survey containing 47 scales, confirmatory factor analysis (CFA) and structural equation modeling (SEM) analyzes were conducted through Jamovi 2.3.28.FindingsThe results show that both creativity-oriented HRM and QM positively affect commercialization. In addition, commercialization positively affects firm performance, social sustainability and environmental performance, thus establishing a mediating role in the relationship between management practices and performance results.Research limitations/implicationsThe research is limited to the IT sector in Istanbul, Turkey, and may not be generalizable to other regions or sectors. Future research may expand geographic and sectoral coverage to confirm and extend these findings.Practical implicationsCompanies can leverage creative HRM and QM strategies not only to increase commercialization efforts but also to achieve superior firm performance, social sustainability and environmental outcomes. This highlights the strategic role of HR and quality initiatives in driving overall business success.Social implicationsIn the research, it is stated that creativity-oriented HR is important to promote human capital as an important driver of performance improvement, supported by the resource-based view (RBV) theory. Also, by supporting the dynamic capabilities theory, by promoting quality and creativity, innovations can be better commercialized and both performance outcomes and sustainability results can be positively affected.Originality/valueThis research provides new insights into the mediating effects of commercialization between internal management practices and broad performance measures in the IT sector. It underlines the importance of promoting innovative HR and quality practices to achieve sustainable business performance. | | recursos/tiempo, prácticas de RR. HH. (formación, recompensas) | cuantitativa | | |
| Itoe Mote, Ndingi Junior; Karadas, Georgiana | The Impact of Automation and Knowledge Workers on Employees' Outcomes: Mediating Role of Knowledge Transfer | SUSTAINABILITY | Article | FEB 2022 | 2022 | While there are existing empirical reviews regarding the relation between knowledge workers (KW) and knowledge transfer (KT), no study has examined the association of automation and knowledge transfer. The study describes knowledge workers as employees embedded with special abilities and having the main role of transfering their abilities to other workers in the organization. Additionally, automation (AUT) is described in the study as a technological process embedded with tacit knowledge. Therefore, using knowledge worker productivity theory and the technology acceptance model, this study aims to recommend and test a research model which examines the mediating role of knowledge transfer between automation, knowledge workers, and employee outcomes (employee creativity (EC) and innovative performance (IP)). The study evaluates the significant influence of knowledge transfer on innovative performance and creativity of other employees within the organization. This study applied a judgmental non-probability sampling research strategy to gather data from employees at an industrial firm in Japan by administering a questionnaire via Google Form. The data were analyzed with partial least squares based on structural equation modeling aimed at testing the predictive power and relationships of the model estimates. The results found support for the mediating role of knowledge transfer between automation and employee creativity as well as between automation and innovative performance. However, the study found partial support that knowledge transfer mediates the relationship between knowledge worker and employee creativity, as well as knowledge worker and innovative performance. In the same, automation and knowledge workers have significant impacts on knowledge transfer. Knowledge transfer has a significant impact on employee creativity and innovative performance. | | rrhh/ procesos | cuantitativa | PLS-SEM | n= 384 |

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| Chen, Yuan-Ling; Chen, Shyh-Jer | Looking at both sides of high-performance work systems and individual performance: a job demands-resources model | JOURNAL OF MANAGEMENT & ORGANIZATION | Article | SEP 2023 | 2023 | In this study, we show how high-performance work systems (HPWS) in an organization can significantly affect employees' creative performance and burnout. To do this, we propose and test a dual-process framework that is based on HR attribution theory, ability-motivation-opportunity theory, micro- and macro-theoretical perspectives, and the job demands-resources (JD-R) model. Using data from a multisource field study with a sample of 311 participants, we found that HPWS benefited employee creative performance and did not lead to employee burnout. However, HPWS affected both job demands and job resources when employees adopted self-protection and self-enhancement strategies. Also, we found that HPWS had unique indirect effects on employee creative performance via job resources whereas job demands fully mediated the relationship between HPWS and employee burnout. The findings shed light on key aspects of HR attribution theory. We discuss accompanying theoretical and practical implications. | | recursos/tiempo | cuantitativa | | |
| Pham Thi Minh Ly; Pham Tien Thanh; Le Tuan Duy; Chau Ngoc Phuong Nghi; Nguyen Doan Phi Giao; To Mong Nghi | Online knowledge sharing and creativity in the context of working from home during the COVID-19 pandemic | VINE JOURNAL OF INFORMATION AND KNOWLEDGE MANAGEMENT SYSTEMS | Article | MAR 7 2023 | 2023 | Purpose The COVID-19 lockdown has forced many organizations and employees to work from home. In such uncertain and unprecedented context, it is crucial for organizations to stimulate their employees' creativity to adapt to new working environment and thus to sustain and improve organizational performance. This paper aims to examine how to stimulate employees' creativity by focusing on their online knowledge sharing (OKS) behaviors, their use of online platforms and their organizations' innovation climate in a working from home (WFH) context because of the lockdown. For empirical analysis, this research uses data from Vietnam - a developing country in the Southeast Asia. Design/methodology/approach Data are collected from employees working in Ho Chi Minh City but WFH during the COVID-19 lockdown. Structural equation models are used for analyzing the data. Findings Online platform use and organizational innovation climate are positively associated with creativity directly and indirectly via the mediating roles of internal and external OKS. Research limitations/implications This research provides policymakers, organizational leaders and managers with an important evidence on how to stimulate creativity by emphasizing the roles of knowledge sharing, online platforms and innovation climate. Accordingly, relevant practical implications are also drawn to sustain or improve organizational performance in the context of WFH context because of COVID-19 lockdown. This research also contributes to knowledge management literature by providing an evidence on the relationships between online platform use, organizational innovation climate, OKS and creativity. Originality/value This research is among the early attempts that explore the associations between employees' use of online platforms, their organizations' innovation climate, their internal and external OKS behaviors and their creativity in the context of WFH because of a lockdown. | | gestión/compartición de conocimiento, teletrabajo/híbrido | — | | |
| Behl, Abhishek; Pereira, Vijay; Jayawardena, Nirma; Nigam, Achint; Mangla, Sachin | Gamification as an innovation: a tool to improve organizational marketing performance and sustainability of international firms | INTERNATIONAL MARKETING REVIEW | Article | MAR 5 2024 | 2024 | PurposeThis study aims to investigate an under-researched area, an international marketing perspective, based on international dynamic capability, environmental sustainability and organizational marketing performance in gamification and non-gamification-based organizational culture (OC). This paper deepens the understanding of gamification-based and non-gamification-based OC influence on innovation capability and environmental and organizational marketing performance through the theory of organizational creativity and the theory of administrative behavior (AB).Design/methodology/approachThe authors collect data from firms that abide by the ISO 14091 certifications to ensure the proper quality standards. Primary data from 384 firms are used to test the hypotheses. The results would help firms invest in technological solutions by practicing creativity over time. Additionally, the study helps explore how AB is critical in steering technological creativity for making firms climate-conscious.FindingsThe study's findings identified that OC has a positive influence on technological innovation capabilities and environmental innovation capabilities. Technological innovation capabilities have a beneficial impact on environmental sustainability. Environmental sustainability appears to have a substantial correlation with technological innovation skills. Environmental innovation capabilities positively impact environmental sustainability and organizational marketing performance. A moderating effect of gamification on the international dynamic capabilities within a relationship between organizational culture and environmental innovation capabilities exists.Originality/valueThe investigation is confined to understanding how gamification-based and non-gamification-based organizational marketing culture affects innovation capability, environmental sustainability and organizational performance through the lens of theory of organizational creativity and theory of AB. | | cultura organizativa | cuantitativa | PLS-SEM | n= 380 |

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| Kang, Tae-Won; Sinha, Paresha N.; Park, Chang-Il; Lee, Yong-Ki | Exploring the Intra Entrepreneurship-Employee Engagement-Creativity Linkage and the Diverse Effects of Gender and Marital Status | FRONTIERS IN PSYCHOLOGY | Article | OCT 27 2021 | 2021 | This research examines which of the sub-dimensions of intra entrepreneurship (innovativeness, pro-activeness, risk-taking), and corporate social responsibility (CSR) support affects employee engagement (organizational and job engagement), which leads to employee creativity. The study uses survey data from SME employees in South Korea and applies the Structural Equation Modeling (SEM)-Artificial Neural Network (ANN) approach, to find that innovativeness and CSR support affect creativity through mediating roles of organizational engagement and job engagement, where job engagement plays a mediating role in the relationship between organizational engagement and creativity. The study also examines how employee gender and marital status effects the relative importance of intra entrepreneurship, organizational engagement, and job engagement on creativity. Findings of ANN analysis evaluates the effects per group (male-unmarried, male-married, female-unmarried, female-married) and shows how the importance of organizational engagement, job engagement, CSR support and innovativeness differ for each group. Contribution to theory and practice are discussed. | | tolerancia al riesgo, diversidad/género/multiculturalidad, redes de colaboración | cuantitativa | Diseño empírico con enfoque metodologico dual | n= 285 |
| Ameen, Nisreen; Tarba, Shlomo; Cheah, Jun-Hwa; Xia, Senmao; Sharma, Gagan Deep | Coupling Artificial Intelligence Capability and Strategic Agility for Enhanced Product and Service Creativity | BRITISH JOURNAL OF MANAGEMENT | Article | OCT 2024 | 2024 | Creativity is key for organizations' ability to remain relevant in today's disruptive world. In this paper, we identify new ways in which organizations can use artificial intelligence (AI) more effectively for creativity. Drawing on the resource-based view as a background mechanism, we developed and empirically tested a new integrative model. We collected the research data via a large survey of managers distributed to 600 organizations in China. Our findings show that coupling AI capability with strategic agility can directly support creativity. It also mediates the effects of ambidexterity, customer orientation and competitor orientation on organizations' creativity and performance when developing new products and services. In addition, our findings show that coupling AI capability and strategic agility can significantly improve firms' new product creativity and new service development performance when there is a high level of government institutional support. Our findings provide theoretical and practical implications for academics and practitioners interested in managing AI for organizational creativity. | | recursos/tiempo, inteligencia artificial | cuantitativa | Diseño empírico | n= 600 |
| Wang, Shaofeng; Zhang, Hao | Generative AI in international hotel marketing: impacts on employee creativity and performance | INTERNATIONAL JOURNAL OF CONTEMPORARY HOSPITALITY MANAGEMENT | Article; Early Access | | 2025 | PurposeThis study aims to explore how generative AI enhances employee creativity and performance in international hotel marketing. It applies an integrated technology-organization-environment (TOE) and antecedents-behavior-consequences (ABC) framework to examine the role of technological competence, organizational support, government support and artificial intelligence (AI) strategy in fostering employee innovation and performance.Design/methodology/approachA mixed-method approach was adopted, combining survey data from 206 international hotel marketers with semi-structured interviews. The study uses partial least squares structural equation modeling to test relationships and fuzzy-set qualitative comparative analysis (fsQCA) to identify configurations leading to high employee performance.FindingsTechnological competence, organizational support and government support significantly influence AI-driven innovative behavior. Innovative behavior, in turn, enhances employee creativity and performance, with creativity acting as a mediator. AI strategy amplifies the impact of organizational support on employee innovation. The fsQCA results reveal multiple pathways to achieving high employee performance, demonstrating the multifaceted nature of AI-enabled outcomes.Practical implicationsHotels can enhance employee innovation and performance by investing in AI training and aligning AI strategies with organizational support. Policymakers should promote AI-friendly policies and partnerships to foster adoption. Organizations can further benefit from integrating generative AI tools with workflows to boost creativity and service quality, enhancing competitive advantage in the hospitality sector.Originality/valueThis study contributes by integrating the TOE and ABC frameworks to explore the cognitive and behavioral mechanisms underpinning AI-driven performance. It introduces AI strategy as a boundary condition and offers new insights into the nuanced ways AI influences creativity and productivity in hospitality management. | | prácticas de RR. HH. (formación, recompensas), inteligencia artificial | mixta | | |

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| Oh, Se-Hyung; Hur, Won-Moo; Kim, Hwayoung | Employee creativity in socially responsible companies: Moderating effects of intrinsic and prosocial motivation | CURRENT PSYCHOLOGY | Article | JUL 2023 | 2023 | Recent studies have found that corporate social responsibility (CSR) is positively associated with employee creativity. However, previous studies were limited because they ignored the mediating role of task motivation in the relationship between CSR and creativity. Furthermore, they lacked consideration of boundary conditions. We modified the theoretical framework in this study by adding work engagement as a mediator. We also investigated the moderating roles of intrinsic and prosocial motivations on the effects of CSR perceptions on work engagement and creativity. Multi source longitudinal data collected from 435 frontline employees with an average age of 32 years working in 21 luxury hotels in South Korea largely supported the hypotheses in our model. Our findings show that work engagement is an important mediating mechanism between CSR perceptions and task-related behaviors, such as creativity. Furthermore, they reveal that intrinsic motivation amplifies the positive effects of CSR perceptions. However, our data suggest that employers need to be careful regarding the negative moderating effect of prosocial motivation when implementing CSR as a strategic means for employee productivity. | | no identificados explícitamente en título/resumen/keywords | cuantitativa | | |
| Hani, Jehad Bani | The Impact of Human Resource Planning (HRP) in Achieving the Strategic Goal of the Firm With the Moderating Role of Organizational Innovation | INTERNATIONAL JOURNAL OF SYSTEM DYNAMICS APPLICATIONS | Article | OCT-DEC 2021 | 2021 | The aim of this study is to examine the impact of human resource planning (HRP) in achieving the strategic goal of the firm and organizational productivity. Structural equation modeling (SEM) approach is used to investigate causal relationship among exogenous and endogenous variables. Findings indicate that underpinned factors like talent management, succession planning, job analysis, staffing plan, and career development have showed positive impact to predict strategic goals of the firm. The interaction effect between achieving the strategic goal and organizational innovation is found significant, and it is confirmed that the positive relationship between achieving the strategic goal of the firm and organizational productivity will be stronger when organizational innovation is higher. Effect size analysis [(f)]<^>2 indicates that employee creativity has the highest effect size in achieving strategic goal of the firm. Finally, the current study contributes to theory and practice while showing the importance of human resource planning in predicting organizational productivity. | | recursos/tiempo, capacidades digitales/transformación digital | cuantitativa | Diseño empírico | n= 450 |
| Baccarella, Christian, V; Maier, Lukas; Meinel, Martin; Wagner, Timm F.; Voigt, Kai-Ingo | The effect of organizational support for creativity on innovation and market performance: the moderating role of market dynamism | JOURNAL OF MANUFACTURING TECHNOLOGY MANAGEMENT | Article | MAY 6 2022 | 2022 | Purpose Recent technological and social changes have challenged manufacturing firms to remain competitive in increasingly dynamic markets. A way of facing these challenges is to foster organizational structures that encourage creativity. Although the general importance of organizational creativity for market success is undeniable, few studies on manufacturing firms have provided a nuanced view of how this relationship is affected by firm-external factors (e.g. different levels of market dynamism) and whether and how this leads to greater market success. Design/methodology/approach This research uses survey data from 255 chief executive officers (CEOs) and top managers of manufacturing firms in Germany. The authors performed different regression analyses to test for direct, mediation, moderation and moderated mediation effects. Findings The findings show that, in highly dynamic markets, organizational support for creativity indeed helps manufacturing firms to remain competitive by positively influencing firms' innovation performance, which subsequently results in improved market performance. By contrast, in markets with low dynamism, organizational support for creativity has no impact on firms' innovation and market performance. Research limitations/implications From a theoretical perspective, this study introduces market dynamism as a novel, so-far underexplored firm-external factor that moderates the relationship between organizational support for creativity and innovation and market performance. This research thus enhances the understanding of the dynamics of organizational creativity and its effects on innovation and market performance in an organizational context of manufacturing firms. Practical implications In general, this research emphasizes the importance of establishing a creativity-supporting environment to enhance innovation and market performance. Most importantly, this relationship depends on whether firms are active in highly dynamic or stable markets. Managers should thus consider the level of (future) market dynamism when making decisions about creativity-supporting work environments. Originality/value This research provides novel insights into how organizational support for creativity influences innovation and market performance in the manufacturing industry and introduces market dynamism as an important moderating factor. | | no identificados explícitamente en título/resumen/keywords | cuantitativa | | |

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| Colakoglu, Saba; Chung, Yunhyung; Ceylan, Canan | Collaboration-based HR systems and innovative work behaviors: The role of information exchange and HR system strength | EUROPEAN MANAGEMENT JOURNAL | Article | AUG 2022 | 2022 | Integrating strategic human resource (HR) management research with the componential theory of creativity, we investigate the influence of a strategically anchored set of HR practices on employees' idea generation, pro-motion, and realization (i.e., innovative work behaviors (IWBs). Specifically, we argue that perceived collaboration-based HR systems rated by employees facilitate IWBs through promoting information exchange. We take a multilevel approach and further propose that the strength of a collaboration-based HR system at the unit-level (i e., shared employee perceptions) moderates the relationship between employee perceptions of such systems and information exchange. We propose that this relation will be stronger in units with greater levels of collaboration-based HR system strength. We test our model by collecting data at two different time points from 204 employees in 50 departments working at seven manufacturing organizations in Turkey. Results from multilevel and structural equation modeling support all hypotheses and point to the theoretical importance of taking into account idiosyncratic and collective perceptions of HR systems simultaneously. Practical implications that follow from our results suggest intentionally designing, implementing, and regularly communicating collaboration-based HR practices to facilitate IWBs. | | recursos/tiempo, colaboración/equipos | cuantitativa | | |
| Zhang, Fangfang; Wang, Bin; Liao, Yijing; Qian, Jing; Parker, Sharon K. | Job crafting through the lens of exploitation and exploration: A daily diary study on job crafting towards strengths and development | JOURNAL OF OCCUPATIONAL AND ORGANIZATIONAL PSYCHOLOGY | Article | JUN 2025 | 2025 | This study investigates how employees engage in two distinct job crafting strategies by either leveraging their existing strengths (job crafting towards strengths, JC-strengths) or pursuing personal development (job crafting towards development, JC-development) through the lens of exploitation and exploration. We propose that JC-strengths, as an exploitative strategy, enhances task performance, whereas JC-development, as an explorative strategy, boosts creative performance. We further propose that job autonomy enables both JC-strengths and JC-development by affording discretion in how work is shaped, while a strong performance-pay link serves as a directional signal by reinforcing exploitation-oriented crafting (JC-strengths) and discouraging exploration-oriented crafting (JC-development) in the presence of job autonomy. Conducting a 10-day daily survey among 115 employees, our findings confirmed the hypothesized distinct effects of JC-strengths and JC-development on task and creative performance on a daily basis, respectively. Moreover, daily job autonomy was found to be significantly related to daily JC-strengths, especially when coupled with a high performance-pay link. However, the expected effect of daily job autonomy on daily JC-development and the cross-level moderating effect of performance-pay link on this relationship were not significant. | | autonomía | cuantitativa | Diseño multinivel | n= 115 |
| Farrukh, Muhammad; Khan, Mohammad Saud; Raza, Ali; Shahzad, Imran Ahmed | Influence of high-performance work systems on intrapreneurial behavior | JOURNAL OF SCIENCE AND TECHNOLOGY POLICY MANAGEMENT | Article | SEP 21 2021 | 2021 | Purpose-In the past, a plethora of studies has investigated the organizational and individual outcomes of high-performance work systems (HPWS). However, less is known about the mechanism through which HPWS impacts employees' behavior, particularly intrapreneurial behavior (IB). Drawing on the social exchange theory, this study aims to fill this gap by investigating the mediation effect of perceived organizational support (POS) on HPWS-IB linkages Design/methodology/approach-Data were collected with the help of structured questionnaires from employees working in service industries such as banking and insurance.Findings-HPWS was conceptualized as a higher-order measurement model that includes four lower-order dimensions, namely, information sharing, decision-making participation, job security, training and development. Partial least squares structural equation modeling technique was used to test the hypothesized relationships. Results showed a positive and significant effect of HPWS on IB. Moreover, POS significantly mediated the HPWS-IB link.Originality/value-Despite an increasing number of studies on the role of human resource management (HRM) practices in enhancing innovation and creativity, there has not been enough research on how HPWS affects IB at the individual level in the presence of POS. Thus, this research is the first of its kind to investigate the mediating role of POS in HPWS-IB linkages in the Malaysian context. | | recursos/tiempo, prácticas de RR. HH. (formación, recompensas) | cuantitativa | Modelo de mediación | n= 687 |
| Miron-Spektor, Ella; Vashdi, Dana R.; Gopher, Hadas | Bright Sparks and Enquiring Minds: Differential Effects of Goal Orientation on the Creativity Trajectory | JOURNAL OF APPLIED PSYCHOLOGY | Article | FEB 2022 | 2022 | Why are some employees better than others at improving and maintaining their creativity over time? Despite decades of empirical study and theory on employee creativity, the temporal and developmental aspects of creativity are far from being fully understood. Emphasizing the dynamic nature of creativity, we propose that creativity trajectories are nonmonotonic, and that goal orientations explain individual variations in the ability to improve and sustain the productivity (number) and quality (novelty and usefulness) of ideas over time. Our findings from a longitudinal study at a manufacturing company suggest that employees with a learning orientation strive to develop their skills and thus improve the quality of their ideas at a faster rate and maintain it over time. Those with a performance orientation seek to demonstrate their skills, relying on existing frameworks that enable a larger number of ideas initially, yet ultimately undermine their creativity in the long term. We discuss the theoretical and practical implications for fueling creativity over time. | | no identificados explícitamente en título/resumen/keywords | cuantitativa | Diseño empírico | n=125 |
| Crider, Cole J.; Aghaey, Alireza; Lortie, Jason; Peake, Whitney O.; Digan, Shaun | Hybrid entrepreneurship, job satisfaction and the spillover effect of creativity | INTERNATIONAL JOURNAL OF ENTREPRENEURIAL BEHAVIOR & RESEARCH | Article | APR 23 2024 | 2024 | (HEVA) influence key characteristics associated with one's wage work, namely creativity and job satisfaction.Design/methodology/approachThrough a cross-sectional self-administered survey design, data were gathered from 465 US-based useable responses via Amazon Mechanical Turk and analyzed using structural equation modeling (SEM).FindingsFindings show individuals reporting higher levels of HEVA - such as creating, founding, starting or running - tend to also exhibit higher levels of creativity and job satisfaction in their workplaces. Findings further reveal that income negatively moderates the relationship between creativity and wage work job satisfaction.Practical implicationsBy providing a better understanding of how engaging in HEVA can impact creativity and job satisfaction, this study has important implications for (1) managers seeking to influence key employee outcomes and (2) employees considering such entrepreneurial activities.Originality/valueThis paper adds to the growing scholarly and practitioner interest in hybrid entrepreneurship and its outcomes. Specifically, the paper adds new insights regarding how engaging in HEVA can influence individual skills (i.e. creativity) or organizational goals (i.e. employee job satisfaction). In doing so, the paper also uses insights from the intrinsic/extrinsic motivation literature to suggest how extrinsic motivators (such as income) can interact with intrinsically motivated behaviors (such as creativity) in influencing employee outcomes in wage work. Finally, the paper contributes to the growing interest in applying the empowerment perspective within entrepreneurship research by exploring where and how empowerment may occur. | | empowerment | cuantitativa | Modelo de mediacion y moderacion | n= 465 |
| Maran, Thomas K.; Baldegger, Urs; Kloesel, Kilian | Turning visions into results: unraveling the distinctive paths of leading with vision and autonomy to goal achievement | LEADERSHIP & ORGANIZATION DEVELOPMENT JOURNAL | Article | JAN 27 2022 | 2022 | Purpose Leading with vision while granting employees autonomy is one effective organizational response to the demands of a dynamic external environment. The former is thought to align followers' behavior by providing guidance, the latter to increase variance in their behavior by relinquishing control; both exert beneficial but distinct effects on organizational performance. What has remained uncharted heretofore is how these leader behaviors shape their followers' cognition and, subsequently, yield improvements in performance. The authors argue that a leader's vision communication transforms followers' cognitive representation of their work. This not only enables them to specify their goals in alignment with the vision (goal clarity) but also to locate the meaning of their work within the bigger picture of the vision (construal level). By contrast, perceived autonomy in terms of power-sharing might directly affect followers' work engagement more narrowly. Design/methodology/approach The authors tested the model on a sample of 408 employees from eleven enterprises of a holding company. In the survey, employees reported perceived vision communication and autonomy provided by their leader. Furthermore, the authors assessed the employees' goal attainment. To capture how employees represent their daily work activities, the authors measured their construal level and their goal clarity. Findings The results show that both perceived vision communication and granted autonomy improve employees' goal achievement. Moreover, two processes mediate the relationship between vision communication and goal achievement in followers: first, specifying goals in terms of clarity; second, composing a higher-level mental construal of their work. In contrast, no mediation of empowering leader behaviors was found. Originality/value Better goal achievement through visionary leadership is therefore achieved through cognitive alignment of followers, while leader-granted autonomy acts as a motivational tool directly on performance. | | liderazgo, empowerment, autonomía, metas/claridad de objetivos, comunicación | cuantitativa | Diseó empírico | n= 408 |

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| Al-Khaldi, Salim O.; Bachkirov, Alexandre Anatolievich | Enhancing HRM research on innovation: psychometric properties and validation of the Arabic version of innovative work behavior scale | JOURNAL OF ISLAMIC ACCOUNTING AND BUSINESS RESEARCH | Article; Early Access | | 2025 | PurposeThis study aims to validate an Arabic version of the Innovative Work Behavior (IWB) scale to provide human resource management researchers and practitioners with a reliable tool to stimulate innovation in the workplace.Design/methodology/approachThe authors conducted two different studies. Study one assessed exploratory factor analysis, resulting in an acceptable factor solution for the IWB measure. Study two used confirmatory factor analysis and attempted to examine the convergent and discriminant validity of the IWB against other validation measures.FindingsBoth studies showed that the Arabic version of the IWB scale is reliable and valid and has strong evidence of convergent and discriminant validity. Statistical evidence shows that innovative work behavior correlates with constructs that are theoretically expected to show such relationships.Research limitations/implicationsThe scale demonstrates strong evidence of internal consistency and alignment with expected theoretical relationships, making it valuable for understanding and measuring these crucial skills.Practical implicationsThe validated Arabic version of the IWB scale, reported in this paper, offers a reliable and valid tool to assess creative and innovative skills in Arabic-speaking organizations.Originality/valueTo the best of the authors' knowledge, this is the first study to validate the IWB scale in Arabic, which addresses a critical gap in human resource management (HRM) research on workplace innovation. By demonstrating the scale's reliability, validity and alignment with expected theoretical relationships, this study extends the scale's applicability to Arabic-speaking organizations. | | recursos/tiempo, prácticas de RR. HH. (formación, recompensas) | — | | |
| de Araujo, Tiago Ribeiro; Jugend, Daniel; Pimenta, Marcio Lopes; Kim Jesus, Gessica Mina; Dorotea Cacsire Barriga, Gladys Dorotea; de Toledo, Jose Carlos; Mariano, Ari Melo | Influence of new product development best practices on performance: an analysis in innovative Brazilian companies | JOURNAL OF BUSINESS & INDUSTRIAL MARKETING | Article | JAN 5 2022 | 2022 | PurposeThis study aims to propose and test a research framework for analyzing the relationship between new product development (NPD) best practices and performance in companies that belong to innovative industries in Brazil.Design/methodology/approachA quantitative survey was conducted, involving several industries, including agricultural machinery, automotive and pharmaceutical. Data was analyzed through multiple linear regression.FindingsAmong the best practices investigated, the main results show that innovative culture and project climate are factors that significantly affect the performance of the NPD.Research limitations/implicationsThe choice of best practices can be considered a major limitation of this study, as this is a dynamic concept depending on a continuous analysis that must take into account the economic and technological environment.Practical implicationsThis study highlights a relationship between an innovative culture and performance. Some practices may be adopted to address an innovative culture, such as stimulating employee creativity, acceptance and partnership with external actors for the joint development of technologies and employee involvement with NPD.Originality/valueThe findings expand the debate on best practices in NPD and innovation management by presenting results on the topic in an emerging country, in this case, Brazil. | | cultura organizativa | cuantitativa | | |

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| Ma, Xifang; Rui, Zhengyun; Zhong, Genyuan | How large entrepreneurial-oriented companies breed innovation: the roles of interdepartmental collaboration and organizational culture | CHINESE MANAGEMENT STUDIES | Article | JAN 2 2023 | 2023 | Purpose This study aims to provide a better understanding into how large-scale companies overcome their rigidity and bureaucracy, and transform entrepreneurial orientation (EO) into organizational responsiveness (e.g. interdepartmental collaboration [IDC]). It also clarifies the double-edged role of organizational culture in shaping IDC, specifically within the Chinese economy that is deeply influenced by Confucianism. Design/methodology/approach Datas were randomly collected from companies that reside in the Yangtze River Delta region. With a sample of 115 large-scale EO Chinese firms, consisting of 402 department managers and 115 executives. The study aggregates the scores to create an overall measurement for EO, collectivism, power distance and IDC in the analysis. Further, confirmatory factor analyses were used to measure the structural model fitness, and multiple regression analysis was used to assess the hypotheses. Findings The results show that in competitive environments, IDC, as a strategic response to EO and a risk aversion of inertia and bureaucracy, fully mediates the positive relationship between EO and organizational creativity. Furthermore, the positive association is more pronounced under high cultural collectivism or low power distance in large-scale firms. Research limitations/implications This paper contributes to the understanding of EO approach at the organizational level. The results posit that when large companies adopt EO, they are proactive rather than passive and would exhibit IDC as an important strategic responsiveness. Moreover, different organizational cultural orientations (i.e. high collectivism and low power distance) help to build IDC before cultivating innovation. Practical implications The results in this study suggest that large companies should focus on developing IDC to overcome knowledge fragmentation, bureaucracy and inertia. Also, large firms should develop Human Resource Management practices, such as creating job rotation and workflow, as well as cultural trust and common beliefs. In contrast, they should be on guard against status differences and workplace hierarchy's cultural context. Originality/value To the best of the authors' knowledge, this is the first study that considers the roles of IDC and organizational culture and examines how large-scale entrepreneurial-oriented companies breed innovation. | | recursos/tiempo, colaboración/equipos, prácticas de RR. HH. (formación, recompensas), cultura organizativa | cuantitativa | | |
| AlMazrouei, Hanan | Empowerment leadership as a predictor of expatriates job performance and creative work involvement | INTERNATIONAL JOURNAL OF ORGANIZATIONAL ANALYSIS | Article | APR 10 2023 | 2023 | Purpose The purpose of this study is to investigate the relationship between empowering leadership and organizational commitment and its effect on job performance and creative work involvement within the expatriate society of the UAE. Design/methodology/approach The paper suggests a theoretical model derived from survey responses gathered from expatriates used in multinational organizations located in Dubai city in the UAE. Findings The results show that organizational commitment partially mediates the relationship between empowering leadership and job performance. Furthermore, the results show that organizational commitment partially mediates the relationship between empowering leadership and creative work involvement. Originality/value This research adds to the existing body of knowledge on international business by investigating the effects that organizational commitment and empowering leadership have on creative work involvement and job performance of expatriates. | | liderazgo, empowerment | cuantitativa | | |
| Malherbe, Magali; Simon, Fanny | Intergroup power dynamics during the idea journey: A two-way relationship between power and social identity | CREATIVITY AND INNOVATION MANAGEMENT | Article | JUN 2022 | 2022 | Organizational creativity has been described as a dynamic process throughout which an idea is framed by the interactions between idea supporters and audiences. Such interactions involve different forms of power, which determine what is considered creative by the involved audiences and their commitment to the idea journey. Power can then be a productive or repressive force for the creative process. However, we lack of an understanding of the particular circumstances that explain those two processes. Social psychology works, which have already demonstrated the influence of power on group identification and vice versa, offer a promising approach. Thus, we offer a new perspective by questioning the relations between power, social identification and creativity. We highlight different scenarios concerning the exercise of power that explain levels of commitment to ideas. We also stress the impacts of power on identity attributes and how they frame cross-cutting identities. Finally, we explain how power emerges from confrontations among groups invoking different attributes and the resulting outcomes. In doing so, we demonstrate the existence of a two-way relationship between power and social identity during the idea journey. | | Clima laboral/ liderazgo | Cualitativa | Estudio cualitativo | n=360 |

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| Boedker, Christina; Chong, Kar Ming | The mediating role of accounting controls between supervisors' empowering leadership style and subordinates' creativity and goal productivity | ACCOUNTING AND FINANCE | Article | DEC 2022 | 2022 | This study investigates the impact of subordinates' use of accounting controls on their job performance in circumstances where their supervisor adopts an empowering leadership style. We surveyed 98 Australian managers in the disability and manufacturing industries. The results show that diagnostic and scanning use mediate the relationship between supervisors' empowering leadership style and subordinates' creativity and goal productivity. When supervisors engage in empowering behaviours, subordinates are more likely to draw on accounting controls to cope with the greater information demands and job ambiguity inherent to such a leadership style. Furthermore, scanning use increases creativity whilst diagnostic use reduces creativity. | | liderazgo, empowerment | cuantitativa | Diseño empírico | n= 107 |
| Roth, Kristiana; Rau, Christiane; Neyer, Anne-Katrin | Design thinking and dynamic managerial capabilities: a quasi-experimental field study in the aviation industry | R & D MANAGEMENT | Article | NOV 2023 | 2023 | Recent academic literature has suggested that design thinking training has a positive impact on dynamic managerial capabilities that are vital for firm performance. However, it is yet not clear how these effects are realized. We suggest that the positive impact of design thinking training on dynamic managerial capabilities can be attributed to changes in two aspects of managerial cognition: creative problem solving as a mental process and creative self-efficacy as a psychological belief. We test our hypotheses in a quasi-experimental pretest-posttest field study in the aviation industry among 100 mid- and lower-level managers and a 5-month time lag. The intervention is a 2-day design thinking training based on experiential learning. We find that design thinking training realizes its effects on dynamic managerial capabilities rather indirectly through creative problem solving and creative self-efficacy. Our study provides a more nuanced understanding of the relationship between design thinking and dynamic managerial capabilities and showcases the role changes in managerial cognition play in the dynamic capability development of mid- and lower-level managers. Furthermore, it contributes to the scarce empirical research on the effects of design thinking on individual-level effects. For practitioners, our research shows how organizations can benefit from design thinking training by boosting their managers abilities to spot and take advantage of new business opportunities. | | prácticas de RR. HH. (formación, recompensas) | cuantitativa | Disño empírico | n= 100 |
| Bui, My-Trinh; Tran, Thi-Thanh-Huyen | The internal and external effect of environmental complexity on business responses: a PLS-SEM and artificial neural network approach | JOURNAL OF HOSPITALITY AND TOURISM INSIGHTS | Article | NOV 12 2024 | 2024 | PurposeIn the wake of severe socio-economic damage, many firms have made creative and technological progress in their responses to the COVID-19 crisis. This paper examines internal and external environmental complexity elements as antecedents of business responses and builds a framework for tourism firms to respond to the pandemic crisis.Design/methodology/approachThis study obtained survey data from 395 respondents in the Vietnamese tourism and hospitality industry. A partial least squares structural equation modeling-artificial neural network approach was used to examine various combinations of internal and external environmental complexity elements that have different impacts on business responses and firms' performance.FindingsThe knowledge and practice created by the firm's employees (individual creativity), obtained from traditional contexts (traditionality) were identified as internal environmental complexity factors while practice learned from other firms (mimetic pressure), information processing (status certainty) and digital transformation (digital technology speed) were treated as external environmental complexity factors. Internal and external environmental complexity factors influence business responses and firms' performance positively but differently.Practical implicationsThis study demonstrates that firms should integrate their internal environment of creativity and traditionality with external environmental factors of mimetic pressure, status certainty and digital technology speed to create better business responses, and thus firm performance in the COVID-19 era.Originality/valueThis investigation contributes to environmental research and narrows the existing research gap relating to the association between types of environmental complexity and firms' responsive action, which then influence firms' performance in terms of sustainable competitiveness. | | redes de colaboración, capacidades digitales/transformación digital | cuantitativa | | |
| Lucas, Brian J.; Mai, Ke Michael | Illumination and elbow grease: A theory of how mental models of the creative process influence creativity | ORGANIZATIONAL BEHAVIOR AND HUMAN DECISION PROCESSES | Article | JAN 2022 | 2022 | How do people think creative ideas are generated? Anecdotally, people's beliefs about the creative process seem to span the gamut of possible behaviors. The current research develops a framework for understanding beliefs about the creative process. We propose that people's beliefs can be organized around two prominent mental models of the creative process (i.e., the Insight model and the Production model). Our framework describes how these mental models influence the prioritization of creative process behaviors (i.e., preparation-focus vs. production-focus) and subsequent idea output (i.e., novelty and feasibility). We discuss five expected patterns of performance (i.e., archetypal frames) that derive from considering which model(s) a worker holds and which model is dominant. We also discuss contextual factors that influence mental model activation. Our theory provides a framework for understanding how people think about creativity and identifies directions for future research. | | Psicologia/ trabajadores | cualitativa | revisión e integración de literatura y desarrollo de un marco teórico | n= no aplica |

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| Yan, Bowen; Teng, Yefan | The double-edged sword effect of artificial intelligence awareness on organisational citizenship behaviour: a study based on knowledge workers | BEHAVIOUR & INFORMATION TECHNOLOGY | Article; Early Access | | 2025 | Artificial Intelligence (AI) has been developing explosively in recent years, and in this context, knowledge workers are increasingly understanding and using AI, and AI awareness influences their behaviours. Based on self-efficacy theory, this study constructed a dual-path model aiming to reveal the impact of knowledge workers' AI awareness on their organisational citizenship behaviours. The study collected multi-source data from China (n = 461) to construct a structural equation model, and the results indicated that AI awareness has a double-edged sword effect on organisational citizenship behaviours of knowledge workers, which are positive effect by promoting performance self-efficacy and negative effect by inhibiting creative self-efficacy, respectively. In the process of promoting organisational citizenship behaviours, organisational innovation climate plays a positive moderating role. This study also discussed the implications of the findings for both theory and practice. | | inteligencia artificial | cuantitativa | | |
| Choi, Jungmin; Shim, So-Hyeon; Kim, Sara | The power of emojis: The impact of a leader's use of positive emojis on members' creativity during computer-mediated communications | PLOS ONE | Article | MAY 18 2023 | 2023 | The existing literature on emojis offers limited insights on the effects of using emojis in organizational settings, especially in the context of leader-member relationships. The current research examines how a leader's use of positive emojis can influence members' creative performance, a critical determinant of an organization's success and productivity. We find that a leader's use of positive emojis enhances members' creativity and that this effect is mediated by a decrease in members' perception of objectification by the leader. We further find that this impact of a leader's use of positive emojis on members' creativity is stronger when members have a higher level of relationship orientation. Contrary to the popular belief that the use of emojis in a work setting is inappropriate, our findings reveal that leaders' use of emojis has positive impacts on important workplace outcomes. These findings provide important guidelines on how to apply emojis to computer-mediated communications at work by demonstrating the circumstances in which positive consequences of using emojis occur. | | liderazgo | Cuantitativa | Diseño experimental | n=308 |
| Oltra, Victor; Donada, Carole; Alegre, Joaquin | Facilitating radical innovation through secret technology-oriented skunkworks projects: Implications for human resource practices | HUMAN RESOURCE MANAGEMENT JOURNAL | Article | JAN 2022 | 2022 | Technology-oriented skunkworks projects aim at facilitating radical innovation through approaches different from 'normal' research and development processes and have their specific organisational challenges. Joint human resource management (HRM) and innovation management research on HRM requirements for technology-oriented skunkworks is so far scarce, revealing a timely research gap and propelling our research question: what are the human resources (HR) practices that best support secret technology-oriented skunkworks projects (compared to HR practices in innovation contexts)? An exploratory case study of a skunkworks project at PSA Peugeot-Citroen (currently Groupe PSA) reveals seven skunkworks-boosting HR practices: extreme empowerment and autonomy in job design and task development, extensive team-based training, creativity-based performance appraisal, participative decision-making systems, ultra-open job descriptions, 'undercover' (extremely discreet) recruitment and selection processes and turbulence-oriented employee flexibility. Managers responsible for technology-oriented skunkworks projects are offered guidance. Overall, our investigation enriches the promising research stream on skunkworks in action and their HR-related challenges, also opening further research opportunities on skunkworks managerial success conditions. | | empowerment, autonomía, recursos/tiempo, diseño del trabajo, prácticas de RR. HH. (formación, recompensas) | cualitativa | Estúdio de caso en profundidad | n= 13 |
| Georgiadis, Vasileios; Sarigiannidis, Lazaros | Nietzsche's three metamorphoses of the spirit and Schopenhauer's primordial suffering: an organizational culture change model redefining spirituality in the workplace | JOURNAL OF ORGANIZATIONAL CHANGE MANAGEMENT | Article | JUL 2 2024 | 2024 | Purpose - The paper redefines workplace spirituality (WS/WPS) by transcending the existential vacuum (in psychiatric terms a sense of lack of meaning of human existence and thus of work), leading to the development of workplace creativity, productivity and satisfaction, targeting operational profitability and organizational optimization. Design/methodology/approach - Spirituality is analyzed philosophically, following the Nietzschean definition in response to Schopenhauer's primordial suffering. Philosophical syncretism yields a viable organizational culture change model of spiritualizing the workplace. For this purpose, specific techniques are proposed which are combined with those already applied to various large companies and organizations. Findings - Spirituality in the workplace acts as a catalyst for developing beneficial qualities by increasing employee job satisfaction, organizational efficiency and business profitability, when equally responding to stakeholders' needs. Practical implications - The suggested change model holistically fosters organizational, operational, individual and collective effectiveness through work place spirituality redefined. Originality/valueFor the first time spirituality in the workplace is discussed under a brand new perspective, resulting in an interdisciplinary emerging model, contributing to the field by providing guidance to academics and practitioners to its auspicious implementation through organizational culture change. | | cultura organizativa | cuantitativa | | |

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| Valaei, Naser; Rezaei, Sajad; Bressolles, Gregory; Dent, Michael M. | Indispensable components of creativity, innovation, and FMCG companies' competitive performance: a resource-based view (RBV) of the firm | ASIA-PACIFIC JOURNAL OF BUSINESS ADMINISTRATION | Article | JAN 3 2022 | 2022 | Purpose A total of 210 valid paper-and-pencil questionnaires were received from fast-moving consumer goods/small and medium-sized enterprises (FMCG-SMEs) to empirically test the proposed model. Structural equation modelling approach was performed to assess the model fit, measurement and structural models for exogenous and endogenous constructs, and test of nonlinearity. Design/methodology/approach In the hyper-competitive world, while the essence of strategy making is often focussed on environmental and market-based analysis or the structure of the market, the important role of resources and capabilities in determining firm performance and overall strategy formulation within SMEs begs attention. Grounded in the resource-based view (RBV) of the firm, organisational improvisation theory and componential theory of creativity, the purpose of this research is to look beyond the determinants of creativity, innovation and proposes a theoretical model investigating organisations formative performance in strategy formulation. Findings The results imply that intrinsic motivation, extrinsic motivation, creativity-related processes and expertise as the firm's capabilities positively influence improvisational creativity, and creativity-related processes and expertise also positively impact on compositional creativity. Surprisingly, intrinsic and extrinsic motivations are not conducive to compositional creativity, and the relationships between extrinsic motivation and improvisational creativity as well as improvisational creativity and performance are nonlinear. Furthermore, both improvisational creativity and compositional creativity are found to be predictors of innovation in FMCG-SMEs. Practical implications Thus, organisations and specifically FMCG-SMEs can increase the level of improvisational creativity if they formulate strategies to motivate employees both intrinsically and extrinsically, and further, they can boost the level of compositional creativity in their companies through hiring and nurturing experts. Originality/value Less attention has been paid to motivation, creativity, innovation, performance and strategy linkages as the prominent source of competitive advantages among FMCG-SMEs, especially in developing countries. Theoretically, through introducing extrinsic motivation as the predictors of improvisational creativity and innovation, from strategic management perspectives, the empirical findings of this research illustrate that resources and capabilities (RBV) lead to improved competitive performance within the FMCG-SMEs. This study also provides empirical evidence for the nonlinear nature of the relationship between motivation and creativity. | | recursos/tiempo | cuantitativa | Modelos de Ecuaciones Estructurales | n= 300 |
| Ferraro, Tania; Lott, Ana Cristina de Oliveira | Empowering leadership questionnaire: Brazilian adaptation and validation | MANAGEMENT RESEARCH-THE JOURNAL OF THE IBEROAMERICAN ACADEMY OF MANAGEMENT | Article | AUG 4 2023 | 2023 | PurposeThe present study aims to present the adaptation and validation of the empowering leadership questionnaire (ELQ) for a sample of Brazilian workers (N = 827). Design/methodology/approachThe procedures of items translation, adaptation and back-translation of the original instrument were carried out. Data collection was performed using the snowball method. Data were evaluated with confirmatory factor analysis. FindingsThe results showed that the factor structure was maintained as in the portuguese (from Portugal) and English versions (original). Convergent validity was tested using the ethical leadership at work questionnaire (ELW). The analyses showed that the measure has good psychometric qualities, reliability indices and convergent validity results with the ELW. Research limitations/implicationsThe ELQ can still be used to identify the presence of empowering leadership (diagnostic phase) and contribute to proposing organizational interventions that lead to healthier and more productive work environments. Its convergent validity with ethical leadership suggests that managers can apply both (empowering and ethical leadership complementarily) to create quality interactions between leaders and team members that increase workers' autonomy and allow them to respond promptly to organizational challenges. Originality/valueUsing the ELQ can represent an important tool for the theoretical and practical development of studies of empowering leadership with Brazilian samples. | | liderazgo, empowerment, autonomía | cuantitativa | | |

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| Malpani, Rashi; Baral, Manish Mohan; Panigrahi, Rashmi Ranjan; Chittipaka, Venkataiah | Unveiling the dynamic nexus between corporate social responsibility, innovations and financial performances in 21st-century Indian start-ups | INTERNATIONAL JOURNAL OF ORGANIZATIONAL ANALYSIS | Article | JUN 4 2025 | 2025 | PurposeWith the rapid rise in the number of start-ups, corporate social responsibility (CSR) can principally contribute to the nation's socioeconomic development, making it more critical. This study aims to explore the effect of sustainability practices on a firm's performance with competitive advantage (CA) and innovation (INN) as the mediating variable.Design/methodology/approachAn exhaustive literature review was done to identify the constructs relationship for this study, and a questionnaire was used to gather the data from the start-up owners. In total, 400 samples were received, and partial least squares structural equation modeling was used for testing and validating the proposed hypotheses.FindingsCSR and financial performance (FP) have a significant relationship. According to this study's findings, innovation and CA substantially mediate the relationship between a firm's FP and CSR. This study will highlight how CSR practices stimulate organizational creativity, problem-solving and strategic thinking. It will also demonstrate how CSR can foster a culture of innovation that generates long-term value and positively impacts FP.Practical implicationsIt will aid in improving the knowledge of start-up owners that CSR is more than just pure altruism or philanthropy; instead, it must be promoted strategically as an investment that boosts productivity and creativity while also bringing overall financial benefits to the company. It will ultimately enhance the start-ups' ability to improve the economy and society. Furthermore, this study holds the potential to inform policy discussions and recommendations for fostering responsible business practices in the Indian start-up ecosystem. Policymakers can benefit from insights into how regulations and incentives can be designed to encourage start-ups to adopt CSR practices that not only fulfill legal obligations but also contribute to their CA and FP.Originality/valueThis study provides empirical validity to establish linkages between sustainability measures on the FP concerning start-ups that were not considered in the prior studies. Identifying the current conceptual framework and CA and Innovation as the two major factors influencing CSR in Indian enterprises is a novel contribution. This study aims to fill the research gap. By unravelling the intricate dynamics between CSR, FP and CA, the research contributes to the understanding of how start-ups can navigate the complex interplay of social responsibility and business success in the Indian context. | | prácticas de RR. HH. (formación, recompensas), cultura organizativa | | | |
| Park, Guihyun; Lim, Beng-Chong; Oh, Hui Si | WHY BEING BORED MIGHT NOT BE A BAD THING AFTER ALL | ACADEMY OF MANAGEMENT DISCOVERIES | Article | MAR 2019 | 2019 | Boredom is likely one of the most prevalent, yet least understood, emotions. It is easy to find examples of how boredom can engender other negative emotional states that often lead to somewhat negative-albeit unintended-outcomes (e.g., risky or delinquent behaviors). But does boredom invariably lead to negative consequences? Could being bored also have less obvious effects, such as increased creativity? We explore the consequences of being bored using three experimental studies that manipulate boredom and identify the benefits for creativity of being bored. In Study 1, we found that boredom helped boost individual productivity on an idea-generation task. In Study 2, we showed that the boredom manipulation only increased boredom and not other negative activating emotions (i.e., anger and frustration), thus highlighting boredom's unique effect on creativity. In Study 3, we found that boredom did not universally increase creativity for a product development task; instead, only those individuals with a high learning goal orientation (LGO), high need for cognition (NOC), high openness to experience, and high internal locus of control (LOC) showed a significant increase in creativity when feeling bored. These counterintuitive findings offer an empirical basis and theoretical motivation for viewing boredom as a variety-driving emotion that motivates individuals to engage in novelty-seeking responses-i.e., engaging in different, often unusual, ways of doing things that are unlike typical or predictable responses. Building on our findings, we discuss how organizations can use this untapped resource to motivate employees for positive outcomes. | | recursos/tiempo, diversidad/género/multiculturalidad | cuantitativa | Diseño experimental | n= 321 |

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| Iqbal, Junaid; Aukhoon, Mubashir Ahmad; Parray, Zahoor Ahmad | Thriving minds, thriving workplaces: unleashing creativity through psychological wellbeing and psychological capital | JOURNAL OF ORGANIZATIONAL EFFECTIVENESS-PEOPLE AND PERFORMANCE | Article | OCT 28 2025 | 2025 | PurposeThis study examines the complicated relationship between psychological wellbeing, joy at work, creative ability and the mediating influence of psychological capital, drawing insights from self-determination theory within the context of the banking sector.Design/methodology/approachThe study utilized random sampling to gather comprehensive data from 465 banking employees. Following data collection, structural equation modeling was employed to test the hypotheses formulated based on the collected data.FindingsFindings underscore a significant association between psychological wellbeing and both joy at work and creative ability within the banking sector. Moreover, the study elucidates that psychological capital acts as a crucial mediator, illuminating the pathway through which psychological wellbeing influences joy at work and subsequently enhances creative ability.Practical implicationsThis research offers valuable insights for organizational leaders and policymakers, emphasizing the imperative of prioritizing psychological wellbeing initiatives and nurturing positive work environments to enhance employee satisfaction, productivity and innovative contributions within the banking sector.Originality/valueThe application of self-determination theory as a theoretical framework provides a robust foundation for understanding the dynamics between psychological factors and workplace outcomes. The banking industry, often characterized by high stress levels and demanding work environments, stands to benefit substantially from interventions aimed at fostering psychological wellbeing. By cultivating positive mental health and capitalizing on joy at work, organizations can stimulate employee creativity ability, thereby fostering innovation and adaptive problem-solving capabilities crucial in the contemporary banking landscape. | | no identificados explícitamente en título/resumen/keywords | | | |
| Getnet, Hailu; O'Cass, Aron; Siahtiri, Vida; Ahmadi, Hormoz | Exploring new product development team problem-solving creativity in the base of the pyramid B2B firms | JOURNAL OF BUSINESS & INDUSTRIAL MARKETING | Article | MAY 10 2024 | 2024 | PurposeThis study aims to investigate the role of team problem-solving creativity in new product development (NPD) in the bottom-of-the-pyramid (BoP) in business-to-business firms. This study synthesizes perspectives from NPD, creativity and leadership to examine how work-related factors such as NPD managers' role ambiguity and individual-related factors such as CEO's ambidextrous leadership style interact to determine team problem-solving creativity and its effect on new product performance (NPP).Design/methodology/approachThe hypotheses are tested using data from a multi-informant survey of 274 middle-level managers within 137 local BoP manufacturing firms in a sub-Saharan African country.FindingsThe results show that an NPD team's ability to solve problems creatively determines NPP in BoP markets. The findings also show that NPD managers' role ambiguity has a negative effect on team problem-solving creativity. However, a CEO's ambidextrous leadership neutralizes the negative impact of role ambiguity on problem-solving creativity.Originality/valueThis study combines three distinct streams of literature, including NPD, creativity and leadership, to explore the antecedents and outcomes of problem-solving creativity. Drawing on creativity and leadership theories, this study reports that the success of creative idea exchanges depends heavily on a supportive environment for NPD team members and minimizing the NPD manager's role ambiguity. | | liderazgo | | | |
| Burhan, Qurat-ul-Ain; Khan, Muhammad Asif | From identification to innovation: how empowering leadership drives organizational innovativeness | LEADERSHIP & ORGANIZATION DEVELOPMENT JOURNAL | Article | APR 29 2024 | 2024 | Purpose Empowering leadership has a wide range of positive individual employee-related outcomes. However, a limited number of research studies are available emphasizing the overall organization-related outcomes. The major aim of this study is to delve into the function of organizational identification and intellectual capital (structural, relational and human) in mediating the relationship between empowering leadership and organizational innovativeness. Depending upon the resource-based view theory, this study comprehensively investigates the sequential effects of empowered leadership on the mediating roles of organizational identification and intellectual capital in organizational innovativeness.Design/methodology/approach Data were gathered through a self-administered questionnaire, which got 337 responses from telecom employees. To evaluate the hypotheses, the data were analyzed in SEM-M-Plus using exploratory and confirmatory factor analyses.Findings The findings demonstrate that empowering leadership impacts organizational innovativeness with the sequential mediation of organizational identification and intellectual capital (structural, human and social).Practical implications Organizations can identify and encourage leaders who exhibit empowering behaviors such as delegating responsibilities, providing autonomy and fostering a sense of ownership among employees. Also, organizations can foster intellectual capital by providing opportunities for learning, training and development. Additionally, knowledge sharing and collaboration can help to enhance the intellectual capital of employees.Originality/value While much research has been conducted on empowering leadership, the continued development of knowledge and the emergence of new perspectives related to identification and intellectual capital highlights the importance of exploring alternative paths that have been overlooked. Therefore, there is a pressing need to conduct research that takes into account these additional factors. | | liderazgo, empowerment, autonomía, recursos/tiempo, gestión/compartición de conocimiento, colaboración/equipos | | | |
| Haider, Syed Arslan; Zubair, Muhammad; Tehseen, Shehnaz; Iqbal, Shahid; Sohail, Mariam | How does ambidextrous leadership promote innovation in project-based construction companies? Through mediating role of knowledge-sharing and moderating role of innovativeness | EUROPEAN JOURNAL OF INNOVATION MANAGEMENT | Article | JAN 2 2023 | 2023 | Purpose Research on adopting leadership style like ambidextrous leadership to enhance employees' innovative work behavior (IWB) is in an initial stage. Moreover, employees need a high knowledge sharing attitude to show more IWB. The purpose of this study is to empirically test the impact of ambidextrous leadership on IWB with the mediating role of knowledge sharing and the moderating role of innovativeness as a project requirement (IAPR). Design/methodology/approach The simple random sampling technique was used to collect data from 542 employees of project-based construction companies operating in Pakistan. Smart partial least squares-structural equation modeling (Smart PLS SEM v.3.2.8) was used to test the hypotheses. Findings The result revealed that ambidextrous leadership has a significant and positive effect on knowledge sharing but negative effect on IWB at the workplace. Additionally, the mediating role of knowledge sharing has been tested and proved to be a potential mediator between ambidextrous leadership and IWB. Also, IAPR as moderator has a significant and positive effect on knowledge sharing and IWB. Practical implications The managers need to develop an ambidexterity-oriented strategy and communicate this strategy across the members of the whole organization. These processes can be facilitated by ambidextrous leaders with complex behavioral repertoires and specific constellations and characteristics of top management teams. Originality/value The relationship between ambidextrous leadership and IWB is the new | | liderazgo, gestión/compartición de conocimiento, colaboración/equipos | | | |
| Anser, Muhammad Khalid; Yousaf, Zahid; Yasir, Muhammad; Sharif, Muhammad; Nasir, Muhammad Hamid; Rasheed, Muhammad Imran; Waheed, Junaid; Hussain, Hadi; Majid, Abdul | How to unleash innovative work behavior of SMEs' workers through knowledge sharing? Accessing functional flexibility as a mediator | EUROPEAN JOURNAL OF INNOVATION MANAGEMENT | Article | JAN 3 2022 | 2022 | Purpose This study aims to investigate the direct impact of knowledge sharing (KS) and functional flexibility (FF) on innovative work behavior (IWB) of small medium enterprises (SME's) employees. This study also observes the mediating role of FF in the connection between KS and IWB. Design/methodology/approach This study adapted a quantitative methodology and used the cross-sectional data. Data were collected from the 751 workers of SMEs to validate the mediation model. Findings Results reveal that KS and FF significantly affect IWB in SME's workers. The findings also reveal that FF acts as a mediator between KS and IWB link. Originality/value The live experience of currently working employees shows that IWB is dependent of employees' KS and FF. Moreover, this study contributed to the streams of knowledge management and organizational innovation perspective by emphasizing upon the mediating mechanism of FF. | | gestión/compartición de conocimiento | cuantitativa | Analisis estadistico | n=751 |
| Zhang, Linyuan; Seong, Jee Young; Hong, Doo-Seung; Yoon, Hye Jung | The effects of charismatic leadership on performance: exploring key boundary conditions at multilevel | FRONTIERS IN PSYCHOLOGY | Article | APR 15 2025 | 2025 | Introduction Charismatic leadership (CL) plays an indispensable role in facilitating organizational change, stimulating creativity, and attaining performance objectives. Given the growing attention on the relationship between CL, creativity and performance, we establish a multilevel model that examines the moderated mediation effect of CL on task performance through creativity. This model considers both individual and group levels while accounting for contextual factors such as high-performance work systems (HPWS) at the individual level and group performance orientation (GPO) at the group level.Methods Our analysis of field data gathered from members of work groups offers robust empirical support for our multilevel framework. Data were collected from team members and their leaders in Korean private-sector organizations, utilizing a final sample of 109 teams consisting of 1,080 members and 109 leaders for our analysis. Conducted ordinary least square (OLS) regression analysis were used to test the hypotheses.Results The findings of this study indicate that CL exhibits higher creativity at the individual level when HPWS is low compared to high (compensatory effect). In contrast, CL produces higher group creativity at the group level when GPO is high rather than low (additive effect). Additionally, individual-level creativity mediates the relationship between the interaction of CL and HPWS at the individual level and task performance. The influence of the interactive effect of CL and GPO on performance at the group level is mediated by group-level creativity.Conclusion This study emphasizes the significance of adopting a multilevel interactive perspective on creativity and performance while providing evidence for how leadership and its boundary conditions affect creativity and performance. | | liderazgo, colaboración/equipos | Cuantitativa | Analisis estadistico | n=1.189 |

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| Junglas, Iris; Goel, Lakshmi; Rehm, Sven V.; Ives, Blake | On the benefits of consumer IT in the workplace-An IT empowerment perspective | INTERNATIONAL JOURNAL OF INFORMATION MANAGEMENT | Article | JUN 2022 | 2022 | Technology driven organizational transformation-heightened during the COVID-19 pandemic-is gaining momentum, as employees increasingly invest in technology for work. Referred to as IT consumerization, em-ployees use their smartphones, notebooks and tablets in the workplace, accompanied by a growing toolbox of applications. Google Apps and Dropbox are just a few consumer tools that employees use to get their work done, and in doing so, often bypass the authority of the IT department and the organization. While some organizations discourage, or even prohibit, employees from using their personal IT, others embrace the phenomenon. Em-ployees' investment in consumer IT and its accompanying applications has been suggested as related to inno-vation and productivity gains, but there has been no empirical validation of such a beneficial relationship. With this paper we propose a theoretical root cause for the perceived positive outcomes of employees using their personal technologies in the workplace. Specifically, we explore the role of IT empowerment-a concept that captures the level of authority an employee assumes in utilizing IT in order to control or improve aspects of their job. Surveying 147 employees, we find support for increased levels of IT empowerment and higher levels of perceived performance among those that actively use consumer IT versus those that do not; we also find a close relationship between IT empowerment and perceived innovative work behaviors. | | empowerment | | | |
| Takeed, Zargi; Ali, Mohammad Daud; Shah, Syed Imad; Muhammad, Ali; Qiu, Shaoping | The effect of entrepreneurial leadership on innovative work behavior: the mediating roles of creative self-efficacy and organizational learning | JOURNAL OF ENTREPRENEURSHIP IN EMERGING ECONOMIES | Article | | 2025 | PurposeThis research aims to examine entrepreneurial leadership's (EL) impact on employees' innovative work practices in small and medium-sized enterprises (SMEs) in Afghanistan. It specifically investigates the mediating roles of self-efficacy and organizational learning (OL) in the association between EL and innovative workplace behavior. The objective of the investigation is to offer a better understanding of how EL can cultivate a more innovative and creative work environment within Afghanistan's businesses (SMEs).Design/methodology/approachA random sampling process was used to identify a representative sample of 150 CEOs and managers from Afghanistan's SMEs. A questionnaire was distributed to each chosen participant. The SPSS and SmartPLS techniques were used to analyze the data to investigate the relationships among the research variables. The methodology emphasizes the quantitative evaluation of the mediating effects of self-efficacy and creativity in the context of EL.FindingsThe study results indicate that EL has a substantial and beneficial impact on creative self-efficacy (CSE). Furthermore, EL has been demonstrated to have an important constructive effect on innovative work practices. In addition, the results suggest that innovative work practices are substantially and positively influenced by CSE. Furthermore, there is a positive and substantial correlation between EL, inventive workplace conduct, OL and CSE.Research limitations/implicationsFirst, this study was conducted in Afghanistan. This may affect the generalizability of the findings to other contexts or regions. To improve the external validity of the findings, the upcoming investigations need to expand the sample size and incorporate SMEs from various countries. Second, this study used cross-sectional correlation design. A longitudinal investigation could suggest further profound perspectives regarding entrepreneurial leadership's long-term influences on SMEs' innovation.Practical implicationsThe results indicate that to foster an increase in innovative work behavior, executives must provide employees with more opportunities to develop creative ideas in the workplace. The development of EL within SMEs can improve their innovative work practices and CSE. Programs for training and advancement that emphasize cultivating EL capabilities among managers and executives can be advantageous for SMEs. This can result in a more dynamic and innovative work environment, which in turn enhances the overall performance and competitiveness of the enterprises.Social implicationsBy promoting EL and innovation within SMEs, the study highlights the potential for increased job satisfaction and motivation among employees. This can lead to higher productivity and economic growth in the SME sector, contributing to the overall socio-economic development of Afghanistan. Encouraging a culture of innovation can also inspire other sectors to adopt similar practices, fostering a more entrepreneurial and creative society.Originality/valueThe empirical evidence presented in this investigation supports the present works by signifying the mediating roles of self-efficacy and creativity in the association between EL and innovative workplace behavior. It provides valuable insights for both academicians and practitioners who are interested in comprehending the impact of leadership styles on creativity and innovation in SMEs, particularly in the context of a developing country such as Afghanistan. | | liderazgo, prácticas de RR. HH. (formación, recompensas), cultura organizativa | Cuantitativa | Analisis estadistico | n= 150 |

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| Opazo-Basaez, Marco; Vendrell-Herrero, Ferran; Bustinza, Oscar F.; Maric, Josip | Global value chain breadth and firm productivity: the enhancing effect of Industry 4.0 | JOURNAL OF MANUFACTURING TECHNOLOGY MANAGEMENT | Article | MAY 6 2022 | 2022 | global competitiveness and performance. This paper sheds light on the role of Industry 4.0 technological capabilities in facilitating knowledge access from international linkages and improving firm productivity. Design/methodology/approach Drawing on organizational learning research, the present study argues that the relationship between GVC breadth, analyzed in respect to the geographical fragmentation of production facilities and productivity follows an inverted U-shaped pattern that can be explained by the interplay between external knowledge access and the coordination costs associated with GVC breadth. We test our predictions using a purpose-built survey that was carried out among a sample of 426 Spanish manufacturing firms. Findings Our results indicate that organizations adhering to a traditional manufacturing system are able to benefit from fewer transnational relationships (concretely 11 foreign facilities) in the search for productivity improvements. This can be largely attributed to the marginal value of the knowledge accessed and the costs of coordinating international counterparts' production and knowledge transfer. However, our study reveals that the adoption of Industry 4.0 technologies has the potential to broaden optimal GVC breadth, in terms of the number of linkages to interrelate with (concretely 131 foreign facilities) so as to obtain productivity gains while mitigating the complexities associated with coordination. Originality/value The study unveils that Industry 4.0 technologies enable management of broader GVC breadth, facilitating knowledge access and counteracting coordination costs from international counterparts. | | Cadena de valor, organización empresarial | Cuantitativa | Analisis econometrico | n= 426 |
| Castillo-Vergara, Mauricio; Garcia-Perez-de-Lema, Domingo | Product innovation and performance in SME's: the role of the creative process and risk taking | INNOVATION-OR | Article | | 2021 | Creativity is an essential source of innovation for small and medium enterprises (SMEs). Moreover, one challenge in SMEs is to transform the novel and useful ideas that arise from creativity into innovation, hence the interest of researchers in advancing knowledge in this area. This study analyses: (a) how the creative process influences the results of creativity, (b) the role that risk-taking plays as a mediator in the relationship between creativity and product innovation, and (c) the impact of innovation on the performance of SMEs. The research model is validated with data from 139 Chilean industrial SMEs, using the Partial Least Square (PLS) method. The results show the importance of the creative process is different stages in SMEs. It also shows that risk-taking serves as an enabler in SMEs' ability to turn creativity into product innovation. We conclude our findings by illustrating the positive effect of product innovation on SMEs' performance, a crucial issue in their competitiveness. These findings allow managers to verify that creativity is not a random result but an intentional process. | | Gestion del conocimiento, cultura organizativa, procesos | Cuantitativa | Diseño empírico | n=139 |

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| Tsai, Kuen-Hung; Huang, Stephen Chi-Tsun | Service creativity reinforcement and firm performance The roles of innovation intensity and contexts | JOURNAL OF SER | Article | | 2020 | Purpose Many service firms have adopted creativity reinforcement mechanisms to manage employee-based service creativity so as to pursue their performance growth. However, its impact on firm performance has rarely been investigated in the extant research. The purpose of this paper is to satisfy this knowledge gap through an examination of how service creativity reinforcement (SCR) affects a firm's performance. Design/methodology/approach Two samples were used to test the hypotheses. The first sample included a total of 4,381 service firms and was analyzed by using a traditional moderated regression method in relation to sales growth as the outcome variable. Due to a number of missing values, the second sample was reduced to 1,481 service firms. This sample was analyzed by using a moderated fractional regression method and the outcome variable was innovation performance. Furthermore, a multi-valued treatment approach with the augmented inverse-propensity weighted estimator was adopted to assess the performance effect that was associated with each of the SCR mechanisms. Findings Statistical analyses suggested that SCR positively affected both the firm's performance and its innovation performance. Specifically, the stronger performance effects of SCR were associated with firms that had high innovation intensity, were small service firms and were part of the knowledge-intensive business service (KIBS) sector. The results also found that brainstorming sessions, a multi-disciplinary team approach, task rotation and non-financial incentives had greater performance effects than other mechanisms, especially for firms in the KIBS sector that had high innovation intensity. In addition, the results indicated that team-level mechanisms were more effective in developing highly innovative services than were individual-level mechanisms. Originality/value This study has contributed to the service literature by developing a contingency framework for SCR. This study has also advanced service research through the presentation of contextual effects associated with each mechanism of SCR. | | rrhh/formación | Cuantitativa | Diseño empírico | n= 5.862 |
| Ferreira, Jorge; Coelho, Arnaldo; Moutinho, Luiz | Dynamic capabilities, creativity and innovation capability and their impact on competitive advantage and firm performance: The moderating role of entrepreneurial orientation | TECHNOVATION | Article | | 2020 | Some scholars hold that dynamic capability (hereinafter DC) is one of the keys to achieving competitive advantage (hereinafter CA) and consequently, performance in strategic management. However, the definition and effects of DCs and the role of environmental dynamism are still under discussion. In the context of a Portugueselike economy and from a strategic process perspective, this study defines dynamic capability as the potential to systematically solve problems, enabled by its propensity to sense opportunities and threats, to make timely decisions, and to implement strategic decisions and changes efficiently, thereby ensuring the right direction. Moreover, the ambidexterity view, exploring the indirect impact of exploitative and explorative capabilities, mediated by creativity and innovation competences (hereinafter IC) gives evidence of the influence on CA and firm's performance. Using an empirical study of 387 enterprises in Portugal, it was found that DCs, creativity and IC do significantly, positively, affect performance, while entrepreneurial orientation (hereinafter EO) is a moderator. | | ia/digitalización | | | |
| Olson, Adam J.; Yust, Christopher G.; Christensen, Brant E. | Are public health policies associated with corporate innovation? Evidence from US nonsmoking laws | RESEARCH POLIC | Article | | 2023 | We use a natural experiment resulting from the staggered adoption of local workplace nonsmoking laws over the past fifty years to examine whether these public health policies also are associated with corporate innovation. We find a positive association between innovation and nonsmoking laws enacted near companies' headquarters locations, particularly in earlier years when smoking rates were highest. We use multiple difference-in-differences specifications, matched samples, companies headquartered in contiguous counties across state lines, and falsification tests to establish the robustness of the observed association and reduce the likelihood of alternative explanations. We then use an inductive approach to explore multiple potential mechanisms behind this correlation. We find evidence suggestive of the following mechanisms: improved health; improvements to employee creativity, productivity, and absenteeism; and increases in the local employee pool. Other mechanisms likely exist, but the collective evidence suggests that policy-based efforts to improve health are associated with a positive externality-increased corporate innovation. | | ia/digitalización | | | |

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| Ismail, Abdussalaam Iyanda; Abdul-Majid, Abdul-Halim; Ameen, Abdullateef; Raza, Saqlain; Akindele, Iyiola Tomilayo | USING EMPLOYEE CREATIVITY TO UNPACK THE 'BLACK BOX' IN THE HIGH-PERFORMANCE WORK SYSTEM (HPWS)-FIRM PERFORMANCE NEXUS | INTERNATIONAL | Article | | 2020 | The extant research findings have identified lacunas (i.e. gaps, unresolved issues, and black box) in the High-Performance Work System (HPWS)-Performance relationship and suggested usage of a mechanism (mediator) that can close up the identified lacunas. Thus, this study investigates whether employee creativity can play a mediating role in the relationship between HPWS and firm non-financial performance. The sample size of the study is 518, and respondents were selected through stratified sampling technique. Data were collected from the sampled 518 managers in Nigerian firms. Partial Least Squares (PLS) algorithm and bootstrapping techniques were used for data analysis. The result indicates that employee creativity competitively/partially mediates the relationship between HPWS and non-financial performance. Employee creativity represents an appropriate mechanism to explain the relationship between HPWS and non-financial performance. Hence, the positive indirect effect via the mediator variable (employee creativity) reveals the 'true' relationship between HPWS and non-financial performance. This result implies that HPWS may not necessarily enhance non-financial performance. Ill-configured HPWS could jeopardize non-financial performance, but HPWS that stimulates employee creativity would enhance non-financial performance. Lastly, the implications, limitations and suggestions for future research are discussed. | | ia/digitalización, rrhh/formación | Cuantitativa | Diseño empírico | n= 890 |
| Guchait, Priyanko; Qin, Yu; Madera, Juan; Hua, Nan; Wang, Xingyu | Impact of error management culture on organizational performance, management-team performance and creativity in the hospitality industry | INTERNATIONAL | Article | | 2020 | The purpose of this study is to examine how organizational error management culture impacts organizational performance, management-team performance, and creativity in the hospitality industry. In addition, this study examined the mediating effect of management-team learning behavior between error management culture and outcomes. Data were collected from general managers of 148 hotels in China using survey questionnaires. Results indicated that general managers' perceptions of organizational error management culture had a significant impact on all outcome variables. Additionally, the study found the mediating effect of management-team learning behavior. | | Digitalizacion | Cuantitativa | Analisis estadistico | n= 148 |
| Cui, Yong; Firdousi, Saba Fazal; Afzal, Ayesha; Awais, Minahil; Akram, Zubair | The influence of big data analytic capabilities building and education on business model innovation | FRONTIERS IN PS | Article | | 2022 | As organizations are benefiting from investments in big data analytics capabilities building and education, our study has analyzed the impact of big data analytics capabilities building and education on business model innovation. It has also assessed technological orientation and employee creativity as mediating and moderating variables. Questionnaire data from 499 managers at enterprises in Jiangsu, China have been analyzed using Structural Equation Modeling (SEM) in SmartPLS. Big data analytics capabilities building and education strengthen technological orientation and increase business model innovation. Technology orientation increases business model innovation and plays a mediating role. Employee creativity also boosts innovation. These findings show that business managers should adopt and promote a technological orientation. They should hire and train employees with big data education and training. Organizations can try to select and support employees who show creativity. | | ia/digitalización, rrhh/formación | Cuantitativa | Analisis de datos mediante modelos de ecuaciones estructurales | n= 499 |

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| Ahmad, Naveed; Ullah, Zia; AlDhaen, Esra; Han, Heesup; Scholz, Miklas | A CSR perspective to foster employee creativity in the banking sector: The role of work engagement and psychological safety | JOURNAL OF RET. | Article | | 2022 | The entire service sector has acknowledged the importance of employee creativity. However, the underlying mechanism due to which employees are engaged in creativity has been relatively unexplored. Moreover, where the banking service sector in advanced countries has realized the potential role of employee creativity for a bank's success, the same was not fully realized in the context of a developing country, especially in Pakistan. Against this backdrop, the current study is an effort to explore the underlying mechanism of employee creativity as an outcome of corporate social responsibility (CSR) with the mediating effects of work engagement (WE) and psychological safety (PS) in the banking sector of Pakistan. Data were collected (n = 483) from banking employees through a self-administered questionnaire, which used the paper and pencil method. The hypotheses of the current survey were validated by employing structural equation modeling (SEM) in AMOS software. The results confirmed that employee creativity, as an outcome of CSR, was significantly influenced by the CSR orientation of a bank. Furthermore, PS and WE produced a significant mediation effect (41%) between the relationship of CSR and employee creativity. The findings of the current study are helpful to the banking sector of Pakistan in understanding the CSR-employee creativity mechanism, which is of utmost importance from the standpoint of competition. | | ia/digitalización, rrhh/formación | | | |
| Shafique, Imran; Ahmad, Bashir; Kalyar, Masood Nawaz | How ethical leadership influences creativity and organizational innovation Examining the underlying mechanisms | EUROPEAN JOUR | Article | | 2019 | Purpose The purpose of this paper is to answer two questions. What is the impact of ethical leadership on followers' creativity and organizational innovation? What are the mechanisms through which ethical leadership influences creativity and organizational innovation? Design/methodology/approach Considering a market-oriented criterion to measure organizational innovation, the data were collected from 322 small-sized information technology firms working in Pakistan. Multilevel modeling and hierarchical regression analyses were used to explore the direct and indirect effects of ethical leadership on creativity and innovation, respectively. Findings The results show that ethical leadership is an important predictor of both individual and organizational creativity. For the individual level, the results of multilevel modeling indicate that there is a positive link between ethical leadership and employee creativity. Furthermore, ethical leadership affects employee creativity through knowledge sharing and psychological empowerment. At the organizational level, the results reveal that ethical leadership is positively associated with organizational innovation directly. Originality/value This study is first to highlight the role of ethical leadership for organizational innovation. The main contribution of the study is to explore creativity as potential mediator for ethical leadership-organizational innovation nexus; where a market-oriented criterion is taken as proxy of organizational innovation. | | liderazgo, aprendizaje organizativo, motivación, ia/digitalización, rrhh/formación | | | |

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| Miao, Rentao; Cao, Yi | High-Performance Work System, Work Well-Being, and Employee Creativity: Cross-Level Moderating Role of Transformational Leadership | INTERNATIONAL | Article | | 2019 | Under the new normal, the economic development mode and growth momentum of China has brought about fundamental changes, which means that the development of enterprises has gradually shifted from being factor- and investment-driven to being innovation-and talent-driven. As the foundation of corporate innovation, employee creativity plays an important role in this process. In the field of strategic human resource management, high-performance work system is the embodiment of its core competence. Although some research has begun to try to explore the impact of high-performance work system on employee creativity, the underlying mechanism and the boundary condition is not yet fully understood. According to the Job demands-resources (JD-R) model, this study theorized and examined whether and when high-performance work system stimulate employee creativity. Using a sample of large and medium-sized enterprises in China, we collected data, which are time-lagged and multilevel, from 266 employees in 61 departments. Results of the hierarchical linear model found that (1) High-performance work system is positively related to employee creativity; (2) High-performance work system positively affects employee work well-being; (3) Work well-being positively affects employee creativity; (4) Employee work well-being partially mediates the relationship between high-performance work system and creativity; (5) Transformational leadership, which represents an important contextual variable in the workplace, moderates the relationship between work well-being and employee creativity; (6) Moreover, we have also revealed that transformational leadership can moderate the indirect effect of high-performance work system on employee creativity. We discussed the theoretical and practical implications of these findings. | | liderazgo, recursos/tiempo, rrhh/formación | Cuantitativa | Diseño empírico | n= 327 |
| Lee, Craig; Hallak, Rob; Sardeshmukh, Shruti R. | Creativity and innovation in the restaurant sector: Supply-side processes and barriers to implementation | TOURISM MANAG | Article | | 2019 | Evidence supports creativity and innovation as important drivers of firm performance. However, research in the restaurant sector has focused heavily on 'culinary' innovations, with little emphasis on creativity and innovations in marketing, management, processes, and services. This study adopts a broader perspective, exploring sources for creative ideas, the different types of innovations, and barriers to their implementation. The paper reports the findings of a systematic review of restaurant innovation literature and empirical data from interviews with restaurant owners in Australia. Results of the study revealed that restaurant entrepreneurs generate new ideas by 1) imitating the practices of leading competitors and 2) analysing customer feedback. Marketing innovations were the most commonly developed type of innovation, whereas management system innovations were the least developed. Finally, creativity in idea generation and implementation of innovation is restricted by two main challenges: staff resistance to change and customer non-acceptance of new innovations. | | recursos/tiempo, aprendizaje organizativo, rrhh/formación | | | |

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| Abbas, Jaffar; Hussain, Iftikhar; Hussain, Safdar; Akram, Sabahat; Shaheen, Imrab; Niu, Ben | The Impact of Knowledge Sharing and Innovation on Sustainable Performance in Islamic Banks: A Mediation Analysis through a SEM Approach | SUSTAINABILITY | Article | | 2019 | This research is among the very few studies seeking a focalized examination on the relationship between knowledge sharing within a firm and organizational innovation. This specific study establishes that the knowledge sharing and innovation processes in Islamic banks are integral parts of the survival and progress of business organizations. Knowledge sharing and creativity are essential elements in the development of innovative strategies, but few studies have sought to investigate this relationship. This study proposes a framework with five hypotheses, which predicts the influences of knowledge sharing and organizational innovation on the Pakistani banking sector. This survey scrutinizes the impacts of knowledge sharing and innovation, and its primary objective is to determine how learning in Islamic banks mediates the relationship, and enhances the performance, of Pakistani Islamic banks. The authors distributed a self-administered survey, and randomly selected 554 employees from Mirpur AJ&K, Rawalpindi and Islamabad, Pakistan. We screened and tested the data received using SPSS version 25 for analysis purposes to measure the strength of the relationships which exist among the studied variables. The findings indicate that all of the proposed hypotheses have significant positive relationships, proving that knowledge sharing and organizational innovation have mediating impacts upon organizational learning. The findings can also be used to propose a systematic and holistic framework for attaining an improved performance in Islamic banks through the mediating role of organizational learning. This study offers empirical evidence and original data to examine the connection between knowledge sharing, innovation processes and learning culture in Islamic Banks. The generalizability of these findings is restricted to Islamic banks, and the study delivers valuable insights and suggestions for imminent research studies. | | aprendizaje organizativo, ia/digitalización | Cuantitativo | Diseño empírico | n= 287 |
| Villajos, Esther; Tordera, Nuria; Peiro, Jose M. | Human Resource Practices, Eudaimonic Well-Being, and Creative Performance: The Mediating Role of Idiosyncratic Deals for Sustainable Human Resource Management | SUSTAINABILITY | Article | | 2019 | Traditional Human Resource Management (HRM) focusing on maintaining the status quo is no longer in the spotlight. Sustainable HRM has become the new approach, emphasizing the need to attend to organizational results directed toward reaching different goals and integrating the needs of diverse stakeholders. Moreover, in response to the challenges that organizations face in volatile, uncertain, complex, and ambiguous (VUCA) environments, Human Resource (HR) practices can contribute to the development of idiosyncratic deals (negotiation of individual HR practices) that might facilitate employees' creativity and eudaimonic well-being in the long term and, thus, the sustainability of these organizations. Thus, the aim of this study is to test the mediating role of idiosyncratic deals (i-deals) in the unfolding relationship between HR practices, eudaimonic well-being and creative performance. Using a longitudinal database (three waves), the hypotheses are tested using structural equations modeling. The results support the idea that HR practices function as an antecedent for i-deals. More specifically, i-deals fully mediate the relationship between HR practices and eudaimonic well-being. In turn, i-deals and eudaimonic well-being fully mediate the relationship between HR practices and creative performance, which suggests that, through i-deals, HR practices become more beneficial for both employees and employers. In conclusion, these results are important for sustainable HR development, because HR practices enhance i-deals, which increase well-being, enhancing performance in the long term. | | ia/digitalización, rrhh/formación | Cuantitativo | Diseño empírico | n= 3.043 |

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| Lugar, Caleb; Novicevic, Rajko | KNOWLEDGE BASED HUMAN RESOURCE MANAGEMENT AND EMPLOYEE CREATIVITY: THE DUAL MEDIATION OF KNOWLEDGE SHARING AND KNOWLEDGE HIDING | | Article | | 2021 | Companies able to foster employee creativity through knowledge based human resource management practices enhance their competitive advantage over companies who stifle employee creativity. The conceptual model in this paper aims to demonstrate that knowledge sharing and knowledge hiding mediate the relationship between knowledge based human resource management practices and employee creativity. The implementation of knowledge based human resource management practices can lead to increased knowledge sharing and decreased knowledge hiding both of which will result in increased employee creativity. Aim and tasks. The aim of this paper is to build on social exchange theory as the foundational theory for understanding how knowledge based human resource management practices impact employee creativity through the mediators of knowledge sharing and knowledge hiding. Results. In previous research have studied the relationship between knowledge behaviors and employee creativity while accounting for motivational climate, transformational leadership, goal orientation, and various human resource management practices. Many of these factors have traditionally been exogenous variables to the individual employees working in organizations. While social exchange theory implies a dyadic exchange, it would be relevant to examine the endogenous variants within employees that might contribute to differential reactions to reciprocation. It is substantiated that individuals that have different exchange ideologies react differently to organizational support. The first section includes a literature review of the constructs - knowledge based human resource management, knowledge sharing, knowledge hiding, and employee creativity. The second section provides a model focusing on the impact social exchange theory has on the constructs, including theory-based propositions. In reviewing this model, the paper makes theoretical contributions to the constructs and social exchange theory. The final section provides direction for future research and discussion. Conclusions. Creativity is the fuel for the 21st century's competitive organizations. Researchers and practitioners alike rely on creativity to solve problems and improve products and services around the globe. It is important to deeply understand the antecedents necessary for creativity so that organizations employ systems and process that are conducive for creative production. From the theoretical foundations laid out in this paper, knowledge based | | liderazgo, aprendizaje organizativo, motivación, ia/digitalización, rrhh/formación | Cualitativo | Revision exhaustiva de la literatura | n= no aplica |
| Luqman, Adeel; Talwar, Shalini; Masood, Ayesha; Dhir, Amandeep | Does enterprise social media use promote employee creativity and well-being? | JOURNAL OF BUS | Article | | 2021 | Despite the increased use of Enterprise Social Media (ESM) worldwide, its adverse impact on firms' employees, such as exhaustion, has not been researched sufficiently. This is a critical gap in the literature since employees' well-being is crucial to maintaining their productivity. The current study addresses this gap by examining whether interruption overload and psychological transition affect the relationship of employees' socio-instrumental use of ESM with ESM-related exhaustion and employee creativity, respectively. We utilized the Conservation of Resources (COR) theory to conceptualize the mediation effect of interruption overload and psychological transition on the hypothesized associations. We also used the Regulatory Focus Theory (RFT) to propose the moderation effect of promotion and prevention-focus of employees on these associations. Cross-sectional data collected from 323 employees of firms in China were analyzed to test the proposed associations. Our findings suggest that both interruption overload and psychological transition mediate the association of ESM usage with exhaustion and creativity, respectively. Furthermore, the results revealed that promotion-focus strengthens the positive relationship between ESM usage and psychological transition, whereas prevention-focus of weakens the positive relationship between ESM usage and interruption overload. The study contributes key theoretical and practical insights to set an agenda for further research and aid managerial decisions. | | recursos/tiempo, ia/digitalización | Cuantitativa | Diseño empírico | n= 318 |
| De Clercq, Dirk; Pereira, Renato | Sleepy but creative? How affective commitment, knowledge sharing and organizational forgiveness mitigate the dysfunctional effect of insomnia on creative behaviors | PERSONNEL REV | Article | | 2021 | Purpose This study investigates how employees' experience of suffering from insomnia might reduce the likelihood that they perform creative activities, as well as how this negative relationship might be buffered by employees' access to resources at three levels: an individual resource (affective commitment), a relational resource (knowledge sharing with peers) and an organizational resource (climate of organizational forgiveness). Design/methodology/approach Quantitative data came from a survey of employees in the banking sector. Findings Insomnia reduces creativity, but this effect is weaker when employees feel a strong emotional bond to their organization, openly share knowledge with colleagues and believe that their organization forgives errors. Research limitations/implications The limitations of this research include its relatively narrow scope by focusing on one personal stressor only, its cross-sectional design, its reliance on subjective measures of insomnia and creativity and its single-industry, single-country design. Practical implications The findings indicate different, specific ways in which human resource managers can overcome the challenges associated with sleep-deprived employees who avoid productive work behaviors, including creativity. Originality/value This study adds to extant scholarship by specifying how employees' persistent sleep deprivation might steer them away from undertaking creative behaviors, with a particular focus on how several pertinent resources buffer this process. | | recursos/tiempo, aprendizaje organizativo, rrhh/formación | Cuantitativa | Diseño empírico | n= 127 |

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| Kumar, Nilesh; Hossain, Md Yahin; Jin, Yanghua; Safeer, Asif Ali; Chen, Ting | Impact of Performance Lower Than Expectations on Work Behaviors: The Moderating Effect of Status Mutability and Mediating Role of Regulatory Focus | PSYCHOLOGY RE | Article | | 2021 | motivation in between performance lower than expectations and innovative work behavior under the moderation of status hierarchy mutability. Further, low performance may also lead employees to counter-productivity through prevention focus. Thus, this study examines both sides of performance lower than expectations of the employee in the organization.Methodology: The study considered a cross-sectional study and surveyed R&D departments of manufacturing firms located in China. In total, 340 employees in 65 teams participated in the survey. This study conducted a confirmatory factor analysis to test the reliability and validity of data and used hierarchical linear modeling to test the hypotheses via Mplus 7.3.Findings: First, we reveal that employees' performance lower than expectations is positively linked with promotion focus regulation. Second, the study's outcomes reveal a positive indirect effect from employees' higher status mutability in the group toward innovative work behaviour through promotion focus motivation. At last, the study identified that performance lower than expectations has a positive indirect impact on counterproductive behaviour via prevention focus.Practical Implications: This research assists managers to understand the connection of stress between performances lower than expectations and the self-regulated motivation of the employee towards innovative behavior and counterproductive work behavior. Further, it recommends that leaders at different levels should understand that various reference groups inside and outside the organization pressurize employees' cognition. Therefore, certain steps and policies (eg, sensitive training, annual performance appraisal, feedback) must be taken into consideration to handle such self-regulatory behaviors.Originality: This study is the earliest to examine the performance expectations as an antecedent of innovative work behavior and counterproductive work behavior through regulatory focus. | | liderazgo, motivación, ia/digitalización, rrhh/formación, i+d/absorción | Cuantitativa | Diseño empírico | n= 340 |
| Imran, Muhammad Kashif; Ilyas, Muhammad; Aslam, Usman; Fatima, Tehreem | Knowledge processes and firm performance: the mediating effect of employee creativity | JOURNAL OF ORG | Article | | 2018 | Purpose - In current era, firms are facing difficulties in aligning their capabilities with the hallmarks of the knowledge-intensive economy. Notwithstanding the fact that employees' creativity ensures competitive advantage through innovation, firms are unable to reap the required level of performance. The purpose of this paper is to investigate the linkage among knowledge processes, employee creativity and firm performance. Moreover, the current quantitative study measures the moderating effect of a knowledge-intensive culture on knowledge processes and employee creativity.Design/methodology/approach - Surveys were conducted in eight services sector organizations operating in southern Punjab, Pakistan, and responses were obtained from 197 employees selected at random. To test the exposition using an empirical data analysis approach, three core hypotheses are drawn, and to test these hypotheses, multiple regression analyses, Preacher and Hayes (2004) mediation analysis and Aguinis (2004) guidelines were applied on 197 responses.Findings - The results explain that knowledge processes have a positive impact on firm performance and employee creativity partially mediates their stated relationship. Moreover, a knowledge-intensive culture has a strengthening effect on the relationship between knowledge processes and employee creativity. In-depth investigation outlines that knowledge acquisition, sharing and application are more influencing processes to enhance firm performance. Furthermore, knowledge conversion and protection do not hold significant relevance with firm performance but are supportive elements for other processes.Research limitations/implications - In order to have a sustained performance, firms have to initiate steps to promote employees' creativity by deploying an optimal mix of knowledge processes and flourish a knowledge-intensive culture in routine organizational life. Moreover, knowledge processes are important to promote creative behavior in employees that will lead to incessant innovation and firm performance.Originality/value - This study gives meaningful thoughts to unexplored areas in the field of knowledge management. First, the indirect effect of knowledge processes on firm performance through employees' creativity. Second, the importance of knowledge processes to enhance employees' creativity in the presence of a knowledge-intensive culture. This study gets together the dynamic constructs in the field of knowledge management, such as knowledge-intensive culture and employee creativity, and describes the linkage between knowledge processes and firm performance. | | | | | |

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| Do, Hoa; Budhwar, Pawan S.; Patel, Charmi | Relationship between innovation-led HR policy, strategy, and firm performance: A serial mediation investigation | HUMAN RESOUR | Article | | 2018 | This research examines the relationship between innovation-led strategy and innovation-led HR policy (hereafter, management initiatives) and innovation performance. Our research model is theorized and tested in the Vietnamese context, based on the servant leadership theory and componential theory of creativity. We draw upon constructs of management initiatives, servant leadership, employee creativity, and firm innovation to hypothesize serial mediation mechanisms linking management initiatives to firm performance. Using a multilevel sample of 56 service firms, we conduct multilevel path analyses. We find that (a) individual-level servant leadership mediates the top-down relationship between management initiatives and employee creativity, (b) employee creativity mediates the bottom-up relationship between individual-level servant leadership and firm-level innovation, and (c) firm-level innovation mediates the bottom-up relationship between employee creativity and firm-level market performance. We conclude by discussing both theoretical and practical implications. | | liderazgo, rrhh/formación, estructura/estrategia | Cuantitativa | Diseño empírico | n= 788 |

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