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## Organizational Culture Influences on Creativity and Innovation: A Review

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### Abstract

*Due to the rapid change in technology, the world becomes more globalized, the success and survival of any organization build upon on its ability to stay creative and innovative. Innovation and creativity are the twin processes and have shown the greatest significance, achievement and sustainability to an organization. Innovation and creativity go hand in hand; greater creativity is a clue to more innovations. Innovation is one of the leading elements which inducing business success in a tremendously modest and vibrant way. The scholars and specialists have struggled to enhance and develop the awareness of the real management of innovation. Up to the present time, although the literature on innovation is growing quickly, very slight consideration has been waged to the administrative and executive matters relating to creativity. The aim of this paper is to review all the previous literature on the connection of organizational culture with creativity and innovation.*

**Key Words:** Organizational Culture, Creativity, Innovation

### Introduction

At present, organizations are flowing towards the knowledge-based organization. To be effective and stay in the competitive market, creativity and innovation show a key part (Masnan *et al.*, 2008). As organizations environment become progressively dynamic, tentative, and economical, so in the present era organizations must be innovative to sustain their viable advantage/power and to manage with increasing strains of the customer (West, M. A., & Farr, J. L., 2009). As innovative & creative developments in organizations stalk from their employee creativity (Amabile, 1988; (West& Anderson, 1996) and the close and regularity of employee creativity is greatly influenced by organizational environment and management rehearses that are determined by managers' direction behaviors (Amabile, 1996), scholars in management sphere have proposed that leadership must play an essential role in employee creativity. Undeniably, earlier studies have shown that employees be likely to engage in further pretty than a lesser amount of creative behaviors when their managers show convinced leadership behaviors, show eagerness for new ideas and providing personalized instruction (i.e. Transformational leadership; (Shin & Zhou, 2003), inspiring contribution in decision making and providing self-sufficiency from administrative limitations (i.e., empowering leadership, Zhang & Bartol, 2010), and clarifying hopes regarding work struggles and providing conditional rewards to them (i.e., transitive leadership; (Eusenberger & Byron, 2011)).

In certain organizations, actions are taken to motivate creativity and innovation. Such actions comprise linking personnel in decision making, recruiting and appointing employees with creativity appearances, set criteria for work performance and giving systematic feedback. Obviously, innovation is broadly known as the key to an organization's existence and victory in today's extremely modest business environment (Taghizadeh *et al.*, 2014). Similarly, for public and charitable organizations, creative employees can be

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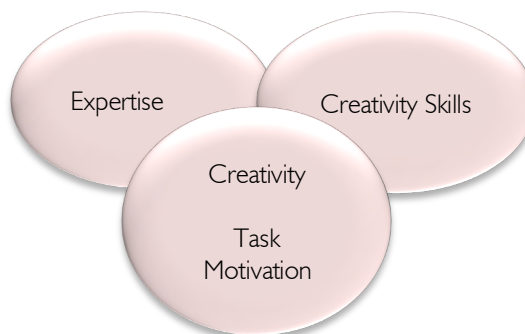
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constructive. They can visualize innovative methods to exertion together with people, how to deal with mass media forces and how to give people 'more bangs for their buck' in a declining economy (Neuhoff & Searle, 2008; Voorberg, Bekkers, & Tummers, 2014). Though creativity is not deprived of its costs—motivating creativity can illustrate outcome in more deceit (Gino & Ariely, 2012)—it is commonly debated that organizations essentially need employees who are creative and engage this in their effort (Shalley & Perry-Smith, 2001). Eisenbeiss, van Knippenberg and Boerner (2008) proposed that scholars need a further in-depth understanding of the tools that can be used by personnel in management spots healthier foster and improve creativity and innovation. It has been appealed by several scholars that creative and innovative struggles are inclined by both contextual and personal variables (Herrmann & Felfe 2013; Rosing, Wang & Rode 2010). Park *et al.* (2013) indicated that innovation could be fortified by organizational culture as an innovation that is associated closer to the individual level of idea generation. Regarding this, many scholars have tried to find the association of organizational climate on innovative behavior (Ekvall, 1996; Naranjo-Valencia, 2015; Scott & Bruce, 1994; Wang & Rode, 2010).

The aim of this paper is to improve lifelong organization strategies, so as to nurture Alertness on the significance of creativity and innovation to enable persons and to transfer and improve innovation in organizations. Given the continuously developing leap of the work atmosphere, together with strengthened competition, creativity and innovation are measured important competencies for gaining a viable advantage. By both domestic and global competition, and an unclear profitable environment, the organization, need to stun innovative competitors by indorsing creativity and innovation, to confirm their subsistence and success (Müceldili, Turan & Erdil 2013). This study will show the aspects of organizational culture that disturbs creativity and innovation. Hence the study will further aspect to contribute to the organizational culture.

## Theoretical Framework

There are controversial ideas of substantial definitions of innovation and creativity. However, it is completely agreed with Amabile (1983, 1997, 1998) that creativity is observed as a course of ideas and expansion for a new invention. Also, creativity states creating new ideas (Gurteen, 1998. Meanwhile, innovation refers to moving, developing and applying these new ideas into products and services (Gurteen, 1998). In addition, creativity is measured as an essential base for organizational innovation (Amabile, 1997). Employees in the term of work progress are more creative and artistic when they feel motivated primarily by the awareness, gratification, and task of the condition and not by outside pressures; the desire and interest – employee internal aspiration is to do something exceptional to show himself or herself; the employee sense of challenge or ambition to crash a problem that no one in the organization can solve it. Expertise, creativity skills, and intrinsic motivation are three key mechanisms that help an individual or the creativity of small teams (Amabile, 1983).



**Figure:** The three Components Model of Creativity

**Source:** Amabile, (1983)

In this assessment, expertise is considered as a base for all creative work, and it is seen as a set of intellectual pathways to deal with the trouble of doing a given task. It should be observed as an eye to experimental eye pathways that may be tracked to solve a problem or perform a given task. The expertise elements consist of technical ability and skills, sharp factual knowledge and distinct abilities in the target work realm. At the same time, creativity skills indicate creative performance. Creative thinking serves "something extra" because of creative performance. Considering that to perform an activity, a person has some incentive, and if the required expertise is in place, the performance will be acceptable, satisfactory and technically good. Thus, with extremely high-level expertise, the person will not create creative lacking. A favorable cognitive style includes in these skills capturing new perceptions on the problem, techniques to explore the new cognitive way and favorable working style to determine active pursuit of one's work. It can be increased to learn and exercise techniques to improve knowledgeable independence and cognitive flexibility. The previous two skills component defined the capability of a person to perform in a given domain. Motivation is a task component that concludes what the person will do it actually. It can be either intrinsic or extrinsic motivation, although the combinations of both are common. Task motivation sort the distinction between what a person can do and what he will do. Yet, it is highlighted that motivation has a vital role as a psychological tool (Newell & Simon, 1972). Changing from creativity to innovation is considered as an important step to set up an innovative organization. Hence, to track the speedy variation of organizational environment, conducting studies which settle an environment that enables employee that how to implement new ideas into innovative results in an operative way is essential for organizations (Klijn & Tomic, 2010).

## Organizational Culture

Organizational culture is the collective glue that pledges persons together and empowers them to play an active part in organizational involvement. Personnel is encouraged to adopt the leading culture of the organizations as it fulfils their wants for social identity. This collective glue works as a gateway to induce new employees and keep dominant performance which leads to creativity and innovations. Organization culture is a set that state the value, belief and performance outline that makes the main uniqueness of the organization and form the employee's behavior (Deal & Kennedy, 1982; Malekifar, et al., 2014). Organizational culture is considered as one of the factors that can inspire innovative performance amongst employees of the organization. Since it affects employee behavior, it may clue them to admit innovation is an important value of the organization and to feel more involved in the business (Hartmann, 2006). It can also be defined as the mutual beliefs among the employees in certain organizations (Ella Miron & Miriam Erez 2004). Organization culture is a set of beliefs, signs, ritual, fables, and practices that can be established increasingly in organizations (Pheysey, 1993).

Nowadays organizational culture has normally been related to management (Kotter and Heskett, 1992). Schein defines two main features that clue to active management culture comprise organizational permanency and the addition of a greater standard of organizational culture. (Schein, 1985). Similar organization with diverse circumstances has a common set of the same organizational culture having different circumstances has shared set of high values and norms to be affected by organization systems (Robbins & Sanghi, 2007) The charm of organization value, norms and beliefs have an active influence upon sustainability and performance. The norms of persons influence sustainable act and management of organizational culture, which leads to the achievement of productivity (Stewart, 2010).

According to literature, the successes of organizations are influences by organizational culture. It is said, success can be realized when the improvement and formation in the organization are giving attention. It is also proposed that organizational culture should be suitable for the behavior, values and attitude of leaders (Masnan et al., 2008). In addition, Goffee and Jones, (1998) categorized organization culture in two orthogonal dimensions:

1. Sociability: How everyone is nice to each other; their sentiment of fraternity; their openness; their unanimity in short how happily they work collectively.
2. Solidarity: Collective goals efforts; These collective efforts aim to 'get the job done' their effort as a group to attain some end—their prevalence of aims.

On the base of these two proportions, organizational culture is further categorized into four parts comprising fragmented, networked, mercenary and communal culture. In particular, fragmented culture has a low degree of solidarity and sociability, mercenary culture has low sociability and high solidarity, whereas networked culture involves a high level of low sociability levels of solidarity, in contrast, communal culture is considered as both a high degree of solidarity and sociability.

Those they are high on both the solidarity & sociability axis are labelled as "Communal". Those were low on both as labelled as "Fragmented".

Solidarity	Sociability	Type
Low	Low	Fragmented
Low	High	Networked
High	Low	Mercenary
High	High	Communal

Source: Goffee and Jones (1998)

Jones & Goffee argue that among all these cultures, no one is good or bad. Nevertheless, they can be less or more effective in different situations. They also argue that organization repeatedly make movement among these, which may because of the organizational change or stress. The order is often repeated. 'Communal' decays into 'Networked', then 'Mercenary' and finally into 'Fragmented'.

Different types of cultures have been defined as followed:

### Counter Culture

The beliefs, norms and values of organizational culture that are common amongst various management sectors and the executive were enforced to get the benefit of these to come under counter-culture (Slocum, J. W., Kerr, J. & Jr. 2005). The efficiency of an organization is built upon the involvement of a strong culture, which has stable links between management and performance.

### Sub Culture

Subculture ensures organization section with various groups of beliefs, values and norms in the evidence of geographic capacities, career requirements and organizational objectives. Schein stated that the commitment of employees toward an organization based on employee awareness that influences upon culture (Schein, 1990). The societal communication of workplace outside organization ponders sound for a certain organization (Crawford and Lok, Westwood 2005).

### Strong Culture

The similarities in attitude beliefs, values norms that employees grip in society must be measured resilient. The attitude, values, norms and beliefs of an organization are reflected stable when employee grasps a bigger part of the culture (Deal and Kennedy, 1982). The less gap on employee affiliation has remained to agree with managers accordingly. In an organization, rules must be considered value for employees. The strategies, rules, procedure and tasks develop may top managers should must stimulate upon the employee behaviour, so the targeted modest benefit have been grown.

### Weak Culture

The insecurely stitch organization cultures that help & push an individual with regarding beliefs, attitudes

and feelings to be much innovative. The valued asset pays to increase wants and needs of culture management. The slackly linked culture built upon values and beliefs has a link with perfect groups. The assortment of organizational goals and personal objectives has innovative management of rules and actions so that perfect association has been created between them (Kenndy and Deal 1982).

## Creativity

Creativity has been referring to a judgment of originality and usefulness or the valued result of something (Pirola-Merlo and Mann, 2004). Creativity is the capability to distinguish interaction, inspect issues from new outlook & ideas in the present information (Forgionne and Newman, 2007). In the workplace, creativity is referred to as the creation of a generic idea or results (Zhou & George, 2001). Some other definitions have proposed that creativity can generally mix the existing information in different methods. The next set of definitions suggests that creativity, either new or recombined, must have worth (Higgins 1999). The generous creation of the novel, applicable concepts in any domain of human work activity such as from science to art's, to organizations, to education, to every aspect of life (Amabile et al., 1997). She affirms that the ideas must be a novel i.e what has been done differently from the previous work and must strive to toward any problem or opportunity. Creativity is complicated and logical processes that comprise of identifying and expanding indication to the novel, unclear problem that will boost organization structure its services, actions, progress and its products (Friedrich and Waples 2011, Shalley and Gilson, 2004, Mumford and Gustafson, 1988). Creativity is considered as a seed for innovation; motivate employees to generate generous ideas influence the psychological awareness of innovation in the organization (Amabile et al., 1996). Amabile et al., (1988, 1996) mentioned the three extensive organizational factors in her creativity and innovation componential model that are related to creativity: (1) Organizational motivation and support for innovation and creativity, (2) Resources- everything the organization should have available to aid targeted work for innovation, i.e. availability of training, time to produce novel work, stable environment etc., (3) Management practices, (Amabile et al., 1996, Griffing, Sawyer and woodman 1993) acknowledged the extent of job environment which linked to organization creative activities. In regard to group attribute like group coherent, norms, diversification, performance and responsibility etc. several organizational components that include organizational culture, structure, rewards and focus on technology.

Several recent studies of management have examined the influence of leaders on employees' creative behaviors. Creativity achievement is expected to be mediated first through their degrees of inner engrossment in creative practices (Carmeli & Schaubroeck, 2010). Significant evidence shows that creativity of employee can deeply contribute to organizational effectiveness, innovation, and being (Shalley, Zhou, & Oldham, 2004). A number of studies have confirmed an optimistic relationship between employee creativity and support from supervisors. Oldham and Cummings (1996) found that a significant contribution can be made by supportive supervision.

However, scholars show much importance to the three sides of creativity comprising (a) person (i.e. *The intellectual ability of an individual*); (b) process (i.e., *the nature of thoughtful practice and critical action through which new visions or difficult solutions are settled*); (c) product (i.e., *the unique products per good potentials due to creativity*) (Arad et al., 1997). Ford (1995) observed creativity as a specific -context assessment which can vary among culture, groups and organizations and can also vary over time. According to Cook (1998), creativity takes profits to organizations owing to a modest way. To syndicate this variety of definitions, we can say that creativity involves the generation of novel ideas or the recombination of acknowledged elements into somewhat new, providing accurate results to a problem.

## Creativity Expected Results/Benefits

Creativity is the generation of ideas with values, is required in order to improve the performance of the organization, comfort the adaptation to change, to overcome on a concrete problem, change the employee attitude and finest practice manufacturing. In organizational culture, creative thoughts are much important

at all stages (Eleni Sefertzi, 2000). Creativity process expected result is:

- Innovation through process idea and new products
- Continuous improvement of products or services process
- High level of performance and increase productivity
- Rapidity
- Efficiency
- Flexibility

## Innovation

Hammond et al. (2011) defined that innovation includes both an idea and an Implementation phase. It refers to the generation of new ideas and solutions that current techniques are used for the new situation. In organizational settings, innovation is related to using new ideas for reconstruction, cost reduction, communication improvement, new technology implementation for production processes, implementation of new organizational structure and making new personnel plans or programmers (Masnan et al., 2008). West and Farr (1990) viewed innovation as changes with the purpose of getting more profits due to competitive ways. It refers to the adoption of work or the construction of new technologies. Moreover, it involves the promotion of organizational structure or managerial practice. Hogan and Coote (2014) stated that innovation plays a crucial role in organizational success. Consequently, research on processes that support innovation should be of interest to experts and professionals as well. Innovation is a prerequisite for achieving in increasingly dynamic and aggressive market segments.

Innovation is the effective implementation of creative ideas in an organization it comprises of several actions, and its aim is to give value to the business and acceptable return to the organization (Amable etl, 1998). Innovation is the process of carrying the finest thoughts into reality, which provoke a creative idea and develop a sequence of the innovative occasion. Innovations are also known as the conception of novel value and alter new thoughts into new value- turning thoughts into value. Innovation is referring as an action which links knowledge and ideas into new value, (Friday O. Okpara, 2007).

Innovation is encouraged by the gathered information from new links; from the grown vision by an expedition into other system or spaces; from dynamic shared links and fluent accessible boundaries. Innovations begin from exchange of circles, where information is not just gathered or hoarded, but created and shaped. Generous thoughts generated something new from links that were not there before (Wheatley, 1994).

Innovation needs new approaches to look at the things, thoughtful people, and entrepreneurial enthusiasm to bear risks and work hard. An idea cannot become an innovation until it is broadly embraced into the daily life of the people. People substantially confront change, so the keyway of innovating is to satisfy/sure other that your idea is the best one- by committing their support and doing so, by serving them realize the worth of the idea. Art Fry Ref (Friday O. Okpara, 2007). Joseph Schumpeter (1934) considered that the innovation concept, defined the practice of origination to generate a new product and services, is the main strength to producing new demand the ultimate result will be a new wealth. Innovation and organization both have equally played in importance in this because innovation creates new demands and organization bring them to the market. This process abolishes the current markets and generates the new ones, which will, in turn, be demolished by the same fresher products or services. Schumpeter calls this process of creative destruction.

Furthermore, innovation is considered as a process which brings the best ideas into authenticity, which generates a series of innovative ideas and creative actions. Innovation is the construction of new value & alters new ideas into new value. Yet innovation is not possible without the creative environment, its combine idea and knowledge into new value.

## Support Frontline Employees to Become Innovative

In organizational culture, innovations do not seem like miracles. It is created by leaders who create situations to bring out everyone with innovative ideas. Can leaders create these settings? Yes, they create environments that will inspire & encourage frontline employees to be innovative. This requires that leaders of the organization must fulfil two key conditions. The leader must convince the front-line employee that he supports the leadership line and at the same time, the leader must ensure that the frontline employees understand the big picture (Robert D. Behn, 1995).

Implicit contract between the frontline employees and the leadership has been found ineffective organizations. The leadership produces what the frontline employees want in order, the frontline employees will produce what the leadership wants; In organizational culture, the leaders wish to make this message as explicit as possible: "You produce for us, and we'll produce for you" (Behn 1991). Every organization needed this implicit contract that strives for innovations. Normally the employees will not support an organization's leadership for achieving its mission do a good job they expect that leaders will relief them. In simple words, if leaders want support from the front-line employees, they had better help the front-line employees. Moreover, leadership has to move first (Robert D. Behn, 1995).

## Innovation Expected Benefits

Within the organizational context, leaders encourage innovation because of its capture value. Innovative employees are creating and executing a new process by which increase productivity and may grow viable benefit and provide meaningful distinction. The organization they are more innovative are integrally more adaptable to any external environment; this direct them to respond quickly and further effectively to avoid opportunities & risk. As a managerial viewpoint, innovative employees are habitually motivated and involved in the organization. Allowing employees to improve their work processes and innovation which provides autonomy sense with that enhances job satisfaction. From an extensive perspective, allowing employees to involve in broader organization-greater innovation generates a strong sense of community and teamwork and ensures that employees aware of and invested in organizational strategy and objectives.

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## Difference between Creativity and Innovation

Innovation and creativity are nearly relevant constructs allowance powerful ride in originality (Angle, 1989). Whereby creativity is generating innovative and appropriate ideas, especially to a person level (Amabile et al., 1996). Innovation is the procedure through which these concepts are taken, established, refined, settled, explained and finally advertised and/or applied. Creativity makes innovation into a pipeline. For any organization it is very important to go on accordant & compete in pursuing of its goal, attention must be required from the management of the organization for both ends of the action, frequently generate creative ideas & utilize its innovative process to catch the hidden potential worth of those ideas.

Stemberg and Lubart (1999) explain creativity as "the capability to work in an ideal manner which is both novel (i.e. authentic, miraculous) and applicable (i.e. valuable, flexible concerning mission pressure)" innovation is a process to develop and implement new ideas to solve the problems. It is the like to generate, accept and implement new ideas (products, process or services) (Vande Ven & Angle, 1989). To be sure this is technical, but it can take place in several organizational spheres (e.g. process enhancements & development) or social (e.g. excellence loops) (Kanter, 1983). For example, many brilliant ideas in the organization life they not ever get the sunlight. To carry an idea from perception to marketplace, it should

be recognized potentially; it must succeed to any potential hurdles such as competition pressure, technological task & challenges and other obstacles. The procedure which ensures these or makes them possible is indicating as innovation, and it is the most key process when we talk about the organization creativity and innovation. In any organization creativity without innovation has a very small or no value.

### **History of the Literature on Organizational Culture, Creativity and Innovation**

The significance of innovation and creativity in an organization is slightly given; relatively very little empirical research work is done in the field of organizational culture, innovation and creativity (Oldham & Cummings, 1996). The author has conducted electronic catalogues search of several universities' libraries, some indexes journal and google.com. His entire written topics are seemed in standard print media and in his written books. The first-ever article on the topic was written by Stalker & Burns (1961), who linked electronic companies with new recognized manufacturing enterprises and formed the differences between organic and mechanistic forms of organizing. Further, they characterized the mechanistic organizations as hierarchical, with well-defined and highly structured, proper act and environment relative to others in the organization, with primarily vertically communication flowing. Organic organizations were characterized by their fluent organizational design, with teams and different departments creating and recognizing new opportunities and problems, with primarily laterally communication flowing. Stalker's and Burns environmental determinism aspect of organizations led to the conclusion that organic organization system to deal with vulnerability and volatility in an organization. The organic organization facilitated greater innovation and creativity as compared to the mechanistic one. After two decades, this conclusion was challenged when Kimberly (1981) establish that making a centralized decision may boost an organization's ability towards innovations, particularly in those organization they have a more stable environment. Thus, Stalker and Burns start a body of knowledge on innovation and creativity in the organization over the next several decades.

### **Organization Culture and Facet-Specific Climates for Creativity and Innovation**

Association regard to climate and organizational culture has gone slightly unexplored in innovation & creativity research. Rousseau (1988) proposed that more attention to be given to so-known 'facet-specific climate', more generally, the climate is a dynamic paradigm which linked the organizational culture and innovation. Several recent reviews were found with regard to organizational culture have supported this assertion (Sarros, Cooper & Santora, 2008; Sorensen, 2002; Jones, Jimmieson & Griffiths, 2005), still, most efforts to be shown which define how climate and culture perform as inhibitors or enablers in organizations with regard to motivation. The core cultures carrying innovations which perform as an implementation of changes in organizational settings & specific sectors (Khazanachi, Lewis & Boyer, 2007; Jaskyte & Dressler, 2005), nevertheless what is less vibrant in what way these basic cultures are apparent as facet-specific climates for innovation.

### **Organizational Culture Impediments to Creativity and Innovation**

Control: A key issue is acknowledged in the previous literature that obstructs creative attainment is control (Kanter, 1983; Angle, 1989; Amabile, 1998; Oldham & Cummings, 1996). The way to reduce or overcome this impedes is to control in the decision-making process, the flow of information to be control or made-up control of reward system that enables increasing extrinsic motivation. A culture that encourages and supports control, the result will be a reduction in innovation and creativity. The basic cause is that control destructively disturbs intrinsic motivation. Amabile (1988) proposed that creativity and expertise skills must be attended by intrinsic motivation to generate extremely creative behavior. Nevertheless, this concept may not be as genuine as it shows up. Kimberly (1981) stated that in a predictable and stable environment, there should be some steps involve of centralization and formalization of decision making may enhance an organization capability to adopt and implement innovations.



## **The link between Organizational Culture, Creativity and Innovation**

Organizational culture has shown a strong influence on the point to which innovation and creativity are stimulated in an organization. Thus, to enhance the excellence of organizational lifecycle, innovation and creativity, integrally play an important performance in society. To bring innovation in services and in products which fulfil customer satisfaction, the organization need to be more creative (McLean, 2005). Anyhow the significance of innovation and creativity in organization has not considerably highlighted in the extent of organizational culture (Oldham & Cummings, 1996). In real appearance, organizations grow on track; this is an outcome of the organizational culture (Martins & Terblanche, 2003). Earlier scholars proposed that organizational culture has a vital role in the indication of innovation (Taghizadeh & Rahman, 2013). O'Reilly & Tushman (1997) have proposed that effective organizations have the ability to engrass innovation into the organizational society & management system. In this way o, organizational culture exists at the soul of organizational innovation. Reedy and Kenny (2007) point out that organizational culture has an effect upon the boundary to which innovative efforts are stimulated, sustained and implemented.

Terblanche & Martins (2003) proposes an integrated interactive model to cultural values and norms which have an influence on innovation and creativity. Organizational culture has shown strong influence on the point to which innovation and creativity are stimulated in an organization (Martins & Terblanche, 2003), specifically behaviour which inspire innovation, support components, strategy and structure. Strategy is the factor of organizational culture; innovation and creativity indicate a mutual opinion & responsibility for the upcoming. Employees must perceive the mission & vision that forward innovation and creativity and to find the gap in current circumstances. The determinants of structure refer to a team which is strongly supportive and influence the degree by which innovation and creativity grab a position in organization. Well, balanced teamwork enables individual capabilities to endorse innovation & creativity successfully. The team members should be stimulated to give honour and respect to each other & realize the effective charm and views of others. Through this process, the members should be motivated and will raise numerous ideas and communication. While support components creating a glowing environment to promote innovation and creativity which draw attention to appreciation and rewards, resources accessibility, time, IT and generous people. The last element of organizational culture is the generous behavior which boosts innovation. It is an approach which corrects all the mistakes and creates encouragement to bring new ideas, overcoming on conflicts and continuous learning tendencies.

## **Summary**

The valuable thoughts are not in the air; new ideas and thoughts are required a cultural atmosphere. Effective organizational culture requires an edge-tools drive from some combination of innovative and creative idea & a greater efficiency for execution. Organizational culture is like a vehicle which drives innovation and creativity. The organization's creativity might involve in a process or innovative products that change the existing demand—many brilliant ideas in the organization life they not ever get the sunlight. Carry an idea from perception to the marketplace, and it is the most key process when we talk about the organization creativity and innovation. The twin process creativity and innovation are considered as the soul of the organization. It means to be involved in different activities or do activities differently to let the organization give up a unique mix of value. Hence the significance of creativity & innovation offers a doorway for astute organization's— actively searches for opportunities to do something new or do the current task in an incredible way.

It is understood that the existing economic situation is unstable and violent. In this accelerated age, the new surroundings demand improved dynamism of style. This tendency of variation affects many of our lives by planned or unplanned. Thus, the new name of this game is creativity and innovation. The astute organization can only manage the changes innate in the new environment. To overcome on all these challenges, it is the responsibility of the organizational culture to keep the organization slender, elastic and excited for innovative effects to regularly pleasure the clients which are the ultimate goal of every

business/organization.

This study will argue that innovation and creativity in an organization are not just an opportunity, but a need. First, some developing trends involve in a change the way employees understand and learn. Organization to grab employee' attention and interest in a new way, and as an outcome, the growth of creative methods is called for. Next, the existing and upcoming cohorts of persons are developing up organized by creative trends, innovations, and other digital equipment. This astounding escalation of innovations gets a new competence of meaning-making, communication, and information retrieval. The gap between the organization and creative environment is thus disturbing learners' potentials; construct a concept of the present organizational framework and format's inadequacy. Moreover, creativity has been realized as a procedure for knowledge construction. Due to these reasons, it clearly understood that innovation and creativity are unavoidable conditions for the present and future of organizations.

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