

УДК 316.62: 005.32

JEL Classification: A13, J30, J60

THE IMPORTANCE OF EMPLOYEE CREATIVITY IN THE DEVELOPMENT OF THEIR ATTITUDES PRO-INNOVATION

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This article deals with issues of importance of creativity in the development of their employees pro-innovative attitudes. According to the author decided the issue is important due to, among others. Impossible to ignore the impact of effective human capital development for the survival of the organization in a turbulent environment, especially now, ie. in the period in which the effect of the recent economic crisis/economic downturn. Effective human capital development should therefore be closely associated with the formation of pro-innovative attitudes of employees. Increasing globalization indicates that sustainable economic development can be ensured only by building a competitive advantage for organizations conducting business based on innovative solutions.

Keywords: *innovation, creativity, creativity, innovation-oriented behavior, pro-innovation, human capital development, employee.*

Introduction

Currently many managers are aware of the fact that employees are the most important asset of the organization, contributing to the profit-maximizing firms, and thus to maintain a competitive advantage in the market. Therefore, employers bear the expenditure on the development of human capital held, including those related to motivating employees to develop pro-innovative attitudes. Unfortunately commercial financial activities of Polish enterprises in the development of pro-innovative attitudes of employees, however, is still inefficient and poorly developed, and this in turn implies a high level of risk. Therefore there is a need to take measures to stimulate activity part of managers in the development of human capital employed by these workers. Supporting innovation-oriented attitudes is justified from the point of view of efficiency and effectiveness.

Currently struggling with the effects of the recent economic crisis, managers are forced to incur costs related to development of human resources in order to survive in the market. They must then decide who will develop and how to get it measures. In tough economic times does not have to always be a direct relationship spent by employers on the development of human capital with the economic and financial situation of the company. However, according to the author in hard times managers should bind the financing of the development staff with existing effects of their work in order to avoid the risk of adverse effects/outcomes of this support. Thus, expenditures on the development of pro-innovative behavior should be spent primarily on the most efficient workers (that is, those who generate new solutions). Focus is now on the financing of development workers who create new products and/or services may be a way to improve the market position of the organization. In addition, this method of support may contribute more to the acceleration of the process of building knowledge-based economy.

Financing the development of the most efficient workers should not be associated with staff located at the highest levels of management. Unfortunately, some organizations have difficulty in changing this trend. Among the persons who decide to allocate funds for the development of employees is often because there is the belief that the funding of all workers (and especially serial) has a negative impact on the organization. In addition, managers must reckon with the fact that the aid in staff will have to constantly evolve in order to keep the organization in the market. Thus, it involves incurring fixed costs associated with the development. Companies may also incur costs associated with the adjustment so developed behavioral pro-innovation workers to the real needs of the economy. A good solution would also be refunding managers training costs incurred by employees on their own if the knowledge gained by these workers contributed in part to gain profit organizations. This would provide an incentive for employees to develop their human capital on their own. Shaping the attitudes of pro-innovation is also intrinsic motivation (intrinsic, autotelic) employees, which allows to avoid negative emotions about the content of anxiety, a sense of sadness, fatigue or apathy. Thus, the role of employers in developing pro-innovation attitudes of employees is also counteract the above mentioned states, which may also involve additional costs. In addition, the development of behavioral pro-innovation policies may also decide (often expensive) the organizational and technical companies. An important part of the process of shaping the attitudes of pro-innovation workers is the flexibility of the action taken.

To achieve the goal of developing pro-innovation behavior of employees, managers will be forced to incur additional costs related to, among others. Service training in the field. At the same time, employers can generate expenses related to the acquisition of the external environment information regarding the possible impact taken by the creative employee training on the development of its pro-innovation

attitude. According to the author the most important current role of enterprises (both large SMEs) should be striving to shape pro-innovative attitudes of employees. Therefore, would conclude that the company will need a new system to motivate and reward employees.

Research conducted by the Ministry of Economy in Poland [9] show that the size of the entity has a positive effect on innovation activity. This can justify the fact that the size of the entity is usually associated with the size of capital that can be spent on such activities. It should also be noted that in this respect there is a greater commitment to the industry than the service sector. Introduced innovations are divided into technological (product and process), and non-technological (marketing and organizational). Diagnosed also more prone to cooperation between actors in innovation activities. According to the author of any of the above types of innovation depends on creative abilities of individual employees.

Due to the still existing effects of the recent economic crisis / economic downturn on the scale of the problem of motivating employees to behave pro-innovation will be expanded. Arises in connection with the question about the degree of influence employee creativity in shaping their behavior pro-innovation and the ability to apply to them the traditional motivational factors for that purpose.

You should also pay attention to the issue of innovation due to the fact that the desire for it is consistent with the objectives of the Europe 2020 Strategy. In Poland, reference is made to it, inter alia, in the document National Development Strategy 2020. Therefore still struggling with the effects of the recent economic crisis, Europe (but also other continents) is not by chance decided to focus on innovation.

Directions of activities that open up for enterprises due to the conditions in which they operate and the specific nature of the company itself. Practice shows that no company can consistently rely on the same products and / or services due to survival in a dynamically changing environment. Noteworthy developed by S. Illiashenko directions and options for development of market opportunities, depending on the degree of novelty goods [6, p. 222]. According to the author to create new products / services, however, requires firms to have appropriate human capital. Should pay attention here to the particular category of workers, the so-called. knowledge workers in terms of narrow, which is characterized by creativity/creativity. It should also be noted that the creative product is one that is new and valuable, but this news is a relative term [11, p. 13]. Therefore, the creation of new goods mainly be based on the knowledge base related to the previously created products.

The aim of this article is primarily to establish the connection between creativity of employees and their pro-innovative attitudes and barriers related to the assessment of the relationship and on the evaluation of the effectiveness of these actions by employers in motivating employees to pro-innovative attitudes.

In this paper we formulated the following **research problem**: is it possible to specify behavior in innovation arising from the characteristics of creative workers?

Creativity (creativity) employees and their innovation

The influence of characteristics of creative workers to develop their pro-innovation activity can decide their effective personality, in other students' ability to set themselves far and new tasks, and their consistent implementation. Employees characterized by an effective personality should be focused on long-haul operation and the related ongoing development, expressed in formulating more and more tasks [9, p. 116].

Creativity can be called by any act, idea or product that changes an existing domain or transforms it into a new realm [5, p. 50]. M. Stein [13, p. 49] and E. Nečka [11, p. 13] believe that the creation of a process that leads to a new product supply useful for a certain group in a given period. In addition, E. Nečka notes that creativity can be understood as an activity commonly occurring and unconstrained to invent or art [10, p. 784]. Also, R. J. Sternberg and T.I. Lubart [14, p. 50] and A.J. Cropley [4, p. 49] state that the product is creative if it is new, rare, unpredictable and capable of eliciting admiration. Given the common characteristics of the products [11, p. 250], which mainly pay attention to consumers should find that creative workers their behavior in innovation should primarily focus on these parameters.

Mooney R. said that the creative can be tangible or intangible product of human activity, or the process leading to the creation of the product and the person who is its author, as well as an environment that promotes or harms creativity [8, p. 331-340]. The term product should be understood not only a new product / service, but also a new idea, a solution, the organizational structure and unique skills [2, p. 89].

In the literature in the field of interdisciplinary knowledge about the work (kreatologii) lists four groups of values that correspond to the four spheres of creative activity of man, ie. the cognitive, aesthetic, pragmatic and ethical [11, p. 14-17].

Cognitive values are those that are associated with the search for truth and widening its area [11, p. 14]. This means that the employee introduces an innovative new markets products/services solely on the basis of accurate information. In turn, the aesthetic values are associated with the exploration and creation of beauty [11, p. 14]. Thus the method of placing on the market of a new product/service must correspond to the preferences of the internal and external environment [11, p. 15]. Values pragmatic concern while improving the conditions of everyday life. Therefore, the introduction of new products / services must be followed, based on a realistic assessment of the situation on the market. In contrast, ethical values are related to the exploration and creation of good [11, p. 15], and therefore the placing on the market of a new product / service must be done legally.

The phenomenon of effective creativity has also to deal with when the result of the work is a product with a control value for science or art.

However, according to the Dictionary of Polish innovation means:

- 1) the introduction of new products for use activities; innovation;
- 2) the newly introduced; novelty.

In this connection it should be concluded that creativity / creativity is closely linked to innovation. Therefore, it is legitimate to ensure this relationship, even in the case of incurring significant costs.

Innovation is a way to adapt to rapidly changing market conditions and a necessary condition for improving competitiveness, and therefore the implementation of micro-innovation is becoming increasingly chosen by businesses market strategy. Innovation policy is becoming one of the most important elements of socio-economic policies and its impact on business and society is getting stronger [15]. In the era of knowledge-based economy, employers should, however, according to the author, in particular, pay attention to the innovative potential of their own (creative) employees.

Types of behavior pro-innovation

In today's turbulent times, managers are counting on the fact that their employees will strive to develop pro-innovative attitudes. This is due to the dedication, however, a large amount of time, money, and considerable risk. Without a doubt, can be said that the development of pro-innovative behavior of employees has a positive character.

Dynamically changing environment is a source of many opportunities for the organization. Therefore it can be concluded that employers will increasingly seeking employees interested in developing pro-innovation attitudes. And this group of workers is still relatively small, which is a prerequisite to the development of innovative training offers by the company.

Creativity is related to the intensity of motivation, consisting of «operation enduring, long-term, continuous and persistent» [17, p. 14]. Thus, we can say that until such features characterize the employee until you can talk about developing its innovative activity.

According to the author pro-innovation attitude of the employee should not be assessed solely through the prism created by their products / services, but should also take into account the quality of the same innovative activity. An employee who develops his attitude because the innovation develops the features, ie., commitment, perseverance, discipline and lack of monotony.

It's hard to resist the finding that the pro-innovation in shaping the attitudes of employees can see only the same advantages. There is no efficient economy without new ideas. Therefore, given the need to achieve the desired results by the employees, would be well seen in their ability to focus on the development of innovation-oriented behavior.

Creativity requires a sufficiently long learning, continuous and systematic acquisition of knowledge [10, p. 51], thus shaping the attitudes of pro-innovation will not be a short process.

In Table 1 summarizes the types of behavior pro-innovation workers, separated from the characteristics of creative people.

Table 1.

Summary of types of behavior pro-innovation workers, separated from the characteristics of creative people

FEATURE CREATIVE PEOPLE	TYPES OF BEHAVIOUR PRO-INNOVATION WORKERS
Esthetic value	Ability to placing on the market of new products / services in a manner arousing admiration internal and external environment of the organization.
Ethical value	The placing on the market of new products / services in a manner conducive to good legal and internal and external environment of the organization.
Cognitive value	Efforts to discern the authenticity of the information associated with all stages of the introduction of new goods/services markets.
Pragmatic value	The ability for a realistic assessment of the markets on which are placed on new products / services and take only those actions that guarantee their efficiency and effectiveness.
Intelligence	Deselecting the creative intelligence, cognitive and social during the placing on the market of new products / services.
Perception	Ability to independently receive the actual situation on the markets for which are to be introduced new products / services. Targeting a reflexive action and intuitive style of thinking during the placing on the market of new products / services.
Openness	The ability to assimilate new information from the markets, which are to be introduced a new product / service and the ability to critically assess them. Willingness to expand knowledge of the markets, which will be introduced new products / services. The high level of tolerance for ambiguous situations prevailing in the markets in which they introduced new products / services.
Autonomy	Resistance of external pressures during the introduction of new products / services markets. Guided by internal goals during the introduction of new products / services markets. The desire to challenge existing norms / rules during the introduction of new products / services markets. Willing to challenge the commonly shared principles / values in the process of introducing new products / services markets.
Perseverance	The ability to overcome numerous obstacles appear during the placing on the market of new products / services. The ability of multiple attempts at entering new markets products / services.

Table 1.

Willing to play	Deselecting a high level of intrinsic motivation in the process of introducing new products / services markets.
Flexibility	Managing knowledge in the various fields during the placing on the market of new products / services.
Tolerance for risk	Ability to accept the risks associated with the introduction of new products / services markets.
Effectiveness	The ability to solve problems for the effective and efficient implementation of new products / services markets.
Intuition	Having a belief that entered the markets of new products / services will bring significant profits.
"Conceptual revolution"	The ability to change the scope of existing solutions in the process of introducing new products / services markets.
Selectivity	The ability to focus only on relevant information emerging in the process of introducing new products / services markets.
Analysis	The ability to analyze a situation arise in the process of introducing new products / services markets.
Inference	Ability to draw conclusions on the basis of the experience gained in the implementation of the markets of new products / services.
Reaction hedonic	Reaping satisfaction from placing on the market of new products / services.
Patience	The ability of the patient to solve problems arising in the process of introducing new products / services markets.
Acquiring knowledge	A strong need for new during the introduction of new products / services markets.
Sharing knowledge	The ability to cooperate with other employees in the process of introducing new products / services markets.
Using the knowledge	The ability to use all sources of information in order to effectively and efficiently introduce new products / services markets.
Systematizing knowledge	The ability to organize the knowledge acquired during the introduction of new products / services markets.
Combining knowledge	The ability of synthesizing the knowledge gained in the process of introducing new products / services markets.
Targeting emotional knowledge (relational)	The tendency to perceive subjectively markets, which will be introduced new products / services.
Targeting theoretical knowledge	The ability to apply theoretical knowledge in the process of introducing new products / services markets.
Targeting the practical knowledge	The ability to use knowledge in the practical process of introducing new products / services markets.

Source: Own study based on: E. Nęcka, Psychology of creativity, Gdańsk Publisher Psychology, Sopot 2003, p. 13 – 17, 53 – 92 and 121 – 143; K.J. Szmidt, In the direction of "creativity". Characteristics of recent syntheses of knowledge about creativity, [in:] S. Popek, R.E. Bernacka, C.W. Domański, B. Gawda, D. Turska, A.M. Zawadzka (eds.), Psychology of creativity. New horizons, Publisher University of Maria Curie-Skłodowska University, Lublin 2009, p. 41; A. Lipka, Fundamentals of personnel creationism, [in:] A. Lipka, M. Król, A. Winnick-Wejs, Creativity and routine in the activities of personnel. The boundaries of this HR-creationism, Difin, Warsaw 2011, p. 16; C. Evans, Knowledge Management, PWE, Warszawa 2005, p. 31 – 36; P. Park, Knowledge and Participatory Research, [in:] Handbook of Action Research participative Inquiry & Practice, P. Reason, H. Bradbury (eds.), Sage Publications, London 2001, p. 82.

Due to the fact that in the literature there is no clear definition of innovation activity, but it is impossible to present all types of behavior pro-innovation, separated from the characteristics of creative people. Source of the problem should be sought in interpreting the concepts of creativity / creativity.

Summation

Writing of this article was accompanied by the conviction that matters concerning the importance of creativity in the development of their employees pro-innovative attitudes should now be one of the dominant areas of interest for specialists of human resource management / management of human capital due to the need for effective use of the potential of employees in the era of knowledge-based economy. Therefore, employers should seek training offers, taking into account the elements relating to the development of the activity of pro-innovation workers.

For further researches we formulated the following research problems:

- 1) Are there barriers to the evaluation of the impact of the work of employees on their pro-innovation activity?
- 2) Can you identify barriers to assess the effectiveness of actions taken by employers to motivate employees to shape the attitudes of pro-innovation?

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**ЗНАЧЕННЯ КРЕАТИВНОСТІ ПЕРСОНАЛУ В РОЗВИТКУ
ПРО-ІННОВАЦІЙНИХ ВІДНОСИН**

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У статті розглядаються питання, що стосуються важливого значення креативності в розвитку про-інноваційної поведінки персоналу. На думку авторів, вирішення питання важливе нарівні з іншими проблемами. Неможливо ігнорувати вплив ефективного розвитку людського капіталу на виживання організації в турбулентному середовищі, особливо в сьгоднішніх умовах прояву недавньої економічної кризи / економічного спаду. Ефективний розвиток людського капіталу повинен бути тісно пов'язаний з формуванням про-інноваційних настроїв персоналу. Зростаюча роль глобалізації означає, що сталий економічний розвиток може бути забезпечено лише шляхом створення конкурентних переваг для організації, що здійснюють діяльність на основі інноваційних рішень.

Ключові слова: *інновації, креативність, творчість, інноваційно-орієнтована поведінка, про-інноваційна діяльність, розвиток людського капіталу, співробітники.*

**ЗНАЧЕНИЕ КРЕАТИВНОСТИ ПЕРСОНАЛА В РАЗВИТИИ
ПРО-ИННОВАЦИОННЫХ ОТНОШЕНИЙ**

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В статье рассматриваются вопросы, касающиеся важного значения креативности в развитии про-инновационного поведения персонала. По мнению авторов, решение вопроса важно наравне с другими проблемами. Невозможно игнорировать влияние эффективного развития человеческого капитала на выживание организации в турбулентной среде, особенно в сегодняшних условиях проявления недавнего экономического кризиса / экономического спада. Эффективное развитие человеческого капитала должно быть тесно связано с формированием про-инновационных настроений персонала. Растущая роль глобализации означает, что устойчивое экономическое развитие может быть обеспечено только путем создания конкурентных преимуществ для организаций, осуществляющих деятельность на основе инновационных решений.

Ключевые слова: *инновации, креативность, творчество, инновационно-ориентированное поведение, про-инновационная деятельность, развитие человеческого капитала, сотрудники.*