

Creativity and Joy at Work Place

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ABSTRACT: The concept of Joy which represents the process of gaining a finer understanding of “what drives people live more fulfilling lives” stands as a challenge for the researchers to measure. Thus Joy is defined for the purpose of this study “as an amalgamation of both life and work satisfaction and collectively denote subjective wellbeing of an employee”. Prior research has established that an individual’s helps to convert ideas into reality which enhances productivity. Therefore this paper attempts to link Creativity and Joy at Work Place. The objectives of the study are to examine the factors of Individual Creativity, Team Creativity and Joy at Work Place, to study the nature and impact of relationship between Creativity and Joy at Work place. Primary data has been collected from 81 employees through a structured questionnaire by adopting Purposive sampling method. Weighted mean, Percentage analysis, Correlation and Regression Analysis were the statistical tools used for analysis. Organization.

Keywords: Creativity, individual creativity, team creativity, personal factors, organizational factors, interpersonal factors.

I. INTRODUCTION

Joy at Work

Joyful living is essential for all human being and is a highly treasured goal of any society. Since one third of one’s waking hours are spent at the work place, experiencing joy at work place is very important for human wellbeing. Joy at work is related to the active and cognitive feeling of satisfaction derived from workplace. The concept of “joy,” represents the process of gaining a better understanding of “what drives people to live more fulfilling lives” (Synder & Lopez, 2009). Therefore, “Joy” may be considered as a series of experiences that one witnesses such as gratitude, concern, tranquility, or inspiration. Keeping this in mind, Joy at work place have been defined for the current study “as an amalgamation of both life and work satisfaction and collectively denotes subjective well-being of an employee”.

It is also proved that interpersonal relationships play a vital role in human happiness and well-being. In recent time’s research on interpersonal relationships in the workplace have begun to attract some attention, since they are important sources of happiness and energy for employees. Tom Rath’s popular book “Vital Friends” (2006) reports that individuals who said they had a best friend at work were seven times more likely to be engaged in their job.

“The Great Place to Work Institute” suggests that employees are happy when they ‘trust the people they work for, have pride in what they do, and enjoy the people they work with’. Trust in the employer, built on credibility, respect, and fairness is seen as the cornerstone (<http://www.greatplacetowork.com>). Sirota et al. (2005) states that the factors which are critical in producing a happy and enthusiastic workforce are respectful and dignified treatment, fairness, security, pride in the company, empowerment, feedback, job challenge and companionship with team mates.

Thus the three components of joy at work place comprises of individual factor, interpersonal factor and organizational factor.

Creativity

Creativity is the act of turning new and imaginative ideas into reality. Creativity is characterised by the ability to perceive the world in new ways, to find hidden patterns, to make connections between unrelated phenomena, and to generate possible solutions. Creativity involves two processes: thinking, then producing. Creativity is the process of bringing something new into being. Creativity requires passion and commitment. It can be further classified into individual creativity and team creativity.

Individual Creativity

Creativity is a way of living life that embraces originality and makes unique connections between seemingly disparate ideas. The most creative people find ways around obstacles

because they see them not just as roadblocks but also as opportunities.

Creativity may be considered as the highest level of human learning, the highest thinking power, and the final product of human's mind and thought (Soleimani, 2005, p. 16). Creativity is an individual's ability which helps the people to identify possible solutions. People who have more creativity can adjust their time which will enhance their joy at work.

Team Creativity

Creativity inspires employees to work with each other. Developing a creative culture takes time and it begins with management, being more open-minded and less judgmental to the suggestions of their team. To enhance group's creativity it is important to pay attention to the external environment, the internal climate of the individuals within the group and the quality of the interpersonal relationships among group members. Alencar (1995) observes that the psychological climate, the existence of freedom in the work place, the organizational structure, the application of flexible policies with emphasis on trust and cooperation, the respect of differences and diversity, initiative and challenges, autonomy and delegation of authority and responsibility are very important factors that should be considered by the managers in order to create an open environment for people's creativity in the organizational context. Cultivating and utilizing the creative abilities of the team, is likely to produce an even more prosperous selection of creative ideas and solutions to organizational problems. The benefits of team creativity in the workplace are increased engagement, increased interaction, increased staff morale, increased passion, increased motivation, increased problem solving, increased productivity, increased team bonding and collaboration.

II. REVIEW OF LITERATURE

Meyer and Allen (1991) in their study on "A Three-component Conceptualization of Organizational Commitment" separated the commitment construct into three dimensions: affective commitment, normative commitment and continuance commitment. Organisational researchers are interested to apprehend the broad constructs that have predictive utility in personal and organisational level (Ones & Viswesvaran, 1996). Happiness is the multidimensional construct which comprises of several components like being dexterous, having aspirations, enjoying autonomy, work integration and job satisfaction etc (Daniels, 2000; Diener, 2000; Lyubomirsky, King, and

Diener (2005). In Hebrew, joy was symbolized as "simhah," referring to manifestations of contentment and sense of well-being (Warren and Eugene, 2003). Pradhan, Jena and Gitakumari, 2016 have found in their study that affective attachment is the commitment basing on personal identification of one's values to organisational goals may be reflected as a part of joy at work.

III. NEED FOR THE STUDY

An important question that provokes today's researchers is to understand what makes people joyful at their work. To support this assertion, practitioners have turned their attention to explore interventions that can improve long term happiness among employees (Sheldon and Lyubomirsky, 2007). The past decade has witnessed a deep change in the nature, composition and expectations of people at the workplace (Dulk, Groeneveld, Ollier-Malaterre and Valcour, 2013). Downsizing and restructuring have adversely influenced employee self-esteem and loyalty (Caudron, 1997), whereas job insecurity has reduced commitment levels and in turn narrowed organisational productivity (Quinlan, 2012). In this puzzled business situation, the joyful experience visualized by employees at their work place stands as a mere theoretical suggestion because, today's employees are found to be experiencing higher stress (Duxburg & Higgins, 2002), decreased satisfaction with life (Park & Shaw, 2013) and work (Koukoulaki, 2010). It is understood that emotional pressure puts a greater risk on performance, especially when there is a massive change taking place across organisations. In order to cope up with the changes happening in the internal and the external environment of the organization, individual creativity and team creativity play a major role. People who have more creativity can adjust their time to experience more joy at work. This paper has studied the effect of individual creativity and team creativity on employee's joy at work. Therefore, an empirical support on exploring the dimensions of joy with three factors namely personal factors, interpersonal factors and organizational factors at work may provide a new angle to organisational psychologists and human resource professionals. This study was carried out to determine the effect of individual creativity and team creativity on employee's joy at workplace.

Objectives of the study

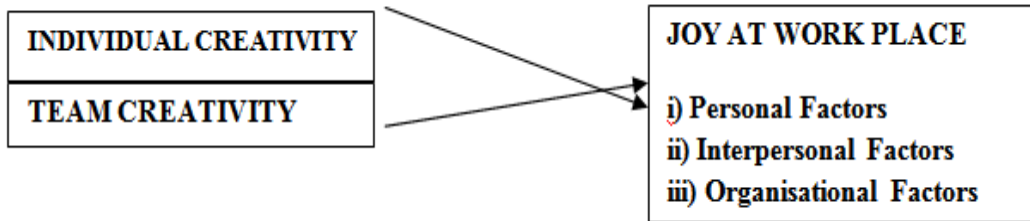
- i) To examine the factors of Individual Creativity, Team Creativity and Joy at Work Place

- ii) To study the nature of relationship between Creativity (Individual and Team- Exogenous) and Joy at Work place (Endogenous)
- iii) To study the impact of Creativity on Joy at Work Place.

Limitations

- i) The respondents were observed only at a single point of time and not across time
- ii) Sample size has been restricted to 81, only due to paucity of time

Conceptual Model



IV. METHODOLOGY:

Primary data has been collected from 81 employees working in both private and public sector organizations through a structured questionnaire designed on a five point Likert scale ranging from Strongly Agree to Strongly Disagree. Purposive sampling method was used to collect data from employees who have put in a minimum of five years of service in the same organization. Weighted mean, Percentage analysis, Correlation

and Regression Analysis were the statistical tools used for analysis.

Reliability and Validity of the Questionnaire

Content validity was ensured by getting expert opinions from HR Personnel and Academicians. Reliability was tested by calculating Cronbach alpha coefficient which emerged as 90.7% .

V. DATA ANALYSIS AND INTERPRETATION

Table No.1 Demographic Profile

S.No	Demographic Factors	Frequency	%
1	Age (in years)		
	30-40	21	25.92
	40-50	34	41.97
	50-60	26	32.09
2	Gender		
	Male	54	66.66
	Female	27	33.33
3	Marital Status		
	Married	72	88.88
	Single	9	11.11
4	Monthly Income (in Rs.)		
	Less than 20000	16	19.75
	20000-40000	43	53.08
	40000-60000	8	9.87
	60000-80000	6	7.40
	Above 80000	8	9.87
5	Educational Qualification		
	Diploma	9	11.11
	UG	26	32.09

	PG	40	49.38
	Professionals	6	7.40
6	Experience (in years)		
	5-10	34	41.97
	10-15	13	16.04
	15-20	18	22.22
	20-25	12	14.81
	Above 25	4	4.93
7	Employment		
	Public Sector	14	17.28
	Private Sector	49	60.49
	Business	11	13.58
	Professionals	4	4.93
	Others	3	3.70

Source: Primary Data

Majority of the respondents are male (66.66%), married (88.88%), Postgraduates (49.38%), in the age group of 40-50 years (41.97%), drawing monthly salary of Rs.20000-40000 (53.08%) and working in the Private Sector

(60.49%) with experience of 5-10 years (41.97%) in the same workplace.

The next part of the analysis depicts the weighted mean scores for Individual Creativity, Team Creativity and components of Joy at work place.

Table No.2 Individual Creativity

S.No	Statements	Wt. Mean
1	I believe that my personality traits (self-esteem, respect for others' opinion, extrovert/introvert etc) make me more creative in the workplace	4.11
2	I am interested in my work and I find it rewarding / fulfilling (I have a personal interest and goals in terms of what I do for my work)	4.00
3	My previous experience makes me more creative in this workplace	3.95
4	The opinion of other work colleagues has a postive effect on my individual creativity	3.80
5	My personal contacts enhance my level of creativity in the workplace.	3.60
6	I feel proud and committed in working with my organization	4.10
7	Iamsatisfied with my salary at work	4.00
8	Time pressure inhibits my individual creativity at work	3.60
9	I don't find problems and issues distracting. They don't cause me to implement solutions	3.00
10	Iam confident that I can develop creative ideas to solve problems, and Iam motivated to implement solutions	3.90
11	I rarely ignore good ideas because I don't have the resources to implement them	3.30
12	I see problems, complaints and bottlenecks as opportunities	

	rather	
	than as issues	3.60
13	I look for things in my environment to inspire me to find new interpretations of problems	3.70
14	Everyday routine doesn't impede my creativity	3.50
15	I avoid following procedures strictly by the rules	3.00
16	I prefer to approach problems in a logical and rational manner	4.00

Source: Primary Data

16 statements measure individual creativity, all having weighted mean scores of more than three, indicating that the respondents believe that their personality traits (4.11), their opinion of work colleagues (3.80), their confidence (3.90) to

develop creative ideas, to solve problems, their logical and rational approach (4.00) to problems are some of the many enhancers of individual creativity.

Table No.3 Team Creativity

S.No	Statements	Wt. Mean
1	My working team is diverse (different educational or cultural background, approaches, thinking styles etc..)	3.80
2	When necessary, my working team uses a external expert	3.00
3	I have frequent and open (trust, openness) communication with my co-workers	4.00
4	When my team is looking to solve a problem we generate a lot of ideas before choosing one or two	3.90
5	There are few conflicts among team members at work	3.45
6	I am not afraid to express freely my ideas in front of an audience	4.00
7	Having an opponent increases my level of motivation and Determination	3.80
8	I prefer to work with others in a team ,rather than alone	3.70

Source: Primary Data

Eight statements measuring team creativity have weighted mean score of above three depicting prevalence of team creativity in their organization as a result of frequent open

communication (4.00), brain storming (3.90), fewer conflicts (3.45), freedom of expression (4.00) and having team members from diversified background (3.80).

Table No.4 Joy at Work Place– Personal Factor

S.No	Statements	Wt.Mean
1	I realise the meaning of the work that I do	4.70
2	When I am working, I forget everything around me.	3.00
3	I experience a sense of delight at work.	4.10
4	I feel proud of the job that I do	4.40
5	My learning and growth is interconnected with my organisation's mission and vision.	4.00
6	Organisation takes due care to boost my spirit at work.	3.70
7	I feel like going to work every day.	3.90
		3.97

Source: Primary Data

The above seven statements measure the Personal Factors contributing to Joy at Work Place with weighted mean scores ranging from 3.00 to 4.70. The respondents have opined strongly for the statement, "I realize the meaning of the work I do" (4.70). They also feel proud of their job (4.40),

experience delight at work (4.10), learn and grow in their organization (4.00), feel like going to work everyday (3.90) and work with boosted spirits (3.70). The only statement for which they have expressed neutrality is "when I am working I forget everything around me"

Table No. 5 Interpersonal Factor

S.No	Statements	Wt.Mean
1	I am considerate in understanding others.	4.00
2	I am conscious of others and empathize with them.	4.00
3	Shared responsibility of organisational tasks brings my colleagues to get united with each other.	4.00
4	I can certainly feel the distress of others at my workplace.	3.60
		3.82

Source: Primary Data

The second component of Joy at Work Place is interpersonal factor measured using four statements with weighted mean scores ranging from 3.60 to 4.00. The respondents have expressed

being considerate in understanding others (4.00) empathizing with others (4.00) during their distress (3.60) and feel united when sharing responsibility while performing organizational tasks (4.00).

Table No.6 Organisational Factor

S.No	Statements	Wt.Mean
1	Well-being of employees has properly been addressed by my organisation.	3.65
2	There is a connection between me and the vision of my organisation.	3.70
3	I am optimistic with the value system of my organisation.	3.90
4	Parental care is extended by my organisation to all its employees.	3.42
5	I do convey my opinions freely.	3.60
6	I feel like home at my workplace.	3.42

7	Mutual understanding among people should exist in any organisation.	4.10
		3.68

Source: Primary Data

The third component of Joy at Work Place is “Organisational Factors” measured using seven statements with weighted mean scores ranging from 3.42 to 4.10. Their organization seems to take care of the well being of the employees (3.65) by fostering mutual understanding (4.10) from a parental perspective (3.42) with freedom being given to employees to express opinions freely (3.60) as they experience alignment of their vision with that of the organization (3.70).

Thus of the three components of Joy at Work Place, **Personal Factor(3.97)** is the most important followed by Interpersonal Factor (3.82) and Organisational Factor (3.68).

Next, the relationship between Individual Creativity and Team Creativity with the three components of joy at work place is depicted in the below table.

Table No.7 Creativity and Joy at Work Place Correlation Analysis

	Per	IP	Orgn	IC	TC
Per Pearson Correlation	1	0.420**	0.575**	0.549**	0.322**
Per Sig. (2-tailed)		0.000	0.000	0.000	0.003
Per N	81	81	81	81	81
IP Pearson Correlation	0.420**	1	0.434**	0.539**	0.407**
IP Sig. (2-tailed)	0.000		0.000	0.000	0.000
IP N	81	81	81	81	81
Orgn Pearson Correlation	0.575**	0.434**	1	0.472**	0.153
Orgn Sig. (2-tailed)	0.000	0.000		0.000	0.172
Orgn N	81	81	81	81	81
IC Pearson Correlation	0.549**	0.539**	0.472**	1	0.636**
IC Sig. (2-tailed)	0.000	0.000	0.000		0.000
IC N	81	81	81	81	81
TC Pearson Correlation	0.322**	0.407**	0.153	0.636**	1
TC Sig. (2-tailed)	0.003	0.000	0.172	0.000	
TC N	81	81	81	81	81

** . Correlation is significant at the 0.01 level (2-tailed).

The relationships among the three constructs of Joy at Work Place with Individual Creativity and Team Creativity are positive and significant at 1% level with the exception of the relationship between Team Creativity and Organisational Factors of Joy at Work Place which has emerged as non significant.

The strongest significant positive relationship exists between Individual Creativity and Team Creativity with r value of 0.636, followed by Personal Factors of Joy at Work Place and Organisational Factors of Joy at Work Place

(0.575). This indicates that Individual Creativity contributes to Team Creativity and likewise Personal Factors of Joy at Work Place also contributes to Organisational Factors of Joy at Work Place.

Likewise Personal Factors as well as Interpersonal and Organisational Factors of Joy at Work Place are strongly related to Individual Creativity with r values of 0.549, 0.539 and 0.472 respectively. To conclude, it can be inferred that individual creativity positively relates more to Joy at Work Place than Team Creativity.

The impact of both types of creativity on Joy at work place is depicted below
 Table No.8 Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.837	0.327		5.620	0.000
IC	0.653	0.106	0.701	6.182	0.000
TC	-0.101	0.100	-0.115	-1.012	0.315
R ²	40.2				

a. Dependent Variable: joy

The R² value indicates that about 40% of the factors causing Joy at Work Place are explained by the two types of Creativity namely Individual Creativity and Team Creativity.

Joy at Work Place = 1.837 (Constant) + 0.653 (Individual Creativity) + (-0.101) (Team Creativity)

The β value indicates the relative influence of the entered variables. Individual Creativity significantly and positively impacts Joy at Work Place whereas Team Creativity negatively impacts Joy at Work Place and is not significant. The negative co-efficient of a predictor variable would decrease the value of the dependent variable, namely Joy at Work Place.

Scope for Future Research

Future research should examine the applicability of joy at work to samples from other regions. It is also hoped that future researchers explore the possible antecedents, consequences and mediating / moderating variables relating to creativity and joy at work place.

VI. CONCLUSION

The study has proved that personal factors contribute to highest joy at work place followed by interpersonal factors and lastly organizational factors. Moreover the absence of significant and positive relationship between team creativity and organizational factors of joy at work place also proved that individual creativity contributes more towards joy at work place than team creativity. The same results are substantiated in regression analysis also. To conclude, it can be stated that it is imperative that the organization recognizes and rewards team creativity in order to enhance joy at work place.

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