

Continuous Innovation from All Employees: An Underutilized Font of Organizational Improvement

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The greatest source of ideas for improvements is often squandered in organizations. It lies in the minds of employees of every function and type. Management can tap this frequently overlooked resource by motivating employees to continuously innovate. All employees should be encouraged to be more creative. Creativity is a strong driver of job satisfaction. Also, good ideas frequently lie fallow due to management's failure to implement them. This paper addresses the opportunity to increase employee creativity and the implementation of their ideas by motivating employees toward continuous innovation.

BACKGROUND

It is universally recognized that innovation is a vital component to ensure strategic efficiency and effectiveness for a successful organization. Countless research findings confirm that the hub of innovation lies within the individual, but unfortunately remains dormant as a result of the slew of challenges that arise in the poor utilization of leadership skills by management that would awaken such personal creative attributes (Van de Ven, 1986). As Van de Ven contends, in order to implement an innovative idea successfully, it must be continuously refined, carried out, and modified with the participation and commitment of all members of the organization.

In the past, managers were likely to be close-minded, and thus undervalued creativity and innovation as a prospective influential contributor to exceptional organizational performance. With the complexity of the workplace however, management acknowledges that traditional methodology is no longer sufficient, and thus, managers are now required to consider creative measures for organizational enhancement.

Upon the examination of the significance of creativity, the manager must keep in mind that the approach of a creative employee is not based on the stereotypical conceptions of an extroverted personality, advanced artistic skills, or high intelligence (Amabile, 1997). Instead, research conducted by Amabile contends that creativity requires the combination of motivation in the task at hand, having a creative thought process, and knowledge proficiency. Thus, the central facet in which the foundation of the creativity continuum resides in each member of an organization is constructed upon motivational factors for creative thinking (Manso, 2011).

Although a typically misconceived notion, managers must recognize that the characteristics of creativity are fostered by a vast array of environmental factors, both internal and external (Oldham & Cummings, 1996). More often than not, managers tend to disregard the implications of the work

environment as well as their personal leadership style as crucial elements that contribute to as well as hinder opportunities for employee motivation (Amabile et al., 2004).

The underlying framework for innovation is creativity. Hence, acquiring an understanding for the required climate for continuous innovation in the workplace is at the heart of employee motivation and empowerment (Scott & Bruce, 1994). As explored by Scott and Bruce, the model for individual innovative behavior is two-fold. The individual employee must have the cognitive abilities of self-confidence, a passion for knowledge and a positive outlook as characteristics for creative performance. At the same time, in order to cultivate innovation within the employee as a vital resource for creativity, there must also be a sense of managerial trustworthiness with their leader in charge (Cho & Perry, 2012).

The vitality of an employee and their motivation to be innovative can be rooted from a leader's personal qualities of integrity, fairness and commitment. Evidence confirms the significance of the aforementioned characteristics as well as a manager's approach for encouraging creativity and innovation in the organization climate (Damanpour, 1991). As Damanpour contends, a management team that participates in wide-ranging favorability for an adaptive, changing corporate culture will pave the way to invigorate an employee's creative ability resulting in a new scope of innovation will be successful in responding to competition.

The importance of intrinsic motivation qualities can also be an imperative factor in fostering the opportunity for employee creativity (Gupta, 2009). Managers who strategize to motivate their employees therefore realize the implications of utilizing prosocial motivation techniques to drive intrinsic motivation (Grant & Berry, 2011).

In the context of the organization, it was found that an intricate job design, where employees are given the freedom of task variety, will encourage employees to take on the challenge and transcend their thought processes to result in creative outcomes (George & Zhou, 2003). A study conducted by Grant and Berry found that upon the construction of diverse jobs, employees were found to be intrinsically interested in their jobs, resulting in a positive correlation with the self-motivation for personal improvement in performance and creativity.

Extended research attributes the beneficial results in the intrinsic motivation factor to drive innovative behaviors from the internal environment by reducing formalization within the organization, combined with flexibility and a relaxed philosophy on various rules in the workplace can facilitate a creative attitude that permits an unconstrained flow of ideation (Damanpour, 1991).

Perhaps the most noteworthy factor in amplifying employee motivation is the role of management in supervising the employee. Salient characteristics of an ideal manager include being supportive by encouraging individual opinions that result in the development of novel ideas that can be further linked to recognition for their breakthrough innovation (Mumford et al., 2003).

Leaders are a fundamental player in fostering the essence of employee motivation and naturally, creative output when formulating the framework for organizational climate, culture and structure. In effect, leader support or lack thereof directly affects the atmosphere of the overall work climate, which in turn, creates either opportunities or threats in fostering innovation (Amabile, Kramer, Moneta, & Schatzel, 2004).

It is evident that innovation is not achieved at solely by the generated ideas of the individual alone. In fact, it can be seen as a social development within the organization. Social influences fostered from the collaborative process seem to have an important impact on the opportunity for individual creativity (Jaskyte & Kisieliene, 2006).

Most importantly, a manager's leadership style contributes as a direct influence on an employee's intrinsic motivation which naturally affects the individual creative thought process (Zhang & Bartol, 2012). As Zhang and Bartol affirm, when a manager empowers an employee in a positive manner, it results in an employee who is enabled to be more oriented to achieve creative outcomes.

The significance of the positive correlation of formal creativity training provided to employees by organizational leaders and the enhancement of ideation, inventiveness and development of the individual

creative thought process can additionally derive the chance for an employee to be more creative (Bottger & Kabanoff, 1991).

Moreover, for creativity to thrive as an intra-organizational strategy for innovation implementation, managers should also be proactive in utilizing top-down communication techniques that convey higher level incentives with rewards based on performance and providing ample feedback that encourages personal professional development. These factors were also found to be important positive influences in perpetuating the individual employee to generate more creative ideas (Oldham & Cummings, 1996).

WORK ENVIRONMENT

Freedom

In order to stimulate motivation for creativity and innovation in the workplace, it is imperative that the work environment encourages an atmosphere of freedom and independence among organizational members. Freedom in the organization indicates that employees are permitted to take initiative in the task at hand and diverts away from authoritative guidelines and roles. Autonomy is highly valued by creative employees and taps into their motivation to innovate when their creativity can be integrated with expertise in their respective field of work. An employee who is given authority in the decision-making process for determining how their work is to be accomplished acquires a sense of control that is highly motivating (Amabile, 1996). At the same time, freedom in the work environment permits organization members to openly communicate their ideas among co-workers and thus exchange information which naturally fosters the free flow of ideas.

A work environment that harnesses creative skills results in innovative solutions when pursuing various objectives. A high-freedom work environment establishes clear, specified goals for the organization while giving each employee the opportunity to decide how to attain success. Clarity in objectives eliminates the inquiry on what ought to be accomplished, allowing employees to focus the vast array of possible methodologies that can be used. In effect, using detailed goals and eliminating unnecessary time pressures fosters motivation as innovative employees are able to delve deeper into the creative problem solving process and make their work more productive and meaningful.

Employee Involvement

Engaging employees in an innovation program is one of the most important challenges for management. The quality control circle movement that began in the 1980s is a structured approach to obtain employee involvement. It is an approach that came from Japanese organizations that involves taking a workgroup and giving its members time off, often an hour a week, to pursue an innovation project. One of the conditions of the quality control circle approach is that the workgroup's immediate supervisor is not involved in the quality control circle as its supervisor. The quality control circle presents its findings to management and is given access to support resources in the organization in order to produce a high quality output.

Many organizations have been conducting surveys to determine the level of engagement of their employees. The assumption is that engaged employees are happy and productive employees. It is an exceptionally strong motivator. Since it is generally accepted that engaged employees are better employees, it is important that managers do whatever is possible to increase the engagement level of their departments. This may be done by empowering employees. Employees who have control over their work area and to whom management gives resources and support are generally more engaged. The objective of increasing the level of engagement of employees should be to make them feel that they are part of management. Conversely, actions that create a distinction between management and labor will generally have the effect of reducing the sense of engagement of employees and will lower their level of job satisfaction and effectiveness.

Team Collaboration

When teams work well together they generate results that are superior to individuals working alone. This is especially true for innovation because there is an opportunity to bring together a variety of different skills and experiences. These complementary pieces often are able to solve problems and create innovations that couldn't be made by the individuals alone.

Management has the ability to bring together people with complementary skills. It is also management's responsibility to provide training and development to help people work in teams. Managers should act as coaches to create winning teams. Also, there should be a system that provides equitable rewards to each member of the team.

When employees are members of a successful innovation team they will value their membership and will be motivated to work hard to maintain it. Management may encourage competition between teams and sometimes even assign the same project to two different teams to fast track the innovation process.

Organizational Structure

The organizational structure is an effective method for increasing innovation. Sections that are having difficulty being innovative may be restructured to improve their innovative output. Often the introduction of a highly innovative individual into a department will be the catalyst needed to jumpstart innovation.

A manager who is a good developer of creative people can impact a poor performing department and turn it into a creative one just by the infusion of techniques and methodologies for increasing innovation. Innovation is a learned skill that a good manager can teach, coach, and develop in their department.

Cross training programs are sometimes used to infuse a department with innovation. Similarly, transferring people from one area to another will cross-fertilize ideas across the organization. Bringing people from one department into another department is often a catalyst for new ideas.

Large organizations often will create a department of innovation and may have a chief innovation officer. Sometimes innovation will be combined in the same department with information. The important thing is to have accountability for innovation, including both ideation and implementation. The organization should know which departments are the most innovative. When ideas are implemented it is critical to have project managers for large projects and to monitor progress on an ongoing basis.

Physical Environment

The physical environment of the workplace has been shown to be a crucial factor in creating an innovative culture (Moultrie et al., 2007). Companies that realize that innovation is critical to their survival frequently use open layouts to facilitate interaction among employees to increase the exchange of ideas. Office layouts that are flexible and encourage frequent interactions among groups and individuals are usually most innovative. Physical proximity to others is a significant factor in innovation. Locating departments in a way that allows easy access to each other will result in more collaboration. Any layout that increases interaction between employees is likely to increase innovation. Providing space for impromptu meetings is also helpful.

Pleasant surroundings are certainly a stimulus to creativity and a good physical environment should include natural environments and art. Colors are important in the design of a good creative work environment. Creativity is encouraged by a creative environment. Design is an important aspect of innovation.

Intrinsic and Extrinsic Motivation

Perhaps the most salient factor for motivating creative and innovative behaviors is intrinsic motivation. It is employees' inner passion in devoting their time, effort and resources into the task at hand that motivates incremental progress towards a meaningful contribution to innovation (Amabile, 1982). Intrinsic factors promote a creative flow for employees in fostering the opportunity for personal and professional development as well as achievement. Employees who are intrinsically motivated to innovate enjoy their work based on self-fulfillment, personal interest and an innate quest for taking on challenging work (Gupta, 2009). Thus, intrinsic task motivation can be optimized to further creativity when an

employee is given challenging work (Amabile, 1997). Having a sense of difficulty level in a task expands an individual's horizons as they work diligently due to their personal interest and enjoyment in completing the task itself.

While intrinsic motivators are imperative determinants of what employees are capable or willing to do, extrinsic motivation also plays a role in the effect of an employee's creative performance. Traditional methodologies for extrinsic motivators for inducing creative behavior include cash incentives and recognition for excellent work (Zhang & Bartol, 2012). For employees who are more objective oriented, linking extrinsic goals to a reward when meeting deadlines can ensure that innovation implementation is successfully achieved. Under the right conditions, creative behaviors can be motivated by extrinsic factors, but managers should be wary of the possible detrimental constraints that narrow the individual's creative thought process and can result in the source of motivation to be purely instrumental or process-based.

Individual Attitudes and Attributes

Motivation in the workplace begins with the individual employee's personal characteristics. Individuals who tend to be more creative and innovative in behavior are more flexible in their cognitive thinking, fostering risk-taking, and openness to experience which are well known indicators for creativity and innovation in organizations (Rasulzada & Dackert, 2009; Scott & Bruce, 1994). Naturally, expertise is a common trait among creative individuals due to their intellectual pursuits, knowledge proficiency, and talent (Amabile, 1996). In effect, the creative individual's criticism of their own work and continuous development in improving their own expertise are essential drivers in being innovative.

Intrinsic motivation inspires imagination, fosters originality, and creates open-mindedness among employees (George & Zhou, 2001). Most importantly, individuals are intrinsically inspired by their enthusiasm for their work as well as being self-disciplined and having self-efficacy (Oldham & Cummings, 1996). The trait of self-efficacy can be viewed as vital in stimulating creative behaviors when an individual believes they have the ability to complete the task. The mediating role of determination is a noteworthy feature of the creative individual's attitude in generating novel ideas. A persistent attitude relates to motivating an employee towards innovation by continuing to move forward and having a relentless pursuit for completing challenging objectives, especially in the face of adversity and consequential failure.

Creative work styles are often generated from personality traits and result in diverse approaches to problem solving. As creative employees are more intellectually independent, the utilization of conceptual models, experimentation, and more exploratory measures are common (Mumford et al., 2003). Their diverse cognitive thought tends to be conducive to creativity as they strive to perform at a higher level to go beyond the status quo. As a result, those with a creative work style are able tolerate ambiguity in taking on problems and have a lack of concern for social approval in coming up with more far-reaching ideas in experimentation.

Corporate Culture and Climate

Creativity is the source of organizational improvement, and organizations are responsible for revitalizing the spark for influencing and motivating an individual employee's creative ideas. The social environment sets the tone in regards to the factors that either promote or hinder individual creative performance. As a result, contextual factors in the social environment influence the level of inspiration possible that would motivate innovation. Influencing the motivation for creativity and innovation must begin with a powerful mission, vision and goals in the organization (Amabile et al., 2004). A company that recognizes the need for change is an essential component for organizational members to become more passionate and encourages a more creative mindset towards making innovation possible. Therefore, core values should reflect and highlight the organization's desire to integrate creativity and innovating when employees take on various tasks in day-to-day operations. In addition, clarity in the organization's mission statement is important in facilitating creativity and innovation. When employees understand their role expectations for innovative performance, they will be more motivated to achieve them.

An organization culture that provides a sustainable work environment for creativity will be flexible, dynamic and able to adjust to new conditions in facing intensified competition. An effective innovative culture embraces idea generation from every employee and creates a framework that is able and willing to tolerate failures. Thus, a climate that motivates innovation is one that encourages autonomy, tends to have decentralized authority for decision making, provides adequate resources, and emphasizes collaboration through team work strategies such as innovation teams (Gupta, 2009).

Creativity and innovation is motivated by cultivating diversity in corporate culture. That is to say, diversity in climate not only accepts multicultural perspectives of employees but also serves unique needs that make individuals feel like a valued asset of the organization. Respecting individual employees' different points of view allows intellectual creativity development and formulates diverse networks, which can be effective in producing the most novel ideas within the organization (Grant & Berry, 2011; Scott & Bruce, 1994).

Ongoing Learning Environment

Organizations that motivate innovation value the potential of each individual employee. Creative organizations understand that skill development of employees is vital to innovative performance and future growth. Thus, a learning environment continuously educates employees to align with competitiveness and the current strategic needs of the organization (Oldham & Cummings, 1996). Ongoing development in a learning culture is imperative in motivating employee creativity by targeting improvement in specific skills that allow the expansion of creative thinking.

As organizations are more information based today, acquiring knowledge is a fundamental condition for motivating creativity. Various methods for creativity enhancement in learning cultures develop individuals' current creative abilities as well as those at the team and organizational levels. Establishing the need for creativity training provides additional opportunities for knowledge proficiency, which promotes the individual desire for enhanced understanding of organizational processes (Jaskyte & Kisieliene, 2006).

Formal and informal training inspires employees with a broadened mindset that is more flexible toward producing novel ideas in creative problem solving. As a result, employees become more enthusiastic about applying the new lessons and methods learned to be more innovative. Creating continuous learning opportunities through experimentation and exploration by allowing trial and error allows employees to utilize their current and newly acquired knowledge base to create meaning and value in their work (Kabanoff & Bottger, 1991). The strategy in providing such programs is quite advantageous in spurring innovation and continuous organizational improvement when the minds of employees come together in collaborative efforts (George & Zhou, 2003). The contextual outcome of an innovative learning environment fosters teamwork and collaboration in accomplishing meaningful organizational goals and objectives.

Prosocial Motivation

Employees can be driven to innovate simply out of a desire to contribute to the well-being of others, rather than conventional motivators for personal gain. Prosocial motivation is an "others first" oriented mindset that spurs creativity by aligning organizational objectives with the needs of a recipient (Grant & Berry, 2011). Intrinsically motivating behaviors such as self-determination and proficiency can be boosted when an employee focuses on directly benefitting the customer as well as co-workers. An employee is inspired to produce more creative work when they realize that their input creates a beneficial impact on someone else, rather than just out of personal interest.

Prosocial motivation transcends the notion of collegial support by fostering a positive impact on collaboration with colleagues, by having a genuine concern for other employees, and through gaining a deeper understanding of their viewpoint. For instance, this could mean that an employee is prosocially motivated in promoting the learning and development of their colleagues. Employees would then be viewed as not self-centered and truly working for the benefit of the organization in its entirety. Group cohesiveness is more likely to develop, fostering loyalty and commitment, and contributing to a positive

outcome. As a result, interpersonal relations between colleagues will be reinforced, which in turn fosters more investment into generating novel ideas that will have a benefit for everyone in the organization.

THE ROLE OF MANAGERS

Leadership Technique

Leadership style is one of the key factors influencing employees to be more innovative. Managers need to develop a leadership style that motivates creativity and innovation among employees.

Motivating employees to be creative begins by examining the extent to which their current job is inherently interesting and intellectually challenging. Effective leadership brings out innovativeness by enriching jobs. Certain characteristics, such as making work meaningful through task significance and task variety, create a high level of curiosity and motivate employees to carry out objectives (Rasulzada & Dackert, 2009). Managers who enrich the nature of the work provide individuals with the incentive to take on new responsibilities in more creative ways and challenge employees to have a more flexible mindset as well as expand their current knowledge base. A job enrichment model allows for autonomy, fosters continuous learning, and makes employees more innovative.

Leadership for motivating creativity requires an organizational commitment to a culture that is conducive to innovation. Therefore, a management that wants to support innovativeness needs to promote creative people by showing confidence in the value of the individual contribution while keeping in mind that risk and failure is bound to occur. Managers can facilitate this aspect by planning and organizing specific goals that are appropriate and reasonable to achieve. This allows for the development of knowledge proficiency and enthusiasm to engage in more creative work as employees are pleased about direct managerial involvement in assisting with the objective at hand.

Transformational leadership is a successful management technique that not only upholds inventiveness but effectively manages the creative climate by bringing about gradual, necessary change to an organization. In effect, managers who are transformative leaders should react positively to new creative thinking and fresh approaches to problem solving by involving themselves in the innovation process as well. As the work environment traditionally depends on the mindset of organizational leaders, perceived leader dedication to creativity and innovation sets an optimistic, fear-free atmosphere for employees that cultivate the unrestrained free flow of ideas.

Open Communication

There are a number of ways in which management can increase the motivation for innovation through open communication. Information about new ideas and innovation projects should be shared within the organization unless there are proprietary reasons to withhold distribution of the information. An innovation management system should make others aware of suggestions for needs so that they may be worked on by others throughout the organization. Experiments on ideas should be made public throughout the organization so that others can learn about how the innovation process works. Sharing information on an intranet system or other means can pique interest in innovation. Competitions to develop new ideas can be very motivating when done properly.

The innovation department should make sure that ideas are disseminated throughout the organization. Information sharing should be a key value of an innovative culture.

Manager-Employee Relations

The working relationship between a manager and their subordinates is a key to tapping into employee creativity. Managers who realize the value of building interpersonal relationships with their subordinates discover that it is conducive to influencing employee creativity and innovativeness (Mumford, et al, 2003). Specifically, taking the time to invest in employees by expressing a genuine interest in them is a crucial building block to establishing the affiliation between manager and employee. As a result, employees will be less apprehensive if they take risks and make mistakes, thereby allowing the development of more original ideas and a better creative flow.

Most importantly, employees have a propensity for viewing their manager as a role model, especially when seeking guidance and expressing concerns. Managers should be the leading example of what an employee aspires to be, as well as a confidant. Thus, the role of managers should convey their own innovative and creative thinking so that employees are inspired to be participatory voices, especially in collaborative exercises.

Employees typically desire self-improvement in being able to perform their jobs better. They want to master their strengths and fix their weaknesses. A manager who emphasizes creativity and innovation as an important aspect of the organizational agenda not only needs to communicate regularly to employees, but also needs to sustain and invigorate a high quality relationship with subordinates. Managers who maintain positive relations with their employees provide helpful, constructive criticism by giving their subordinates continuous feedback on their performance. Managerial feedback can be both positive and negative, communicating what areas of work employees are currently thriving in, and what needs to be changed. More notably, when employees are given constant feedback, they feel that their manager is a supportive and considerate person who wants them to perform at their best potential possible by promoting their best interests. Not only does this encourage better feelings for employees, but it inspires individuals to continue to invest further efforts towards more creative work. This highly interactive environment creates an optimal level of exchange of what the manager expects from their employees, while it builds the loyalty of the employees in completing objectives (Scott & Bruce, 1994). This dynamic, interdependent relationship between supportive, approachable managers and their subordinates favorably affects creative behavior and enhanced intrinsic motivation.

Job Structure

There are a number of ways that management may structure jobs that will increase the motivation to innovate. A job description should include creativity and innovation as part of the responsibility of a job. Every job should involve some degree of creativity.

Some companies such as Google include free time for their engineers in their job structure (Amabile, 1997). The free time is used for projects of employees' own choosing and it has resulted in a lot of innovations in these companies. Companies may create positions such as a senior innovator that allot a percentage of their time to do innovative work in addition to their other responsibilities. These positions can be used to recognize the exceptionally innovative abilities of specific employees.

Managers have a lot of latitude in assigning employees to different groups in the effort to increase innovation. Also, cross-training can be used to develop the innovation skills of employees as part of their development.

Perhaps the greatest opportunity for advancing innovation in organizations is by making innovation a requirement for advancement within the managerial ranks. Some research departments have used a two-tier structure that allows them to promote exceptional innovators without advancing them through the managerial ranks. Organizations that want to ensure that there is innovation should make innovative ability a significant part of the requirements for promotion within the managerial track as well.

Rewards

Management can augment an employee's motivation to innovate with internal or external incentives, and typically does so by formulating a strategic reward system based on performance. The traditional view of a rewards system involves pay for performance incentives by means of salary, employee benefits and monetary awards. While financial compensation is an important factor in motivating employees, managers should recognize that such extrinsic rewards can actually undermine creative performance and overall employee satisfaction when poorly administered

Managers generally reward employees only for successful performance, but they need to become aware of the underlying benefit of rewarding behavior and effort for participation in completing the task at hand, not only results. In this case, internal rewards are more successful in cultivating an improved culture of innovation and releasing employee creativity. Specifically, praising employees for taking chances and more risky propositions creates an increase in employee creativity flow. Instead of being

worried about acting cautiously in expressing and generating original ideas, employees are able to acquire new learning experiences that can further develop skill variety for use in the future. Due to this, individuals can become more enthusiastic and modify their performance to strengthen their intrinsic task interest, and thereby achieve more creative and novel ideas (Cho & Perry, 2012). Employees who are rewarded for their creative engagement as well as creative accomplishments by recognition and intra-organizational advancement will be more innovative.

Managerial Trustworthiness

Trust is a key variable in management. When trust is lost it is extremely difficult to retrieve it. One way that trust in management can be lost is when managers take credit for the work of their employees. Therefore, management must ensure that appropriate credit is given for the generation of ideas and their implementation. Another common failure comes from management that claims to value innovation and then does not spend enough time reviewing new ideas and implementing them. For an innovation system to work, management must be prepared spend the time necessary to review ideas and to implement those that are approved. When ideas are submitted that aren't accepted there must be sufficient effort made to explain why they weren't accepted and on what could be done to make them acceptable. Otherwise employees may assume that management's claims to want innovation are not supported by commitment.

Top Management Commitment

Unless top management is committed to innovation it is very unlikely to happen. While most companies claim to support innovation, many do not truly commit to it. Members of the organization very quickly sense the degree of commitment by top management to innovation. They sense the enthusiasm of top management for ideas. They readily recognize the excitement that top management has when an idea is implemented. Conversely, they recognize when top management doesn't "walk the talk." If top management interest is not demonstrated, efforts at innovation will fail.

It is critical that top management continuously state and demonstrate its commitment to innovation. Otherwise employees are likely to assume that their ideas may not be supported. Creative work that is viewed as not being important to the organization is highly unlikely to be sustained over the long run.

Employee Evaluation

An innovation system relies on the evaluation of employees as an indicator of how successful it is. Just as no organization will excel at what it does without regular performance evaluations of its employees, similarly an innovation system must allow for regular performance evaluations on idea generation and implementation to be successful.

Most performance evaluation systems include some items regarding creativity and innovation. However, most do not provide meaningful quantitative analysis of individual innovation performance. Just as metrics are necessary to evaluate key organizational variables such as sales, quality, customer service, and productivity, similarly there must be good quantitative reporting on individual innovation. As Peter Drucker famously said, "If you can't measure it, you can't manage it."

Managerial Support

Management holds the key to the innovation process by increasing an employee's innovative behavior in their work performance. Management is in a unique position to identify the extent to which innovation can be strategically implemented as a resource for competitive advantage. It is ultimately management's responsibility to stimulate innovation in the workplace. Therefore, when employees perceive managerial support, they will be able to innovate with confidence that their project will not founder because of a lack of management support. This may indicate the need for training and development of human resources and well as increased systematic effectiveness to increase an employee's innovation capability.

When management is overly bureaucratic or restrictive in allocating support, it must understand that momentum will be lost. Generally, when resources are necessary that aren't particularly expensive, they

should be made available without requiring employees to go through any bureaucratic hoops to get them. Management must be proactive in identifying where support is necessary and it must not allow a delay in the provision of resources to become a barrier to innovative momentum.

Managerial Attitudes and Behaviors

Supporting and managing individual creativity is one of the crucial factors in the development of organizational innovation. Managers play a vital role as facilitators by being the catalyst for their employees to innovate. Management should create a climate for innovation by ensuring that a considerable amount of resources are made available to every employee in the organization. That is to say, they must make sufficient time available to complete objectives and ensure employee's capability and success with knowledge proficiency (Amabile, 1983).

Managers who promote innovativeness of their subordinates tend to react positively to ambiguity in the organization and allow for more venturesome methods of problem solving in decision-making as well as the decentralization of authority. Thus, they exercise more tolerance for mistakes and allow for a reasonable amount of experimentation which results in novel idea generation and more creativity in projects. The resultant behavior motivates employees to be more creative since they are given the opportunity and liberty to achieve success by discovering solutions independently rather than being told what to do.

Employees who feel that they are respected and appreciated for their contributions will be more innovative. Therefore, when employees observe that management encourages creative problem solving, individuals realize that their managers are confident in the accomplishment of their creative endeavors. In turn, a manager's commitment and continuous support for creativity and innovation enhances an employee's development of individual intrinsic motivation when embracing new ideas (Amabile et al., 2004; Oldham & Cummings, 1996).

SUMMARY

It is evident that the opportunity for creativity can be an inherent quality in every individual employee provided that there are a number of ways to approach the ideation process for innovation. The combination of contextual factors in the work environment can foster a significant interactional effect on developing individual innovative behaviors. Thus, relative work factors ought to be derived as a function of management to increase the likelihood of motivating the employee to generate fresh, creative ideas for organizational improvement. The significance of a synergetic atmosphere among employees and collaborative interaction with managers increases the incentive for higher quality work performance.

The indicative variables previously discussed reveal the positive association between the manager and the employee that cultivates a positive work flow by the value given to mutually supportive participation that promotes intrinsic motivation. Although these facets present positively correlated results, the level of experience in which an employee is motivated to innovate is contingent on the intensity of activity correlated with the organization's drive to provide opportunities for breakthrough innovation. As a result, such reported background features emphasize that the consistency of idea implementation of employees reflects the amount of effort a manager is willing and dedicated to commit to increase individual creative decision-making, and thus, will demonstrate various results. In all, these suggestions provide preliminary support for the methods that stimulate the motivation to innovate to recognize the contextual aspects that result in innovative behaviors. Thus, the aforementioned approaches can be interpreted based on an understanding of the nature and implications for creating perceived opportunities for empowering employees to optimize their engagement in more creative tasks in their work to become more highly innovative.

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