

组织行为与人力资源管理华人名家讲坛·第四讲



Research on Creativity in Organizations Great Discoveries, Exciting New Directions

JING ZHOU
Houston Endowment Professor of Management
Jesse H. Jones Graduate School of Business
Rice University
jzhou@rice.edu



Presentation Roadmap

- Employee creativity as a burgeoning research field
- Major theoretical perspectives
- Great discoveries documented in the creativity literature
- Exciting new research directions
- Discussion with interested audience



Dos and Don'ts in Research

- Conducting high-quality empirical research is essential
- Know what constitutes a good article prior to designing an empirical research project
- An excellent and concise source of such information can be found in
Editorial, published in the January, 2009, issue of
Journal of Applied Psychology



Most Frequently Used Paragraph in My JAP Decision Letters

- “To allow the readers to appreciate your theoretical value-added, you would first need to specify to which research domain you attempt to make a contribution. Second, articulate which aspects of this particular research domain have important questions unanswered, misunderstood, or controversial. Third, explain and justify how your research would help us to answer these important questions.”
- To know where the creativity field is going, we must first know where the field has come from



Employee Creativity: A Burgeoning Research Field

- **Practical significance**
 - ◊ Increasingly competitive and uncertain global business environment
 - ◊ Key to organizational success: effective use of human capital, especially employees’ creativity
 - ◊ Employee creative ideas=raw materials for new products, services, technologies, and business processes and procedures
- **Intellectually interesting!**



Employee Creativity: Definition

- Production of new and useful ideas by individual employees or small teams working together (Amabile, 1988)
- Related to but different from the concept of innovation
- Desirable in almost all kinds of jobs, at all levels in an organization (Zhou & Shalley, 2003)



Research on Antecedents of Creativity: Great Discoveries

- A relatively new and vibrant research area in the field of management
- Emphasizes potential for creativity exists in almost all kinds of jobs and in all kinds of people
- Identifies and quantifies a wide variety of inhibitors or facilitators of creativity in organizations (e.g. leadership, design of jobs, nature of feedback, goals, nature of rewards, culture, modeling, emotion and emotional intelligence, etc.)
- Research conducted in a variety of settings (e.g., lab and field), industries (e.g., petroleum, health care, high tech., etc.), and countries/continents (U.S., Europe, and Asia)



Recent Reviews of Creativity Literature

- Zhou & Shalley (2008). Handbook of organizational creativity. (English version published in the U.S. and U.K. 2008, Arabic version 2009, Chinese 2010)
- Zhou & Shalley (forthcoming). Deepening our understanding of creativity in the workplace: A review of different approaches to creativity research. In APA Handbook of Industrial and Organizational Psychology.
- Shalley, Zhou, & Oldham (2004). The effects of personal and contextual characteristics on creativity: Where should we go from here? *Journal of Management*, 30, 933-958. (Winner of JoM 2009 Best Paper Award)
- Zhou & Shalley (2003). Research on employee creativity: A critical review and directions for future research. *Research in Personnel and Human Resources Management*, 22, 165-217.
- Anderson, De Dreu, & Nijstad (2004). The routinization of innovation research: A constructively critical review of the state-of-the-science. *Journal of Organizational Behavior*, 25, 147-173.
 - Note: although Anderson et al. call it "innovation" they did review many creativity studies.



Major Theoretical Perspectives

- Amabile (1988)
- Woodman, Sawyer, & Griffin (1993)
- Ford (1996)



How is Creativity Measured?

- **In the behavioral lab**
 - Tasks
 - Consensus assessment technique (Amabile, 1996)
- **In the field**
 - Commonly used scales
 - Zhou & George (2001) AMJ
 - Oldham & Cummings (1996) AMJ
 - Tierney et al. (1999) Personnel Psychology
 - Objective data



Antecedents of Creativity: Personal Factors

- Personality (George & Zhou, 2001)
- Cognitive style (Kirton, 1979)
- Identities (Farmer et al., 2003)



Antecedents of Creativity: Contextual Factors

- **Leadership or supervisory behaviors**
 - Transformational leadership (Shin & Zhou, 2003; Tierney, Farmer, & Graen, 1999)
 - Supervisor developmental feedback (Zhou, 2003)
 - Supervisor close monitoring (George & Zhou, 2001; Zhou, 2003)
- **Goals**
 - Shalley (1991, 1995)
- **Feedback and evaluation**
 - Feedback valence and feedback style (Zhou, 1998)
- **Job design**
 - Oldham & Cummings (1996)
- **Coworker influences**
 - Presence of creative role models (Zhou, 2003)

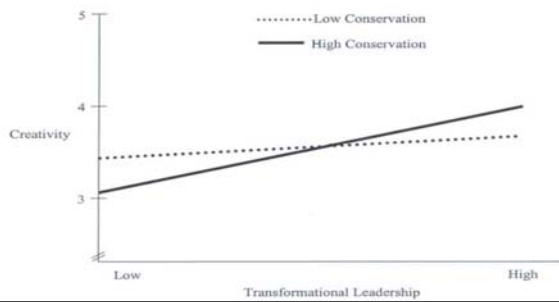


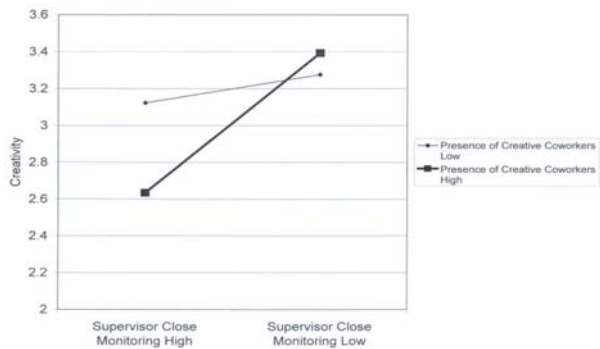
Interactional Approach

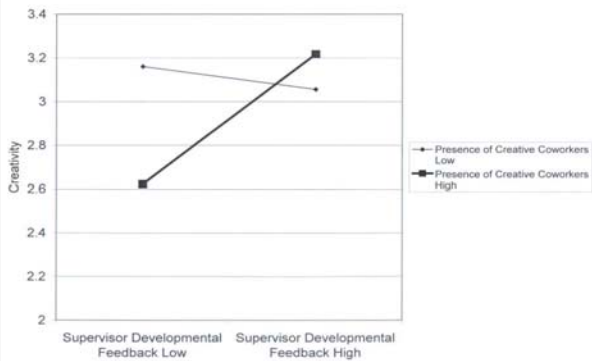
- Importantly, personal factors and contextual factors often interact to affect creativity
 - Theoretical perspective: Woodman, Sawyer, & Griffin (1993)
- Examples
 - 1. Shin and Zhou (2003), AMJ:
Effects of transformational leadership X conservation value on creativity
 - 2. Zhou (2003): JAP, two studies
Effects of
 - Presence of creative coworkers X supervisor close monitoring (Study 1 & Study 2)
 - Presence of creative coworkers X supervisor developmental feedback (Study 2)
 - Creative personality X presence of creative coworkers X supervisor close monitoring (Study 2)

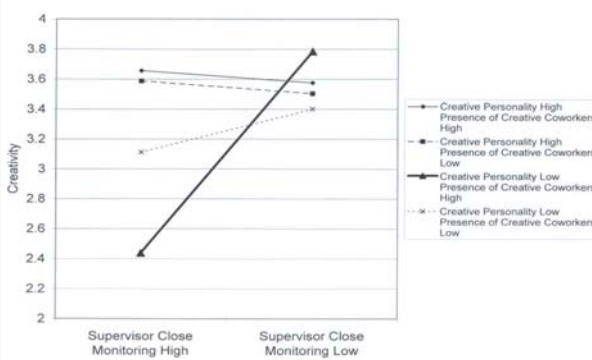


Transformational Leadership X Conservation Interaction for Creativity



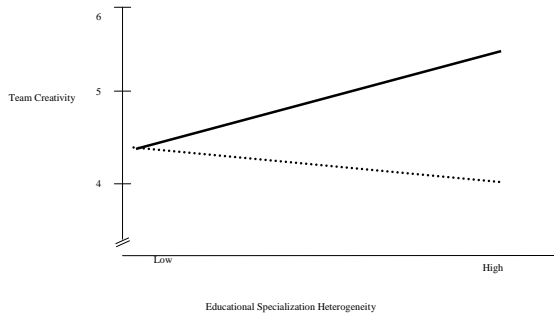






Exciting New Research Directions:
#1 Team Creativity

- Research on team creativity (not including social psychological lab research on brainstorming) has been limited (Shalley, Zhou, & Oldham, 2004, JoM)
- Recent examples
 1. Shin and Zhou (2007): team Educational specialization heterogeneity X Transformational leadership on creativity; this interaction was mediated by team creative efficacy



Exciting New Research Directions:
#2 Multi-level Research

- Multi-level models
 - ◊ Conceptual work: Zhou & Shalley (2008)
 - ◊ Cross-level example
 - Team-level and individual-level factors affecting individual team members' creativity (Hirst, Van Knippenberg, & Zhou, 2009)
- Social networks
 - ◊ Examples
 - Perry-Smith & Shalley (2003)
 - Perry-Smith (2006)
 - Zhou, Shin, Brass, Choi, & Zhang (2009)

Exciting New Research Directions:
#3 Deepening Our Understanding of Creativity

- Motivational approach
 - Cognitive approach
 - Affective approach
- (Source: Zhou & Shalley, forthcoming)



Publications in Top 5 Journals

Top 5 Journals: AMJ, AMR, ASQ, JAP, SMJ (Barrick survey)

Amabile, T. M., Barsade, S. G., Mueller, J. S., & Staw, B. M. (2005). Affect and creativity at work. *Administrative Science Quarterly*, 50, 367-403.

Amabile, T. M., & Conti, H. (1999). Changes in the work environment for creativity during downsizing. *Academy of Management Journal*, 42, 630-640.

Amabile, T.M., Conti, R., Coon, H., Lazenby, J., & Herron, M. (1996). Assessing the work environment for creativity. *Academy of Management Journal*, 39, 1154-1184.

Drazin, R., Glynn, M., & Kazanjian, R. (1999). Multilevel theorizing about creativity in organizations: A sensemaking perspective. *Academy of Management Review*, 24, 286-307.

Farmer, S. M., Tierney, P., & Kung-McIntyre, K. (2003). Employee creativity in Taiwan: An application of role identity theory. *Academy of Management Journal*, 46, 618-630.

Fong, C. T. (2006). The effects of emotional ambivalence on creativity. *Academy of Management Journal*, 49, 1016-1030.

Ford, C.M. (1996). A theory of individual creative action in multiple social domains. *Academy of Management Review*, 21, 1112-1142.



Publications in Top 5 Journals

George, J. M., & Zhou, J. (2001). When openness to experience and conscientiousness are related to creative behavior: An interactional approach. *Journal of Applied Psychology*, 86, 513-524.

George, J. M., & Zhou, J. (2002). Understanding when bad moods foster creativity and good ones don't: The role of context and clarity of feelings. *Journal of Applied Psychology*, 87, 687-697.

George, J. M., & Zhou, J. (2007). Dual tuning in a supportive context: Joint contributions of positive mood, negative mood, and supervisory behaviors to employee creativity. *Academy of Management Journal*, 50, 605-622.

Gilson, L.L., Mathieu, K.E., Shalley, C.E., & Ruddy, T. M. (2005). Creativity and standardization: Complementary or conflicting drivers of team effectiveness? *Academy of Management Journal*, 48, 521-531

Hargadon, A., & Sutton, R. I. (1997). Technology brokering and innovation in a product development firm. *Administrative Science Quarterly*, 42, 716-749.



Publications in Top 5 Journals

Hirst, G., van Knippenberg D., & Zhou, J. (2009). A cross-level perspective on employee creativity: Goal orientation, team learning behavior, and individual creativity. *Academy of Management Journal*, 52, 280-293.

Madjar, N., Oldham, G. R., & Pratt, M. G. (2002). There's no place like home? The contributions of work and nonwork creativity support to employees' creative performance. *Academy of Management Journal*, 45, 757-767.

Oldham, G. R. & Cummings, A. (1996). Employee creativity: Personal and contextual factors at work. *Academy of Management Journal*, 39, 607-634.

Pearsall, M. J., Ellis, A. P. J., & Evans, J. M. (2008). Unlocking the effects of gender faultiness on team creativity: Is activation the key? *Journal of Applied Psychology*, 93, 225-234.

Perry-Smith, J. E. (2006). Social yet creative: The role of social relationships in facilitating individual creativity. *Academy of Management Journal*, 49, 85-101.

Perry-Smith, J. E., & Shalley, C. E. (2003). The social side of creativity: A static and dynamic social network perspective. *Academy of Management Review*, 28, 89-106.



Publications in Top 5 Journals

Scott, S. G., & Bruce, R. A. (1994). Determinants of innovative behavior: A path model of individual innovation in the workplace. *Academy of Management Journal, 37*, 580-607.

Shalley, C. E. (1991). Effects of productivity goals, creativity goals, and personal discretion on individual creativity. *Journal of Applied Psychology, 76*, 179-185.

Shalley, C. E. (1995). Effects of coaction, expected evaluation, and goal setting on creativity and productivity. *Academy of Management Journal, 38*, 483-503.

Shalley, C. E., Gilson, L.L., & Blum, T.C. (2009). Interactive effects of growth need strength, work context, and job complexity on self-reported creative performance. *Academy of Management Journal, 52*, 489-505.

Shalley, C.E., Gilson, L.L., & Blum, T.C. (2000). Matching creativity requirements and the work environment: Effects of satisfaction and intention to leave. *Academy of Management Journal, 43*, 215-2323



Publications in Top 5 Journals

Shin, S., & Zhou, J. (2003). Transformational leadership, conservation, and creativity: Evidence from Korea. *Academy of Management Journal, 46*, 703-714.

Shin, S., & Zhou, J. (2007). When is educational specialization heterogeneity related to creativity in research and development teams? Transformational leadership as a moderator. *Journal of Applied Psychology, 92*, 1709-1721.

Taggar, S. (2002). Individual creativity and group ability to utilize individual creative resources: a multilevel model. *Academy of Management Journal, 45*, 315-330.

Tierney, P., & Farmer, S. M. (2002). Creative self-efficacy: Potential antecedents and relationship to creative performance. *Academy of Management Journal, 45*, 1137-1148.



Publications in Top 5 Journals

Woodman, R. W., Sawyer, J. E., & Griffin, R. W. (1993). Toward a theory of organizational creativity. *Academy of Management Review, 18*, 293-321.

Zhou, J. (1998). Feedback valence, feedback style, task autonomy, and achievement orientation: Interactive effects on creative performance. *Journal of Applied Psychology, 83*, 261-276.

Zhou, J. (2003). When the presence of creative coworkers is related to creativity: Role of supervisor close monitoring, developmental feedback, and creative personality. *Journal of Applied Psychology, 88*, 413-422.

Zhou, J., & George, J. M. (2001). When job dissatisfaction leads to creativity: Encouraging the expression of voice. *Academy of Management Journal, 44*, 682-696.

Zhou, J., Shin, S. J., Brass, D. J., Choi, J., & Zhang, Z. (2009). Social networks, personal values, and creativity: Evidence for curvilinear and interaction effects. *Journal of Applied Psychology, 94*, 1544-1552.



Conclusion

- Impressive progress has been made
- Much exciting work is still to come



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