Some Forcing Factors for Team Creativity at Team-Level

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Abstract. This study explores how team contextual factors interact with individuals’ cognition and co-contribute to facilitate the group creativity. This study extracts two team contextual variable, the team task required creativity and the team time management, and one individual variable, individualistic self-construal for understanding how the interactions between the context and individuals facilitate team creativity. This study finds out the team task required creativity, team time management, and individualistic self-construal is all benefit team creativity. Moreover, team time management and individualistic self-construal mediate the relationships between team tasks required creativity and team creativity. It will provide the empirical data in the future study.

Introduction

Creativity and innovation usually requires persisting in investment of time and hard work in the process especially when the progress is discouragingly slow, the outcome is highly uncertain and creations are socially devalued when they are too incongruent with pre-existing ways [1]. The purpose of this study is to focus on understanding deeply how team contextual factors interact with individual's cognition and co-contribute and facilitate the team creativity. This study extracts two important team contextual factors, team task required creativity and team time management, and one key factors of individual's cognition, individualistic self-construal. And then, this study explores the interactions with these critical contextual and individual's cognition variables in order to supplement the unknown how these activities relate to team characteristics, individuals' cognition, and creativity [2]. Therefore, after testing these propositions, this study will provide several important implications for the research of the team context, the individuals' factor, and team creativity.

The Relationship of Team Task Required Creativity, Team Time Management, Individualistic Self-Construal and Team Creativity

Job creativity requirements are theoretical significance and can potentially enhance individual creativity, but the existing literature cannot answer people’s query what makes creative requirement relate to individuals' performance [3]. Given that job
creativity requirement is regarded as one of the ways in which firms can improve performance and increase organizational effectiveness, it unfortunately remain unclear how and why job creativity requirement would enhance or hamper employee performance [3]. In this section, this study attempt to explore how and why task required creativity increase creative performance. With high levels of task variety, individuals often encounter unexpected and novel events [4]. The high degree complexity of creative tasks involve ambiguity and difficulties that may require new knowledge or novel solutions [4]. Therefore, the individuals are willing to invest more and spend considerable time on gathering or exchanging knowledge, and developing or enhancing the exchange of novel ideas to deal with such unexpected events [4]. When tasks are challenging and require ingenuity, individuals focus their attention and effort on their task, making them more persistent and more likely to consider different alternatives, which could result in creative outcome and overcome the challenges [1]. Thus, this study purposed that individuals will would like to spend more time on the task, and then enhance the team creativity performance when the task required creativity. **Hypothesis 1**: Team time management mediated the positive relationship between team tasks required creativity and group creativity.

Individuals in more complex and creative tasks are likely to have a higher level recognition of their creative role identity, have more confidence in their creative self-efficacy, and a better focus on creativity [5]. In other words, it might be inferred individuals in complex and creative tasks could have the tendency on individualistic self-construal in order to arouse more recognition of their creative role identity more confidence in their creative self-efficacy, and a better focus on creative ideas [5]. Individuals with a strong creative role identity would tend to acknowledge creative task information consistent with positive attributions regarding creative performance over time, thereby influencing sense of creative capacity [6]. Moreover, they mention that assigned work requiring higher levels of creativity increase in creative self-efficacy, too [6]. Creative tasks need experimentation and flexibility. It provides the opportunities to individuals using advanced cognitive processes endemic to creativity. This way provides an area for enactive mastery experiences to individuals and the develops their creative self-efficacy [1]. Creative-efficacy completely mediated the effects of individual and contextual variables in the prediction of creative performance [1]. Prior studies have provided empirical support for these statements. For example, individuals with more creative task complexity and autonomy can enhance the positive relationship between creative role identity and creativity [5]. This study could provide the self-construal mediate the relationship between team task required creativity and creativity. The type of self-construal that best supports task demands will depend on the nature of the task [7]. It describe the interaction between tasks required creativity and self-construal. Moreover, according to the discussion of theoretical background, self-construal might be the precursor of creative self-identity. Then, the creative self-identity affects creative self-efficacy. Finally, creative self-efficacy contributes to creativity. Thus, this study speculates the mediation effect of individualistic self-construal between team tasks required creativity and team creativity. **Hypothesis 2**: Individualistic self-construal mediated the positive relationship between team tasks required creativity and group creativity.
Conclusion and Implications

This study concludes that team characteristics need to be considered together with task required creativity and team time management interactions in order to achieve team goals more effectively by maximizing each member’s creativity [4]. Next, individuals assess themselves, their task, and the team work context in which they are embedded as a means of determining how competent they are in a given performance domain [6]. Findings of the current study suggest that not only is developing individuals’ sense of individualistic self-construal plausible in the work setting but that the means to do so are present within the individual, their team tasks, and the social context in which they operate [6]. In theoretical implication, the main contribution of this study is thus to develop and test team characteristics so far missing in the study of individuals self-construal and team creativity. Individualistic self-construal has been found to relate to individual creativity, albeit the relation has not been confirmed in team creativity [6], hinting to the possibility of contextual factors facilitating or impeding the enactment of individual self-construal [2]. In practice implications, managers here is that designing jobs requirement of creativity to be multifaceted and to require flexibility and experimentation is a positive step toward promoting stronger individualistic self-construal among individuals [8].

Limitations and Future Research

According to the prior literature, although proposing the suspecting relationship among individualistic self-construal, creative role identity, creative self-efficacy and creativity, the causal paths among this variables are not be tested in this study. It should be done in the future study. Finally, although the model of this study try to combine influences of cross-level factors, team contextual factors and individuals’ factors on creativity, this study doesn’t apply the statistical analysis method of cross level. It should be done on HLM in the future study.

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Reference


