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To share or not to share: How knowledge collecting fosters organizational creativity

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Introduction

- According to the interactionist perspective drawn by Woodman et al. (1993), organizational creativity can be seen as “*the creation of a valuable, useful new product, service, idea, procedure, or process by **individuals working together in a complex social system***” (p. 293).
- Being it a complex concept, it requires to take into account several different aspects, such as the **interpersonal dynamics** and the **contextual influences**.

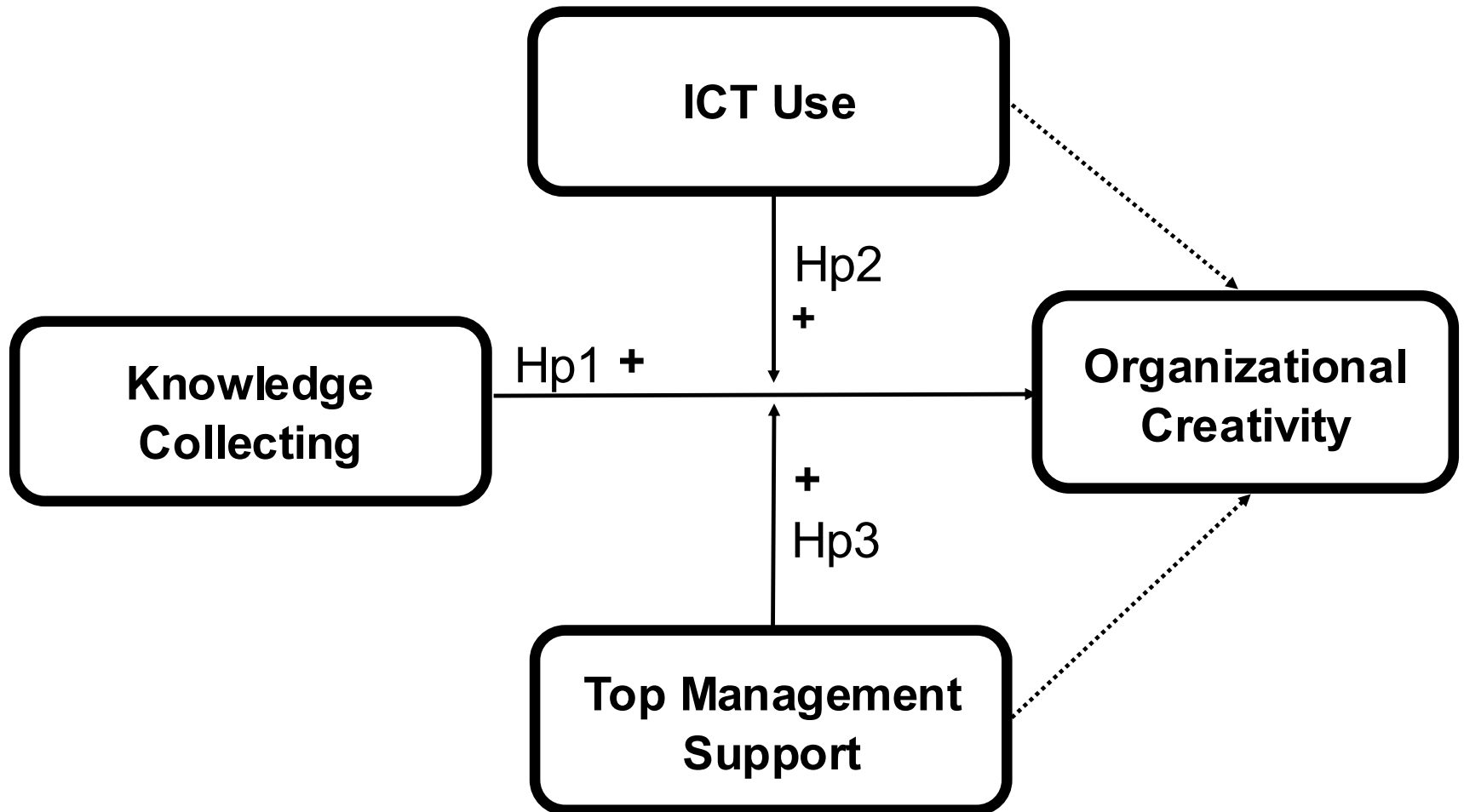
Aim

- Despite extant research has widely investigated organizational creativity (e.g. Amabile et al., 1996; Rego et al., 2014), a comprehensive analysis considering all its main components at the same time is still lacking.
- We propose to investigate organizational creativity while looking at individuals learning from their colleagues (i.e. knowledge collecting) affected by both hard and soft contextual influences (i.e. ICT use and top management support).

Research question:

“What is the relationship between knowledge collecting, ICT use and top management support in determining organizational creativity?”

Hypotheses development



Data and method

- Web-survey data collected from 362 employees operating in the subsidiaries of five multinational corporations (MNCs) located in Italy.
- Participants: nodes of knowledge, gatekeepers
- Self-reported measures
- Principal Components Factor Analysis (PCA)
- Multiple regression analysis using Stata13
- Wald test

Results

	Organizational creativity				
	Model1	Model2	Model3	Model4	Model5
Intercept	3.32*** (6.04)	3.67*** (6.89)	4.50*** (8.53)	4.57*** (8.94)	4.64*** (9.26)
Knowledge collecting		.23*** (4.43) 1.25	.13** (2.64) 1.39	.11* (2.25) 1.42	.12** (2.61) 1.48
ICT use			.14** (2.96) 1.37	.13** (2.76) 1.39	.12** (2.71) 1.41
Top management support			.24*** (4.69) 1.57	.25*** (4.90) 1.57	.26*** (5.19) 1.63
ICT use*Knowledge collecting				-.06* (-2.33) 1.09	-.07* (-2.42) 1.21
Top management support*Knowledge collecting					.03 (1.30) 1.33
<i>R</i> ²	.33	.37	.45	.46	.46
Adj <i>R</i> ²	.31	.35	.43	.44	.44
F-test	20.45***	19.66***	20.14***	5.42*	1.69
Mean Vif	1.69	1.67	1.69	1.65	1.66

Conclusion

- In an attempt to capture the inherent complexity of organizational creativity, this study sheds light on the role played by both individuals' interactions and contextual influences in fostering creativity.
- While knowledge collecting and top management support positively affect organizational creativity, high ICT use is likely to inhibit it.

References

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- Rego A, Sousa F, Marques C, Cunha MP (2014) Hope and positive affect mediating the authentic leadership and creativity relationship. *Journal of Business Research*. 67:200–210.
- Woodman RW, Sawyer JE, Griffin RW (1993) Toward a theory of organizational creativity. *Academy of Management Review*. 18:293–321.