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IMPROVING BUSINESS COMPETITIVENESS BASED ON MANAGING CREATIVITY SYSTEM*

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Abstract

Strong market competition is a prerequisite for new business approaches and the improvement of competitiveness based on the management system and a strategic framework while choosing the interventions which stimulate creativity. The aim of the paper is to point out the role and importance of managing organizational creativity. It is intended to answer the basic research question of whether organizations that successfully manage creativity have a competitive advantage. The creativity implementation in an organizational context depends on a wide range of elements and has a whole new dimension in business that is reflected in the readiness to take risks and apply different creative methods and techniques, especially how (and how successfully) an organization applies the methods of fostering creativity from the establishment of multidisciplinary or diverse teams, rotation of the employees, introducing financial and non-financial stimulations for development of the creativity, and training employees for the development and the interaction of creative ideas. The paper is based on a basic hypothesis that there is a statistically significant difference in achieving the competitive advantage of those companies that use the organizational creativity management system and those which do not. Research results suggest that successful creativity management positively influences the company's competitive advantage. Organizations implementing the creativity management system have a higher

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level of profit per employee, as well as a higher level of their own profitability. Results of the research suggest that the surveyed companies mostly invest efforts in creativity management. Workplace satisfaction, feeling of job fulfilment and financial incentives all play an important role in encouraging individual creativity. On the other hand, diversity of work groups, sharing of ideas between team members and cooperation with the environment are factors that encourage individual creativity display.

Keywords: *competitiveness, creativity, managing system*

1. INTRODUCTION

Realising competitiveness in modern business operations of organizations does not allow the implementation of traditional methods and techniques to which the organizations have been accustomed. The key of success lies in constant changes and creative solutions especially aimed at adjustment to new conditions in the business environment, in the improvement of existing products, services and production processes as well as in the creation of new products, services and production processes. Creativity is recognised as an important resource particularly significant in the business world where organizations are striving to strengthen their creative potentials with the purpose of realising sustainable competitive advantage. It is in correlation with the success of the organization given that the incitement of creativity within an organization results in innovative solutions, new products and services in terms of long-term goals. To be able to offer quality products and services, organizations must support creative solutions and create an environment that motivates the employees to present their ideas and solutions that can forward business operations and thus contribute to the realisation of competitive advantage.

For the purposes of this research, a definition will be used where creativity is defined as creating a valuable, useful new product, service, idea, process or process by individuals working together in a complex social system (Woodman, 2014).

Insufficient promotion and management of organizational creativity as well as low competitive advantage in all levels are major problems of research. The main motive for conducted research is contributing to the development and advancement of the application of the concept of organizational creativity with the aim of achieving competitive advantage.

Strengthening creative potentials of an organization is the foundation of entrepreneurship important for the process of quality system management as well as the establishment of integrity and vision of the organization's success. To realise competitive advantage means to have capability to satisfy all customer desires; however, this does not necessarily mean that the organization will be able to continue this trend in the future as well. Therefore, it is necessary to track trends and comprehend forces that form the future value for customers. It is up to

the organization's management to take most care of the tracking and comprehension of said trends. It is hard to secure in advance the conditions for behaviour and decision making in certain situations. The daily task of successful organization's management lies in the capability to apply knowledge, skills and abilities, which must be continuously implemented in a creative manner and in tracking new trends for the purpose of realising organization strategy and achieving competitive advantage.

This paper aims to emphasise the role and importance of managing organization's creativity. The paper strives to offer a response to a fundamental research question: do organizations with successful creativity management have competitive advantage?

2. THEORETICAL FRAMEWORK OF THE STUDY

The creativity concept itself must be understood as a complex phenomenon moulded by various juxtaposed forces. Creativity is a characteristic of both teams and organizations and it cannot be ascribed solely to "the genius" of an individual. The process known as "creativity" is founded on the complexity of the human interaction process. Creativity and creative activity are a good basis for any success story in the modern society. Creativity implies both rational and irrational thinking and rising above the limits of an ordinary thinking process, but it also means having the resources and the will to realise ideas. According to (Goldstein, 2016), creativity is a driving force of innovation and a key factor for the development of personal, professional, entrepreneurial and social skills.

The interest for organizational creativity has been on the rise in the past decade. According to a conducted research (Gu et al., 2017, p.152), organizational creativity is the medium between leadership and innovative behaviour of all employees. The economic significance of creativity is recognised by organizations and by the entire economy. According to numerous research and opinions of the majority of experts and practitioners, stakeholder creativity is essential for the operations of a modern organization and the main source of innovation inside the organization. In line with this, all stakeholders within an organization must take active participation, inspire and create new ideas and services.

It is important to emphasise that the division of power inside an organization in one context needs to be taken into account, as well as the creation of conditions that would enable the creativity of an individual to be shown or noticed. Leadership has an impact on the implementation and presence of creativity in business environment. In terms of affordability, creativity is always an expense for both the individual and the organization. Guidance and use are extremely important as they may cause unwanted consequences. There is an inevitable need to reduce costs in parallel with the increase of benefits that an individual receives from creative behaviour (Runco, 2007). Benefits and cost

reduction can be either short-term or long-term, which is actually determined by timely and exact recognition and determination of organizational factors that can be used for the said purpose.

Organizational creativity management encompasses all activities that favour the emergence of an environment where individual creative potential can be released. Authors (Swann and Birke, 2005) state that the creativity development potential will peak in diversified groups that bring together individuals with various experiences, origins and values. Numerous research also suggest that environments which foster unconventional manner of carrying out activities, which challenge authority, competition among employees and risk assumption are beneficial for the release of creativity (Baucus et al., 2008). The emergence of novel ideas often demands intellectual and creative autonomy and that existing norms and rules be violated. Bassett-Jones (2005) says that diversity in itself also carries the potential of conflict, disputes among employees and different work attitudes. Given the aforementioned, creativity management comes down to finding solutions for creating an environment that has sufficient level of motivation to develop employee creativity and at the same time keep harmony in the organization and ensure that organization's rules and regulations are upheld.

One of research issues of creativity development incitement is also the issue of the nature of encouragement for employees. The existing research does not have any consensus regarding this. One group of authors suggests that internal motivation such as challenges has a key role in the encouragement of employee creativity (Amabile, 1996; Hackman and Oldham, 1980; Oldham and Cummings, 1996). Assignment of work tasks that are complex and challenging is a potential channel of creativity incitement in this context. Another group of research, however, puts emphasis on external impacts on creativity development such as financial rewards or recognitions (Frese et al. 1999; Van Dijk and Van den Ende, 2002). The empirical research results do not contribute explicitly to either of the two detailed groups of encouragement. The existing knowledge suggests that excessive relying on a single dimension of encouragement can have a negative result depending on the nature of work positions. In this context, provision of external encouragement such as financial rewards for individuals employed in complex work tasks who also generate internal motivation can produce an effect of internal motivation substitution and have an adverse impact on individual and organizational creativity.

Cultural differences also have an impact on the creativity of organization's employees, in addition to the factors inside an organization, since cultural differences play an important role in the development of creativity in an individual. Cultural differences are reflected in different attitudes towards new ideas and autonomy in various parts of the world. Experiences of certain countries and their cultural differences are manifested in the intensity and forms of creativity displayed by its citizens (Dijkstra, 2009). Creativity is also linked to the quality of life and social system. Florida (2002) underlines that ethical diversity and degree of tolerance in a society also determine the level of

creativity. Research results (Talaja, 2013, p.49) demonstrate the importance of organization's adaptive abilities development and show that organizations that have an ability to analyse customers, market, competition, to allocate resources and provide a quick response to changes in the market will realise better performance and achieve competitive advantage. The encouragement of creativity development in employees and development of innovative products are an enormous contribution to the overall success of an organization and its achievement of competitive advantage (Yanisky-Ravid, 2013, p.43).

Numerous approaches to competitiveness are also evident from its definitions, or a lack of one that would be unique (Stojčić, 2012). Despite numerous definitions, most authors will concur to the claim that competitiveness as a concept has a sound meaning and theoretical foundations especially in the analysis of company conduct since the competitive advantage of economies, regions and countries ultimately comes down to the capability of respective companies to surpass their competitors. Creativity is the internal strength that leads to the discovery of new products, production process, market niches, business relations with clients and suppliers and thus builds competitive advantage of a company over its competitors. Lately, empirical research has supported the aforementioned theoretical considerations. There is a series of evidence on the positive effect that creativity has on the profitability and competitiveness of a company (Andari et al., 2007; Huggins and Clifton, 2011; Cooke and De Popris, 2011).

Competitiveness is a precondition for the survival of a company in globalisation. Ability to develop new ideas and their application in the development of new products, services and processes has an important role in competitiveness building. Organizational creativity lies in the root of new ideas development, i.e., innovation process within a company, which in turn is determined by the creative potential of employees and management's ability to govern creativity. Existing research identifies a series of benchmarks for organizational creativity some of the most prominent being diversity, creation of an efficient reward system, sharing of knowledge within organizational networks and with the organizational environment, company constitution and attitude towards autonomy and individuality. The analysis of existing literature clearly shows that current research gives attention to the features of certain sectors and the competitive profile of the company as benchmarks for creativity management of company success.

3. RESEARCH METHODOLOGY

FIA¹ database was used as a source to form samples. Using business data in tourism and hospitality sector, a survey questionnaire was sent to all 581

¹ FIA – Financial Information Agency founded in line with the Law of the Federation of Bosnia and Herzegovina – Official Gazette no. 80/11, aimed at establishment and management of financial

business entities. The distribution of the questionnaire was conducted by electronic mail or in writing in the case of business entities whose email address was not known. The target group were business managers in this sector. Questions based on research instruments were posed to managers at high, middle and lowest levels of tourism and hospitality sector in the Federation of Bosnia and Herzegovina as the target subjects of the research. The collected data and econometric analysis were processed using statistics software Stata 13. The companies that were part of the sample had to meet the criteria of the accepted definition in line with the *Law on Accounting and Auditing in the Federation of Bosnia and Herzegovina*.

The study is based on one principle research hypothesis, as follows:

H₀: There is a statistically significant difference in the realisation of competitive advantage in companies that use the system of organizational creativity management and those that do not.

This hypothesis will test the difference in the realisation of competitive advantage between companies that use the system of creativity management and those that do not. The mentioned correlation is indicated by the existing knowledge, which posits that creativity incitement is the fundamental challenge of organization management. Organizational creativity management process demands constant capacity development and adaptation to changes, which is an important feature of modern business operations and a basic determinant relevant for the achievement of competitive advantage.

Method of endogenous treatment assessment of parameters will be applied to the data collected in the survey, for research purposes, which enables the assessment of the effects a certain treatment has, such as the implementation of creativity management to the research result, i.e., competitive advantage. The effect of treatment is defined as the difference between the final outcomes with treatment involved and outcomes without treatment (the competitive advantage of the enterprise with or without creativity management).

The research was conducted during 2016. The surveys were distributed via email. The questionnaire was sent to 581 subjects, out of which 126 actively participated, making a total questionnaire return of 22%. Questions relating the use of creative techniques were formed based on The Community Innovation Survey (CIS).

The subjects were questioned about the use and level of success in using methods that incite creativity among employees over a period of three years prior to the research. The focus of the survey was on the methods for inciting creativity recognised as important in the exiting literature. The subjects elaborated if they used them, and if yes, what was the success rate of brainstorming,

database and its conversion into valuable information and knowledge crucial for qualified and informed business and macroeconomic decision making. FIA has a central role for the business register database management in line with the principles and positive practice of EU standards.

multidisciplinary work teams, employee rotation between sectors or parts of company, financial incentive for employees for the development of new ideas, non-financial incentive for employees for the development of new ideas, such as time off, recognitions etc., as well as training and professional education of employees for the development of new ideas and creativity.

The goal of the research was to assess the difference between companies that use the creativity management system and those that do not and how this reflects on the competitive advantage of a company. Models that deal with the said research type belong to the group of evaluation models also known as treatment models in literature. These models are normally applied to the economic subjects such as companies, homes or individuals to whom a certain treatment model is applied, such as the introduction of a particular education method or training inside a company, partaking in an incentives or support programme or similar, and the possibility of two potential results with or without the treatment. The effect of treatment in such models is usually defined as the difference between the end result with the treatment and without treatment (e.g., competitive advantage of a company with and without creativity management). The issue that arises when implementing the described evaluation type comes down to finding solutions for a simultaneous observation of results for companies participating in the treatment and those not participating in it.

An additional issue that might emerge during the assessment of particular evaluation effects is the existence of the selection effect, i.e., bias of assessed coefficients. This effect arises if the treatment participants and companies not taking part in it do not have identical properties before the treatment. In such ex-ante cases of selection bias it is normal to state the manner in which the self-selection of companies was conducted in the treatment model. Thus, the evaluation models are tasked with assessing results with the control of selection bias (Aerts and Schmidt, 2008; Cerulli, 2010). In order to assess the impact of creativity management on the competitive advantage of surveyed companies, keeping in mind the above mentioned, a model that assumes the following form in the general sense was developed:

$$Result_i = a + bTreatment_i + cX_{1i} + u_{1i} \quad (1)$$

$$Treatment_i = a + bX_{2i} + u_{2i} \quad (2)$$

In equation (1) the dependent variable is the final result for company *i*. The equation includes the treatment variable which can be categorical (if the company is administering creativity management) or continuous which measures the value of observed treatment (amount of incentives allocated to the company) or a group of control variables. Equation (2) is a selection equation modelling a process that separates business subjects to treatment participants and those that are not participating. In addition to the mentioned, the equation includes a series

of control variables that do not have to be identical to the control variables from equation (1).

Among the independent variables, the primary interest variable is the indicator of treatment, i.e., categorical variable that takes on the unit value if the company successfully applied one of the above described creativity encouragement methods such as brainstorming, introduction of multidisciplinary or diverse teams, employee rotation between sectors inside the company, introduction of financial and non-financial incentives for creativity development and professional training of employees for the development of new ideas and release of creativity. A positive and significant coefficient on this variable enables the demonstration of research hypothesis.

Table 1 details the variables:

Table 1

Description of the variables

Dependent variable	
Name	Description
Success indicator for Creativity Management – dependent variable of selection equation and treatment variable in the resulting model equation	Categorical variable (1 – company applies creativity encouragement methods with success over the course of three years prior to the research)
Independent variables of the selection equation	
Diversification V_1	Categorical variable (1 – company encourages individual and team diversity in creativity development)
Sharing of knowledge and ideas V_2	Categorical variable (1 – company encourages the sharing of knowledge and ideas within a department, between departments and with the external environment in creativity development)
Incentives V_3	Categorical variable (1 – company encourages creativity development with financial and non-financial incentives)

Source: Author's research

Diversification variable (V_1) – construed based on the subjects' responses to questions on the composition of their teams and attitudes of the organization towards diversity. Diversity introduces differences in opinions, attitudes and process in the environment and knowledge of an individual. Encouraging diversity in this context can contribute to the emergence of creative ideas that will serve for the solution of problems posed before an organization. This variable assumes unit value for those organization that have teams of individuals with various cultural, educational and other backgrounds,

organizations that use assistance of external associates when developing ideas and solving problems and organizations that encourage individual diversity.

Sharing of knowledge and ideas variable (V_2) – creative breakthrough will be often achieved by sharing ideas and knowledge among individuals inside an organization and between organization's employees and their environment. Therefore, organizations that have an open attitude to shared ideas and knowledge are more likely to be successful in the development of new ideas and increase their competitiveness. This variable becomes positive for companies that nurture open communication and sharing of ideas between employees and where solutions to problems are sought through joint generation of ideas and in cases where an organization supports the sharing of knowledge and ideas within and among departments.

Employee incentive variable (V_3) – the choice between financial and non-financial incentives depends on the nature of an individual. The categorical variable used in this case assumes unit value if an organization supports the reward system, its employees believe that the motivation level for creativity encouragement is satisfactory and in case of organizations where the employees believe that the rewards system is highly important for creativity encouragement.

4. RESULTS AND DISCUSSION

General features of surveyed business subjects are that they come from a group of small enterprises since their average number of employees is 23, ranging from 5 to 126 employees. Therefore, the patter includes micro, small and middle enterprises. According to the profitability data of surveyed companies positive profit levels in the amount of 44.020 euros (EUR) were realised in average in 2015, although the patter does include companies that operated with losses and those that realised positive business results and they are all involved in the research.

Group of questions refers to the attitudes of respondents to organizational efforts to encourage creativity during the three years preceding the research and the method of encouraging creativity. In this context, the respondents were asked to think about certain activities recognized in the existing literature as incentives for the development of creativity as well as potential barriers to its emergence. Based on the answers received, it can be concluded that within the organizations involved in the research there is no clear vision of sharing the goals with the employees as well as that the goals of the organization are not sufficiently clear. Most organizations apply a reward system and employee motivation techniques. However, over half of the respondents believe that their organizations do not support the idea of freeing up ideas nor provide the resources needed to implement the solution. Also, less than half of those surveyed believe that their organizations support the sharing of knowledge or open communication of employees.

Table 2

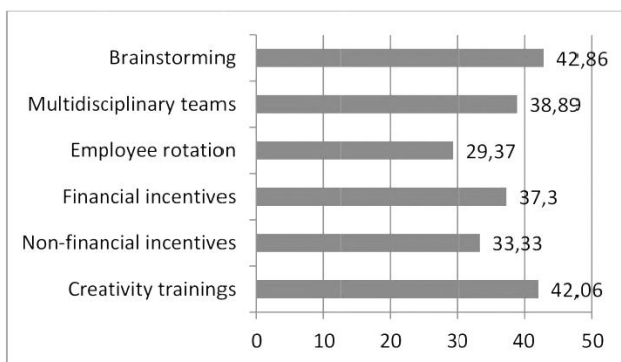
Attitudes towards organizational activities to encourage creativity

Claim/Characteristics	Completely disagree	Disagree	Not agree or disagree	Agree	Completely agree
Organization clearly shares vision and goals with employees	5.56	41.27	22.22	21.43	9.52
Organization sets clear goals for innovation	6.35	23.02	38.89	26.98	4.76
Organization supports the reward system	1.59	10.32	20.63	53.97	13.49
Organization applies practical ways of solving problems	5.56	14.29	36.51	43.65	0
Organization applies employee motivation techniques	3.97	21.43	22.22	39.68	12.70
Organization supports the freedom to present new ideas	1.59	21.43	34.92	38.89	3.17
Organization provides the resources needed to implement the solution	6.35	38.10	19.84	31.75	3.97
Organization supports individual diversity	4.76	19.05	31.75	36.51	7.94
Organization supports sharing of knowledge	3.17	21.43	28.57	37.30	9.52
Organization supports the exchange of ideas between departments	10.32	30.16	9.52	42.86	7.14
Organization supports open communication of employees	5.56	25.40	28.57	34.92	5.56
Everyday problem solving does not affect thinking about the future	5.56	12.70	25.40	50.00	6.35

Source: Author's research

The group of questions in relation to organizational creativity revolves around creativity management. The subjects were asked to state whether they used one of offered methods to encourage creativity, and if they did, to state whether the method was a success. Six categories of creativity encouragement methods are defined as brainstorming, existence of multidisciplinary or diverse teams, employee rotation between various sectors or other company parts,

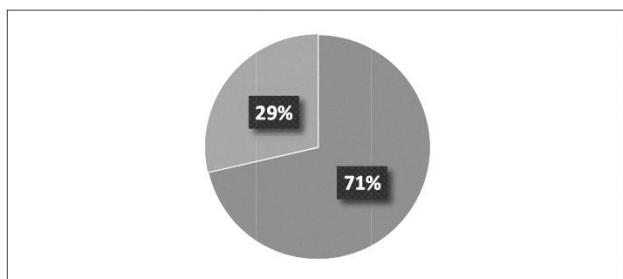
financial incentives to the employees for idea development, non-financial incentives for the development of new ideas and professional training of employees for the development of new ideas and release of creativity. Graph 1 shows that creativity trainings, brainstorming, financial incentives and multidisciplinary teams have the highest percentage of success among the surveyed companies. Non-financial incentives and employee rotations are slightly less represented. However, it is significant to note that the percentage of success in using creativity encouragement methods is relatively low, lower than 40% across all categories.



Graph 1 Companies using creativity encouragement methods successfully (%)

Source: Author's research

Out of 126 surveyed business subjects only 8 said they never used creativity encouragement methods and the total of 36 stated that they used creativity encouragement methods without success (29%) whereas 90 subjects (71%) said that their company successfully applied one of listed creativity encouragement methods (Graph 2).



Graph 2 Successful application of creativity encouragement methods (number of companies - %)

Source: Author's research

Two indicators were used to measure competitiveness (Competition 1 and Competition 2). The first indicator is defined as the level of profitability per employee. During selection, findings from the analysis of theoretical literature have been taken into account, pointing out that profitability is a final indicator of competitiveness. The design of competitiveness indicators also takes into account the fact that absolute value of profitability can have large deviations with respect to the size of the company and the profitability values are normalized by dividing the number of employees within the enterprise. In addition to this indicator, a relative profitability indicator was also used, which is defined as the profitability ratio of the company and the average profitability of the sample. In this way, another important feature of competitiveness is noted, which states that it is the same relative concept.

Table 3

Results of the research

<i>Dependent variable</i>	Competition1	Competition2
Treatment		
Creativity Management	11.70***	5.48***
Selection equation		
V ₁	0.61**	0.61**
V ₂	0.53***	0.53***
V ₃	0.55***	0.55***
Model diagnostics		
LR independent equation test H ₀ : ρ=0	chi ² (1) = 11.75***	chi ² (1) = 11.75***
Wald test H ₀ : Coefficients together=0	chi ² (8) = 41.34***	chi ² (8) = 41.34***
Number of observations	126	126
ρ	-1.68***	-1.68***

*** and ** relates the 1% and 5% level of variable significance

Source: Author's research

All three variables that control encouragement benchmarks of creativity are statistically significant with a positive value. The obtained results support the existing research, which emphasises the importance of cultural, educational and other diversity in creativity encouragement. In addition to the aforementioned, the sharing of ideas and knowledge inside a department, among departments of an organization and between the organization and its environment also contributes to the success of the creative process. Incentives such as financial rewards or non-financial incentives also have a positive effect on the success of creativity management.

The most important part of the resulting equation is the result related to creativity management, i.e., its impact on the competitive advantage of a company. In both specifications, the coefficient is statistically significant with a

positive value. The obtained results provide a conclusion that successful creativity management contribute to the improvement of competitive advantage. The release of organization's creative potential enables the finding of innovative solutions to the problem, which sets a company apart from its competitors, improves competitive advantage and realises above-average returns.

The research shows how successful creativity management has a positive impact in the competitive advantage of a company. Companies that apply creativity management have a higher profit level in the amount of 5,990 euros (EUR) per employee, and 5.48% higher level of own sector profitability ratio. Focus on the encouragement of intangible assets is important for the promotion of business competitiveness based on the organizational creativity management system. Management based on creativity encouragement builds the foundation that creates a safer business in the future, establishes sound foundations of development and achieves competitive advantage.

5. CONCLUSION

Successful creativity management is a complex and demanding process that requires the creation of an environment beneficial for employee creativity. The existing research shows that creativity is released in environments that boast stakeholder diversity, free sharing of knowledge and ideas and a system of suitable incentives. Such environments often imply the questioning of the existing system's limits, questioning of authority and deflection from the set conduct norms and activity inside an organization. The organizations striving to build an efficient and successful creativity management system that would improve their competitiveness are faced with a challenge of building an encouraging environment parallel to maintain the organization harmony and preserving the system of existing norms.

The theoretical part of the research yielded certain recommendations for managers/owners/entrepreneurs in tourism and hospitality. Creativity is the backbone of further development for a modern organization. It is necessary to be focused, to recognise and value creative employees in the management context. Creativity must be perceived as an activity motivated by various stimuli for the purpose of realising competitive advantage, creation of new products and services and market positioning. Creative climate is essential for the creation of conditions necessary to implement creativity. Rules of business and conduct have changed significantly in the context that the capital itself is not as important as the creation of new values, knowledge and exploitation thereof. The coordination of individuals and teams, free flow of information and knowledge, communication and technological networking, provision of independence in decision-making are some of the more relevant factors of successful management.

Results collected in the survey suggest that the surveyed companies mostly invest efforts in creativity management. Workplace satisfaction, feeling of

job fulfilment and financial incentives all play an important role in encouraging individual creativity. On the other hand, diversity of work groups, sharing of ideas between team members and cooperation with the environment are factors that encourage individual creativity display. Further analysis of obtained responses gives the impression that according to the attitudes of surveyed subjects many organization support diversity and sharing of ideas in theory, whereas in practice they will search out for practical problem solving and will not be benevolent towards expression of opinions.

As a limitation of the research it is important to mention that each company is represented by only one employee, since the position of one manager does not necessarily represent the view of the entire organization. The recommendation for future research would be to carry out similar research in companies operating in other economic sectors.

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UNAPREĐENJE POSLOVNE KONKURENTNOSTI TEMELJEM SUSTAVA UPRAVLJANJA ORGANIZACIJSKOM KREATIVNOŠĆU

Sažetak

Snažno tržišno natjecanje preduvjet je za nove poslovne pristupe i poboljšanje konkurentnosti temeljene na sustavu upravljanja i strateškom okviru pri odabiru intervencija koje potiču kreativnost. Cilj rada je ukazati na ulogu i važnost upravljanja organizacijskom kreativnošću. Namjera je odgovoriti na temeljno istraživačko pitanje ostvaruju li organizacije koje uspješno upravljaju kreativnošću konkurentsku prednost. Implementacija kreativnosti u organizacijskom kontekstu ovisi o širokom rasponu elemenata i ima potpuno novu dimenziju u poslovanju koja se odražava u spremnosti na preuzimanje rizika i primjeni različitih kreativnih metoda i tehnika, posebno kako i koliko uspješno organizacije primjenjuju metode poticanja kreativnosti od osnivanja multidisciplinarnih ili raznovrsnih timova, rotacija zaposlenika, uvođenja financijskih i nefinancijskih poticaja za razvoj kreativnosti i osposobljavanja zaposlenika za razvoj i interakciju kreativnih ideja. Rad se temelji na osnovnoj hipotezi da postoji statistički značajna razlika u postizanju konkurentne prednosti onih poduzeća koja koriste sustav upravljanja organizacijskom kreativnošću i onih koja to ne čine. Rezultati istraživanja pokazuju da uspješno upravljanje kreativnošću pozitivno utječe na konkurentnu prednost organizacije. Zbog toga organizacije koje provode sustav upravljanja kreativnošću imaju višu razinu dobiti po zaposlenom, kao i višu razinu vlastite profitabilnosti. Rezultati istraživanja upućuju na to da ispitana poduzeća uglavnom ulažu napore u upravljanje kreativnošću. Zadovoljstvo na radnom mjestu, osjećaj ispunjenja posla i financijski poticaji igraju važnu ulogu u poticanju individualne kreativnosti. S druge strane, raznolikost radnih skupina, razmjena ideja između članova tima i suradnja s okolinom glavni su čimbenici koji potiču individualnu kreativnost.

Ključne riječi: konkurentnost, kreativnost, sustav upravljanja.

JEL klasifikacija: L22, M11, M21, M31.