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Defining and understanding the notion of creativity in business: an employee perspective from sales industry in Dubai, UAE

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Abstract

This paper looks at the value and benefits of creativity in the workplace, with insights from a participant who runs a start-up hair product company. By doing a case study on a specific firm, the goal of this paper is to acquire a comprehensive understanding of what creativity is and its vital application or impact in management. It also analysed the importance of creativity at an organizational and individual level using data gathered from a sales manager from Dubai Duty Free Airport, UAE. This study utilised qualitative case study method to collect data to fulfil the aim of having in-depth knowledge of the concept as well as to examine the significance and effect of creativity at an organizational level. The researchers gathered the primary data through an in-depth interview with the participant. The thematic content analysis method is utilised to analyse the obtained data. This study concludes that creativity is applied to create value for customers. As mentioned by the interviewee, a personalized approach should be considered for every customer to ensure that their specified needs are achieved.

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1. Introduction

The creativity has become an extremely important aspect for the success and longevity of an organization because of the constant or even rapid changes in the environment (Lee *et al.*, 2019a). With technological advancements, globalization, and management practices becoming out of date, organizations are starting to recognize the immense importance of its consistent application in the business to maintain a competitive advantage (Lee *et al.*, 2019b). Creativity is becoming a fundamental necessity in every industry, and some organizations are finding it demanding to provide it (Landry & Caust, 2017). Emphasizing and encouraging its purpose will challenge employees' way of thinking and navigate a new direction for the organization. According to Wirtz *et al.* (2020), creativity is a critical attribute for employees and has been in demand in majority of industries. With trends changing, employees' involvement in creating value for their products and services is crucial. However, with creativity constituting a valid aspect in the operations of every type of organization, Malmelin and Virta (2021) revealed that it has become a challenge to encourage and maintain the creative process within the management.

According to Cohendet and Simon (2015), creativity is just one of the aspects for longevity and success, business owners require more than just knowledge and skill for continuous operation. This signifies how critical it is to not solely study its meaning but also to have a thorough insight into its influences within the company. So it is important to look at the aspect of creativity from the scholars' remarks and determine the factors of its relevance and demand in every organization. According to Kotabe and Kothari (2016), the ability of a business to compete in the market is critical to its existence, and it is through creativity that companies may build something that can compete with their competitors' products and services, resulting in originality. The focus of this research was to explore a variety of scholarly research that defined creativity and explained why it is so significant in today's modern organizations. Creativity is becoming a fundamental necessity in every industry, and some organizations are finding it demanding to provide it (Landry & Caust, 2017).

The creativity as said by Kaufman (2016) is something that represents something new, different, or innovative. Originality and effectiveness are required upon having creativity. Having originality is important as it would be a great help on creating ideas or products. Anything original should be effective in order to be creative. Effectiveness is described as how products or ideas can be perceived as valuable and original to the market (Runco & Jaeger, 2012).

There are two categories where creativity is defined by Barron and Harrington (1981):

- Creativity is said to be a "socially recognized achievement" whereupon novel products can be evidence such as inventions, buildings, paintings, and more.
- Creativity is known as an ability where an individual can perform analytical tests.

The first category describes the creativity as a field of activity where the outcome would be by itself, creative. Artists, performers, writers, and inventors are taken as an example for someone "creative". It is set to everyone's minds that being creative is to be into arts, but actually everyone can be creative in their own way. In the second category, creativity is described as an ability where it is determined by performing tests and methods (Barron & Harrington, 1981). However, the connection between the scores on creativity tests and creativity in science were found to be low. It has been stated that in order to identify a creative person, several theoretical approaches to science-related creativity rely on measures of performance (Busse & Mansfield, 1981).

A creative person uses their imagination to create something new and beneficial while improving it to make it a better product. Creativity is improving the old into new which gives a certain product a potential. Creative people ignore the old methods and usually find ways to create new solutions. People like them usually aim to create anything new or original (Young, 1985). Creativity is a concept that is often applied in our day-to-day lives although its definition can range in variety. It is agreed that there is no universally accepted definition for creativity (Kaufman, 2016). Oftentimes, when we hear the word creativity, it could mean that an individual exercises an imaginative mind to produce or generate something new and unique. Despite our mere knowledge on how to be creative, it can bring confusion as to what creativity truly means.

As stated in a book entitled "Group Creativity: Innovation through Collaboration" (Paulus & Nijstad, 2003), creativity is defined as the development of authentic ideas that are convenient and practical. It is the capability to formulate new and exhilarating ideas and propositions. To illustrate, coming up with new advertisement strategies to broadcast a product is an example of applying creativity skills. It should present something different or innovative (Kaufman, 2016). However, being different does not suffice. It must also be task appropriate. Creativity is equal to originality and appropriateness. Thus, if there is zero originality or zero appropriateness, it yields zero creativity. It is important to understand that even with a proposition that is fully original, if it isn't appropriate to the task at hand, it will not be useful or relevant and therefore, it isn't creative.

Creative thinking can also be defined as the breakdown and reorganization of existing knowledge about a certain phenomenon in order to create new insights (Proctor, 1991). An essential determinant to be able to think creatively is to understand one's cognitive model. By gaining an understanding of the structure behind a particular subject, one can enhance or innovate these ideas thereby maintaining creativity. In 1976 Michael Karton proposed the Adaption-Innovation Theory, which states that when individuals solve challenges or problems, they are either more inventive or adaptive. Adaptive-creative individuals aim to improve things, whereas innovative-creative people try to do things differently.

By doing a case study on a specific firm, the goal of this research is to acquire a comprehensive

understanding of what creativity is and its vital application or impact in the organization but more specifically in marketing/sales. It will investigate why and how crucial creativity is in companies, with an in-depth study into the following areas: (1) the nature of creativity, (2) the goal of promoting and advocating creativity inside the company, (3) how it has impacted the organization, and (4) the advantages of creativity.

2. Literature review

2.1. Defining creativity

Scholars such as Guilford (1967), Nicols (1972), Barron and Harrington (1981), and Amabile (1988), who were among the first to cover the topic have implied that creativity is described as a person's capability to come up with original concepts are "strongly relevant to the individual's cognitive ability and personality. This includes traits like personal judgment, curiosity, aesthetic, flexibility, and intuitive conception." These studies suggest that creativity initially starts at an individual level, however, creativity is not merely the production of ideas. Mumford et al. (2012) define creativity as the "production of original, high-quality solutions to current problems." Similarly, Amabile and Pratt (2016) define creativity as the "production of novel ideas to any problems of human activity." Thus, the idea needs to be appropriate and new fitted to the proposed opportunity or problem. The appropriateness of ideas can be evaluated in cultural, social, and disciplinary contexts (Amabile, 2018).

Psychologist Csikszentmihalyi (2015) concludes in his study on creativity that "for the creativity to occur, an individual must already have existing knowledge of a specified domain. The individual must then create a novel variation to be approved by a group of individuals with similar expertise to be retained or become domain-relevant knowledge." Within a similar context, the research of Simonton (2016) indicates two contexts of creativity often overlooked by most researchers: consensual creativity (big-C) and personal creativity (little-c). "In personal creativity, the creator's judgment along with prior knowledge will evaluate the effectiveness and originality of his or her idea, whereas, consensual creativity involves the validation of a group of individuals within the relevant field (e.g., colleagues, critics, general public, etc.)"

Related to the approval or validation of an idea, Corazza (2016) examines the value in the definition of creativity. He mentions that the value must be evaluated objectively or subjectively such as practicability, usefulness, or marketability. As individuals have specific traits, the judgment process will ultimately depend on who is evaluating, the category, and the time frame the proposed idea will be utilized for. Likewise, this would mean that different critics' concept of what is morally bad or good is highly subjective and differs drastically from person to person. Some ideas will be subject to the absence of a wide aspect of research. As also pointed out by Simonton (2016), an individual's perceived value constantly changes therefore he proposes that the definition of creativity is rather dynamic.

Along with the benefits of creativity, it is also associated with counterproductive qualities. This includes its misuse for one's benefit without regard to the consequences of those involved (Tyagi *et al.*, 2017). For instance, the creation of weapons for mass destruction, advertising unhealthy products, and selling harmful drugs. However, negative creativity is not always because of bad intentions (Kapoor & Khan, 2016), it can be a novel idea with overall good intentions, but it will have unintended negative effects. One example is the use of plastic which makes it easier to carry a large number of items, but it was unforeseen that a large amount of plastic will end up in the oceans causing harm to the environment.

2.2. Significance of creativity for organizations

If a person possesses the personality attributes of a creative person, they may be highly creative. For instance, satisfying one's curiosity, enjoying oneself, overcoming obstacles, expressing oneself, and having an interest are examples of intrinsic motivation (Amabile, 1993; 1997). Since creativity is the hallmark of those who are motivated by internal factors, those who are motivated by external factors are less likely to be creative (Runco, 2004). Knowledge is expertise—intellectual, procedural, and technological knowledge. Additionally, expertise is seen as the cornerstone of creative work, thus those who are creative do not invent new concepts out of thin air but rather begin with domain-relevant knowledge and a set of refined skills (Simonton, 2000). Producing new ideas, as opposed to existing concepts, involves expertise in any activity, which calls for prior understanding of that activity. Cognitive style refers to how people identify problems, offer solutions for those problems, and combine existing ideas to create fresh amalgamations (Kirton, 1989).

Therefore, cognitive style reveals a person's level of inventiveness and problem-solving flexibility (Muñoz-Doyague *et al.*, 2008). If a person possesses the personality attributes of a creative person, they may be highly creative. For instance, satisfying one's curiosity, enjoying oneself, overcoming obstacles, expressing oneself, and having an interest are examples of intrinsic motivation (Amabile, 1993; 1997). Since creativity is the hallmark of those who are motivated by internal factors, those who are motivated by external factors are less likely to be creative (Runco, 2004). Knowledge is expertise—intellectual, procedural, and technological knowledge. Additionally, expertise is seen as the cornerstone of creative work, thus those who are creative do not invent new concepts out of thin air but rather begin with domain-relevant knowledge and a set of refined skills (Simonton, 2000). Producing new ideas, as opposed to existing concepts, involves expertise in any activity, which calls for prior understanding of that activity. Cognitive style refers to how people identify problems, offer solutions for those problems, and combine existing ideas to create fresh amalgamations (Kirton, 1989). Therefore, cognitive style reveals a person's level of inventiveness and problem-solving flexibility (Muñoz-Doyague *et al.*, 2008).

At the moment, creativity is not only exclusive to the field of music and arts. The application of creativity has become so versatile that all fields and professionals should have and train this

skill. As the 21st Century is driven by automation-led innovation, executives have emphasized that they look for the soft skills of a creative person (Elidemir *et al.*, 2020). It has become an in-demand skill, Cho (2021) research from more than 1,500 chief executive officers resulted in creativity leading as the number one aspect to a successful business. According to (Al-Ababneh, 2020), individuals will mostly have high creative abilities if they possess the soft skills of a creative person such as personal interest and challenge, self-expression, and curiosity. Preceding knowledge of their domain is also essential to creating innovative ideas (Glaveanu *et al.*, 2020). Since someone cannot create novel ideas without being aware of the current methodology of their field.

The creativity is significant for the organization to ensure not only the effectiveness of the business but to improve the overall efficiency as well. As most organizations are going digital and automated, organizations need to keep their methods of operation modernized to ensure a competitive advantage and longevity in the market. It will also enable companies to proactively adapt and cope with any situation or fluctuations in the market (Acar *et al.*, 2017).

2.3. Innovation within the organization

Innovation starts when an idea is created and is done when the idea is implemented (Moussa *et al.*, 2018). There are different types of innovation a company can tackle. It does not only involve the creation or modification of a product or service; it can also involve the business model of the company or a different approach to the internal process of workflow. According to Mannucci and Yong (2018), there are two principles of creativity, problem-finding and problem-solving. This requires modifying and rejecting the current method of doing an activity. Cai *et al.* (2019) emphasized that "it is important to go beyond the obvious and to continuously adapt to the changes in the market."

In an article by Serrat (2017) regarding strategies in the shifting market, "innovation, specifically business model innovation will keep the company ahead of its competitors. A new business model can either establish a new segment or enable a company to initiate and seize new opportunities in established markets." Companies that embrace innovation have an advantage when it comes to meeting the demand of customers. This is crucial as according to a survey, the customers are expecting the companies to know what they want (Acar *et al.*, 2017). According to Luu (2019), "if companies can successfully align multiple innovations, promising value to their targeted segment, the company will succeed."

Overall, business managers should be capable to think creatively and embrace innovation. Innovating will keep the company relevant alongside the change of trends and will establish a brand identity differentiating them from competitors resulting in higher brand equity. Creativity in the workplace has grown into a "must-have." Companies today operate in a very competitive, global environment, which necessitates a high level of creativeness (Mumford & Simonton, 1997). Creativity keeps a firm going forward with new ideas and innovation, which

covers more than just innovative products and services but also optimising efficiency and productivity. Utilising creative thinking in their daily work life will end redundancy and allow employees to achieve more meaningful accomplishments. Employees become emotionally immersed in their work and less frightened of failure when they focus on the broader picture, and this is applicable to everyone in the workplace, regardless of position.

2.4. Internal company relationship and creativity

Besides the beneficial effects of creativity at an organizational level, there are also positive outcomes seen at a personal level. Studies have shown that there is an improvement in the overall health of the body and increases the cognitive ability of an individual. Positive emotions, as well as positive relationships with peers, have been shown to lead to productivity which will foster creativity within the department (Runco & Pritzker, 2020). The introduction of challenges will challenge the employees' way of thinking, autonomy, along with the support and acknowledgement from top management were strongly linked to the creative performance of the employee and team as well (Taha *et al.*, 2016). When employers offer opportunities, the employees will feel more valued resulting in healthier workplace culture. This positive work environment ensures trust amongst peers resulting in a strong relationship and sincere communication amongst the teams resulting in productivity and meaningful workflow. These effects rely heavily on those in managerial positions and are responsible for the employees under them.

The importance of culture for the creativity and innovations in an organization has also been recognized by the scholars. The culture can be defined as acquired knowledge shared by a group of people to cope with each other and their surroundings (Hermida *et al.*, 2019). The interaction between individuals of different cultures, understanding and experiencing the differences of perspective helps widen the range of knowledge of an individual enhancing creativity (Luu, 2019). So, manager needs to promote individuality and maintain a diverse group of people.

Adequate training, and external factors, must be controlled in such a way that originality is attained. Though this is an investment and a risk, it will exploit opportunities, promoting teamwork and motivation making it overall favourable for the business. With the efforts of the company to foster creativity, employees will be able to identify and pursue their innovative aims, whether it would be service or product development, or organizational (operations) innovation (Serrat, 2017).

2.5. Effective employee collaboration

The success of an organization depends on the work of its team which comprises different employees with varying skills and knowledge. Group creativity has long been associated with innovation for business firms. Brainstorming in particular has been one of the most common

techniques for generating new ideas (Paulus & Nijstad, 2003). It is a factor that has been promoted as a convenient approach to encourage group creativity (Paulus & Nijstad, 2003). Furthermore, teamwork and collaborative learning also enhance group creativity. However, it is important to note that the research basis to support the effectiveness of both work teams and collaborative learning is still weak despite its popularity within organizations (Paulus & Nijstad, 2003).

The creative accomplishments require group work or team collaborations (Paulus & Nijstad, 2003). The employees and leaders must accept and listen to one another in order to collaborate effectively. The individuals who utilize creative thinking may be more inclined to test other people's ideas since it encourages adaptability and open-mindedness. As a result of the brainstorming process, there may be greater quality and quantity of ideas to explore for the company.

New ideas will not always be a success, but if the company plays it safe, huge breakthroughs will not happen. Leaders and executives must provide freedom for their employees and flexibility to try new things and explore new possibilities; they must be also willing to accept failure. Rewarding creativity can help both the company and the employees to strengthen their relationship with each other and at the same time produce quality inventions and spread positive energy for the business (Landry & Caust, 2017).

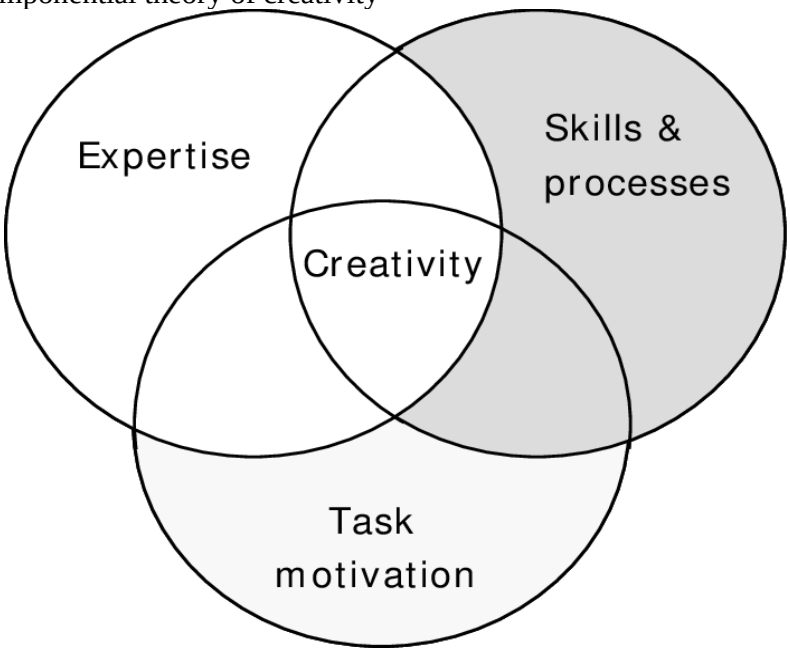
Providing employees with a feeling of empowerment and ownership over their tasks and responsibilities is a great way to keep them motivated (Rodrigues da Costa & Maria Correia Loureiro, 2019). Fostering creativity in the workplace offers employees a sense of control, allowing them to propose new ideas that, if executed, might alter the organization's goods and services positively.

In short, creativity is thinking outside of the box. When a corporation supports and allows its employees to think beyond the status quo, it shows that it trusts them, and employees are more likely to repay that trust. According to Brattström *et al.* (2012), employees will value a company that recognizes and trusts their abilities. As a result, they are more prone to stay with the company in the long run and advance their careers.

3. Componential theory of creativity

The componential theory of creativity provides a thorough account of the psychological and social aspects that affect a person's capacity to produce a creative work (Amabile, 2012). The concept is founded on the assumption that creativity is the production of original and useful concepts or results. This theory suggests that any creative reaction needs four components. One component is external (the social environment in which the individual is working) and three are internal (domain-relevant abilities, creativity-relevant processes, and intrinsic task motivation).

Figure 1: The componential theory of creativity



Source: Amabile (1997)

4. Research methodology

This study utilized qualitative case study method to collect data to fulfil the aim of having in-depth knowledge of the concept as well as to examine the significance and effect of creativity at an organizational level. Qualitative data is a non-numerical category of data. It observes or documents the insights and emotions of the participants involving in-depth analysis of the data gathered (Elliott, 2018).

In-depth interview is one method of collecting qualitative data and is conducted in a one-on-one manner. The participant will be encouraged to talk in detail which will uncover the interviewee's perspective of the subject (Deterding & Waters, 2021). The researcher has utilised this method with three participants who are currently a employed in sales department at Dubai Duty Free Airport, one of among them is a sales manager and two its team members for almost 16 years. The researcher asked for their consent stating that all the information gathered will be used for educational purposes only and has willingly given consent to be interviewed.

The researcher gathered the primary data through a face-to-face meeting with the participant. Given the ongoing COVID-19 pandemic, the government's safety rules were strictly followed for the people concerned. The whole interview was documented via audio recording. Though the researcher had a list of predetermined questions, the researcher has a list of subjects wanting to cover so additional questions were asked to get into the specific details making it a semi-structured interview. Open-ended questions were asked, exploring the interviewee's demographics, position and duration with the company, insight of creativity, outlook on its

significance of application within the organization, experiences in being creative from both a personal and organizational level, and company or superior support to foster creativity.

The audio recording application has a speech-to-text option so the interview was automatically transcripted. The researcher then manually corrected any grammar error or misheard words of the app without changing the essence of the interviewee's answer. This was conducted to ensure that the researcher will be able to clearly interpret the data gathered.

5. Discussion and findings

The researcher used the thematic content analysis method to analyse the attained data. Thematic analysis is a method of studying and translating implicit meanings by finding themes, or correlations, which are explicitly stated from the transcript (Castleberry & Nolen, 2018). Hence, after the transcript of the interview was proofread, the data was critically analysed to identify any themes extracted from the interviewee's responses. The researcher reviewed the transcript repeatedly to ensure that the essence and nature of the participant's answer were objective and relevant to the themes identified. Since thematic analysis is flexible making it open through a wide range of interpretations and relevant theories this can be an advantage and a disadvantage as well if the main objective the participant is trying to convey is not clearly understood.

After conducting this process, the researchers were able to fairly draw out key themes that are evident in the data and results of the study. In accordance with a recipient's experience, these topics are notably vital as to why creativity is important to be applied in marketing sales. The identified themes are "Value-making", "Idea-making and implementation process", and "managerial support".

5.1. Value-creation

The given theme showcases the participant's idea and application of creativity at the workplace. When asked to give their insight into creativity, she expressed it through an example (description in table-1). One interviewee mentioned that true meaning of creativity is being able to "think outside the box" which is stated by a study of Hatum (2017) that refers to the capability of an individual to think uniquely outside of their comfort zone and to come up with an original and unconventional output in the end. The interviewee further expressed that the creativity brings out the emotions from their audience which enables them to display their true selves and thus show the aesthetic they are aiming to portray at the end result (Kharkhurin, 2014).

> "Creativity means thinking out of the box. It is an ability to maximize the imagination in order to produce a remarkable idea or product."

Table-1: Value-creation theme

Description	Codes	Sub-Theme	Theme
"I listen and understand the exact needs of the customer before recommending a certain product relevant to their specified needs. It is a different per customer so I try to be sincere and not just push the products to the customer"	Customer Interest	Valuable	Value- Creation
	Value		

Another interviewee also said that creativity is a talent that everyone has within themselves but the problem is that not everyone takes the initiative to improve their creativity that they already have. Creativity can be enhanced through various trainings and when encountered with different challenges that involves the use of creative thinking. Creativity should be implemented and utilized especially during these times that everything is advancing at a rapid speed and organizations must be able to keep up and not lose its position in the industry where it operates.

> "Bundles promo is my creative way of catering to the first-timers in business who wants to start a business but has no idea. This promo will let them choose the designs and colours of items in a discounted price…."

To determine what is valuable to the customer you need to listen to the specified needs of the customer before marketing a certain product. Besides this, the interviewee also mentioned, "you also need to take into consideration the demographics of the customer from age, gender, income." Since every customer has their individuality, a personal approach to the problem needs to be considered along with a relevant marketing approach to influence their purchasing decisions.

According to Kono (2018), customers appreciate sales professionals who take into consideration not only the product but the descriptive needs of customers taking the whole process as a problem to solve rather than just another transaction. Hence, the interviewee has implied that creativity is an aspect that makes the tangible good and intangible service valuable to satisfy the needs of the customer.

5.2. Creation of ideas and implementation process

This theme summarizes the efforts of not only the interviewee but as well as the company to be creative within the organization. It comprises of two sub-themes that showcases how creative ideas are made and implemented, researching and planning. During the interview, one interviewee emphasized the importance of expanding one's horizon to generate creative ideas and to know how their products are positioned. Since the company adopts a hybrid structure between centralized and decentralized and is made up of diverse individuals, the managers encourage employees to brainstorm and voice out their ideas.

Table-2: Creation of ideas and implementation theme

Description	Codes	Sub-Theme	Theme
"I always have the urge to research especially since I am in marketing, it is important to know what you are talking about mainly your customers who are familiar with this area"	Understanding Customers	Researching	Creation of Ideas and implementation process
	Broaden horizon		
	Brainstorming		
	Anonymous		
"Though there is a systematic approach to doing our work, the management is always open to ideas. We have an anonymous board where we can write out idea and is taken into consideration by the management"	Idea Evaluation	Planning	
	Idea Enhancement		
	New Opportunities		

As the process can be intimidating, the managers introduced an anonymous file where they can freely express their opinions. It not only encourages participation but also results in more sincere responses (Mao & DeAndrea, 2019).

> "…creativity is what will put you to the top. In the sea of competitors, being creative will help you rise. Creativity in my business is applied through product photography and product presentation. Since my company is an online store, …"

> "One of the advantages of being creative is an increased level of competence. Customers will be able to find something new in my shop every month."

Everyone's creativity is unique, but everyone is creative in their own manner. Often, in order to be creative, one must be imaginative and create something new and fresh from what is available today. Once you are in an usually positive mindset, we are better able to deal with daily hassles in a more productive manner. This skill could play a role in the well-documented health advantages of creative thinking. Creativity influences the company and the performance of its employees. Basadur stated that "increased creativity can improve virtually every kind of organization. Specific results from organizational creativity include new products and methods, increased efficiency, greater motivation, job satisfaction, teamwork, focus on customer satisfaction, and more strategic thinking at all levels" (Basadur, 1991).

Nonetheless, the overflow of the creative resolutions ultimately leads to the continuous advancement of the company. Additionally, the employees are able to challenge themselves by coming up with new presentation ideas to implement within the company. Thus, the organized structure of information is able to highlight the significant factors such as the cost-effectiveness of the plan.

5.3. Managerial support

This theme summarizes the company's effort to foster creativity. The interviewee mentioned, "training reminds employees of the company's mission and vision and questions what are our goals individually. It keeps us on track of what we need to achieve as well as our responsibility for the company." Creativity in the workplace has grown into a "must-have." Companies today operate in a very competitive, global environment, which necessitates a high level of creativeness (Mumford & Simonton, 1997). Creativity keeps a firm going forward with new ideas and innovation, which covers more than just innovative products and services but also optimising efficiency and productivity. Utilising creative thinking in their daily work life will end redundancy and allow employees to achieve more meaningful accomplishments. Employees become emotionally immersed in their work and less frightened of failure when they focus on the broader picture, and this is applicable for everyone in the workplace, regardless of position.

Table-3: Managerial support theme

Description	Codes	Sub-Theme	Theme
"Experienced employee or everyone will be trained twice a year. The company always wants to enhance our knowledge in the area we are in".	Investment on training	Investment on employees	Managerial Support
	Incentives		
"Besides our monthly salary, each employee receives an incentive pay which is just a great motivator for my colleague and I to do better with our task".	Manager's Personality		
	Acknowledgement	Motivation	
"Our manager is not shy to give compliments and always keeps the workplace energized".	Motivation		

Incentive is one of the company's employee benefits. When each employee reaches their targeted sales, they will receive 5% of their total. It acts as a motivator for employees to exceed their goals and increases the overall performance of the team (Lazear, 2018).

> "Creativity is capable of coming up with significant ideas that can evoke emotions and people will highly value it."
>
> "Benefits of being creative, is of course, your brand can grow."
>
> "It makes them (customers) happier with the company's products, services, and capabilities. And they are confident with the trust they placed on the brand"

Guidance from management was recognized as one of the characteristics strongly linked to the creative performance of employees and departments (Runco & Pritzker, 2020) and employee acknowledgement is one of the primary focuses of developing creativity in organizations (Malinen *et al.*, 2019).

6. Conclusion

The creativity can be seen and done in people's everyday lives. Every person can be creative in their own way. But the meaning of creativity itself is deep, confusing, and complicated. Studying more about it gives a better understanding and knowing that creativity itself is not all about inventing objects. Creativity is a big factor when it comes to creating solutions in the workplace, it also can be either innovative or practical. It also affects the performance of leaders as this can help them give employees motivation and positive energy. Organizations must slowly implement creativity nowadays as this can bring out many opportunities and successes in the future. In the marketing sector, creativity is essential as this will lead to better sales and customer engagement. Employees should make use of their creativity at work since it can help motivate and keep them optimistic throughout the day.

Creativity can benefit organizations in numerous ways. With an increasing number of competitors in the market, survival is a crucial key to every organization in order to continue operating. however, Creativity in organization can provide a competitive edge. Creativity can be seen in different departments of organization which helps to solve problems, develop and generate new ideas to unique and differentiate themselves from other competitors in market. Creativity also helps keeping up with trends customer's demands that will contribute with the company's profitability and growth. Creativity can give a massive impact on the company's sales, management, employees, and customers. Creating creative and innovative ideas can result in customer satisfaction can generate higher sales. As stated by the respondent "I also made infographics, similar to the presentations and portfolios for the sales and management team so they could use it at events as a guide to explain properties and price plans to clients who were interested in buying real estate", this illustrates how simple yet creative ideas can improve the company's productivity and organization.

This research examined the concept, significance of its application, how this can contribute to the organization, and its advantages. Furthermore, the idea-making and implementation process is important to broaden one's horizon and know how their products are positioned. More importantly, to be successful at this process the management needs to support and encourage employees to increase their participation and productivity for favourable results. To achieve this, the researcher collected qualitative data and analysed it using the thematic analysis technique. This method segregated the data to existing theories giving validation and a deeper understanding of the topic. This study concludes that creativity is applied in the process to create value for customers. As mentioned by the interviewees, a personalized approach should be considered for every customer to ensure that their specified needs are achieved.

Furthermore, the idea-making and implementation process is important to broaden one's horizon and know how their products are positioned. More importantly, to be successful at this process the management needs to support and motivate employees to increase their participation and productivity for favourable results. Lastly, further research is needed as the implications of the data may be limited to the field of sales as this is the area of the participant involved.

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