

Creativity and Innovation: A Centre of Excellence in the Hands of Human Capital

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Abstract

The modern epoch opened an era of globalization and to sustain for the long run, a business must be creative, innovative and spiritual about Human Resources. Many researchers too have suggested that creative and innovative steps are the layman for organizational long-term growth. Because it enables human resources to be motivated, inspired opens up mind to the unexplored path it also enhances creativity which leads desire to learn.

In addition to it, innovative and creative steps ameliorate organizational productivity, gain competitive advantages and achieve the goals. Thus, creativity and innovation become the important steps of organizational growth ladder. The main unit of organization which is HR system plays a crucial role to generate these innovative and artful (creative) steps and communicating its objective and implementing it in the organization.

Furthermore, there can be no exaggeration in saying that “Creativity and Innovation” are the cornerstones on which organization build its future and HRM practices such as tracking prolific and forward-looking talent creating a culture of innovation, training and development, performance management and performance-based rewards lead motivation for more artful work. Hence in this article, we will study for vision and innovation for the human capital through the Human Resource Practices.

Keywords: Creativity, Innovation, Human Resource Practice.

Introduction

In the dynamic aura of Globalization, Modernization and Technological development “ Creativity and Innovation is in full swing” (to cope with dynamic environment and beat competitive advantage)and plays a significant role in the development of human capital. Creativity is a deed of turning new and insightful ideas into reality which is unusual (Karlsson, 2013) and Innovation is the fabrication or implementation of a creative idea which will benefit the organization, working team as well as individual (Jiang et al., 2012) Today, creativity and innovation almost become an indispensable factor for the organization to adapt to the rapid economic development and therewith gain and sustain the competitive advantages and to implement these factors HRM and its bundle of practice plays a crucial role. Many pieces of research and literature also define the significance of HR and practices of HRM to enhance the firm’s competitive advantage (Panigrahy and Pradhan, 2015).

Referring to innovative work behavior (Bos-Nehles; Renkema and Janssen , 2017) IWB contains four stages namely the discovering of opportunity or problem, the generation of new ideas, searching for a new alternative idea and implementation of them. So, in these stages individual are most likely to involve. Therefore, employees’ behavior might have a major impact on organizational innovativeness. In this context, Human Resource Management has already been proven to be able to influence employees’ attitude and behavior (PolarLaursen, K., and Foss, N.J., 2003)Employees today strive for a balance between what they receive and what they give. By giving the original value back in term of desire working behavior (Bos-Nehles, Renkema, and Janssen ,2017) which is suggested to lead to higher organizational innovativeness.

Moreover, HRM Practices able to influence and shape the individuals' attitude, behavior, knowledge and skill of individual which corresponds to achieve the goals (Chen and Huang, 2009). HR practice

contributes to business performance by building original capabilities, by opting business driven measures development of suitable environment to develop creativity and innovativeness of employee as well as by improving employees satisfaction and by shaping customer satisfaction. In other words, HRM has a crucial function in directing innovation process in companies together with creativity, knowledge sharing and motivation (Karlsson, 2013).

However, this function is difficult to manage. On the one hand, HRM concern with the policies and practice which is related with the fundamental structure of work organization. On the other hand, HRM concern with the policies and practice to manage people by recruitment, motivating, developing, retaining employees (Karlsson, 2013). By co-opting these dual role representing structure and managing work at the same time HR may gives freedom and can stimulate employees for vision and innovation at workplace by refocusing on priorities such as providing resources to implement innovative ideas which should be 'Business Driven'. Second, instead of being 'Activity-Oriented' HR measures should be 'Impact-Oriented' by investing time in creative nourishment of workers so that they can develop creative ideas and implement it in achieving organizational goals.

In this view of above, HR practice became crucial to how influence organization and shape the attitude, behavior, and skills of individual and innovation with their goals (Chen and Huang, 2009). This paper has been attempted about a set of best HR practice and role of employer and employees in fostering "vision and innovation" at workplace through reviewing available literature which is discussed in impending paragraphs,

Objectives

The objectives of this article to study as follow:

1. Creativity and Innovation as a centre of excellence in organization.
2. To study the Relationship between Innovation and Human Resource Management.
3. Role of HRM Practices to promote Vision and Innovation in organization.

Meaning of Creativity and Innovation: Many studies have been conducted to describe the role of creativity and artful work in developing the organizational competence, to achieve the goals. Both the concepts have been defined in various ways.

'Creativity' is "part and parcel" of organizational work behavior from beginning. Creativity is the building blocks of innovation and its outcomes which are expected to be beneficial for individual and for organization too. (Woodman et al., 2007) deem creativity as doing something for the first time. It is often framed with the definition of the problem, reorganize information and generate new ideas.

Whereas, 'Innovation or Artful' work consist of various process or a complete cycle such as recognition the problem, generation of idea, evaluation of idea, selecting the best one and final and most important step development and its implementation. Thus, creativity and innovation are related to each other.

On the flip side, some researchers made a distinction between both vision and innovation.

Definition of creativity and innovation

(Shawn Hunter, 2013)	Defines creativity as the capability or an act of conceiving something new, original or unusual while innovation is the implementation that has realize value to others.
(Tony Davila, Marc J. Epstein and Robert Shelton, 2006)	Creativity implies coming up with ideas, 'it's the bringing ideas to life' that makes innovation the distinct undertaking it is.
(TM Amabile, 1996)	Creativity refers to the production of novel and useful ideas in an domain, innovation is defined as the successful implementation of creative ideas within organization.

Hence, creativity means to think something new, discovering unique ideas which would be the base for innovation. Innovation deals with the implementation of unique ideas which would be beneficial for others.

Creativity is related to “imagination” but Innovation is related to “implementation” (levitt, n.d.)

Creativity = Idea

Innovation = Idea+ Action

Creativity and Innovation are closely related and overlapping concept, but they are not interchangeable.

Creativity of a person is studied in psychology at individual level, like production of novel, idea. While Innovation is defined successful implementation of ideas with in organization (Amabile,1996).

Creativity is the base and pre-condition for the innovation. Thus, creativity is the mental and social process that is used to formulate ideas, concept which lead to exploitation of new ideas or put is simply ‘innovation’.

But it is important to note that innovation is not natural occurring phenomenon. It is like a plant which requires effective strategies, support and framework etc. In fostering creativity and innovation HRM plays effective role which is explained further.

Relationship between HRM, its Practices and Innovation

HRM stands for Human Resource Management. It deals with all aspects how people are employed, engages in work and managed in organization. It covers Human Capital Management, knowledge, relation and performance management. It is a source of improving employees and organizational capabilities (Armstrong, 2010). Managers want to achieve the target in effective manner with the open innovative models for this they implement various HRM Initiatives which will increase the opportunity for more creative ideas through knowledge sharing, learning and development, managing performance and relations etc. Such steps are likely to known as HRM Initiative (Laursen and Foss, 2000).

HRM linked to management of innovation at Micro and Macro level (Sparrow Hird& Cooper, 2014). At Micro level, attention toward specific innovative activities like leadership, staffing on the basic of individual talent, developing creativity at the individual level. At Macro level, it involves general innovative activities; examine the organizational and structural alternatives for more creativity and innovative teamwork, cooperation and coordination, building an innovative organization with a creative climate for overall development, achieving the goals and gain competitive advantages.

Since, HR practice shape the behavior of employees. Thus, it may become possible to convert information into knowledge further knowledge into wisdom and employees use this wisdom in the process of creativity and innovation.

The overall purpose of HRM is to ensure that the organization is able to achieve goal through people in an innovative and effective manner.

Steps that HR Professionals take to create a new dimension of performance

Innovation is not just a brilliant idea, it is a process. A brilliant idea becomes an innovation when it is turned into a product and that produce significantly improved results (Impline). As a founder and as leader HR need to break people’s environment to truly change the way people think and create. Furthermore, there is general recognition about the importance of HRM as a source of innovation. HRs are involved in whole innovation process. As it considered that firm’s innovative capacity lies in the intelligence, imaginative thoughts and creativity of employees (Panigrahy and Pradha, 2005),Mumford, M. D, 2000) so, the employees knowledge is the prime source of innovation.

Moreover, in order to have effect on firms performance there must be alignment of different components of organization including HR practice, skills of employees, motivated workforce, appropriate leadership so that effective HR system could be created. Set of HRM policies procedure

and practice can provide “required Inputs for Innovation”. Some bundles of practice have been highlighted in the literature that ensure “innovation occurrence” and can retain “innovation potential” in an organization. Such as:

1. **Finding key talent for innovation**
2. **Create a culture of innovation**
3. **Performance Appraisal and Performance Management**

Above essential practices are performance by HR and employees for creating “creativity and innovation” at workplace.

1. Finding key talent for innovation: Hiring for innovation requires that we identify people who can “think out the box”. (Seth Waugh, (Innovation is a Strategic HR Imperative) advices that you must have people with that hunger who are always willing to learn, grab the opportunity and who thinks in different way.

a) Track for innovative talents: Human resources are most valuable assets of an organization. “Manpower of Personnel” may be thought of as the total of knowledge, skills, creative ability, talents and aptitude of organization’s workforce. It is the sum total of inherent abilities, acquired knowledge and skills represented by the talents and aptitude of employees personnel. Tracking innovative talent deals with staffing which includes organizational practice to attract, recruit and retain employees and for proper staffing it necessitate proper determination of manpower planning .It is a process of determining manpower requirements and the means for meeting those requirements in order to carry out integrated plan of organization. Further step of staffing is Recruitment which concern with discovering the source of manpower requirement and tapping them by using internal as well as external source of recruitment (Panigrahy and Pradhan, 2015) . Although it is prerogatives to management to recruit employees, the need to develop human capital means to involve employees in part of recruitment process which motivates the employee for innovative work. The next step is selection of people based on their skills (Gupta & Singhal, 1993) who favors innovation. Staffing may make possible to have a team that share vision and work together and helps organization to run smoothly.

2. Create a culture of innovation: The HR plays a critical role in creating a culture of innovation. An unsupportive culture is biggest obstacle in the field of creativity and innovation (IBM Global CEO 2008, Create an Innovation.) Operating strategies are developed through the interaction with their employees, customers, vendors etc. (Harris Group) indicate that culture of innovation is crucial to not only for vision and innovation but also for growing their business profitability. A certain type of culture is needed to effect the changes so that creative and innovative work behavior could be encouraged. Since HR practice provide information and shape the behavior of employees they are the means to create a culture of innovation.

i) Forming a Panel:

- a) A group of expert including individual from different position with great experience.
- b) Current cultural assessment and comparing with “ideal” environment.
- c) Identify the gap between the present and ideal innovative culture and take necessary steps.

ii) Internal Training & Development: As we know training and development play key role in innovation process and most of the organizations look it as integral part of the development activity. Training aims to improve and meant for operative. It is done to meet the present need of the employees.

Whereas, Development means to acquire additional competency or skills in order to increase the performance and productivity it develop the total personality and helps in meeting the future need of employees. Development implies opportunity created to help employees to grow. It is more long term approach as compare to training. Training and Development have both direct and indirect impact on the different types of innovation, product, process and administrative innovation (Rawat, Dhopte and Chinchkotkar). As both are important for vision and innovation

which further increase the efficiency of the employees and productivity and profitability of organization.

- iii) Leadership and motivation:** Leadership defines the quality to guide the people and make them capable of working willingly upto their fullest capacity. Motivation is a process which stimulates people to work.

Definition:

According to **George R. Terry**, “Leadership is the ability of influencing people to strive willingly for mutual objectives. According to **W.G.Scott**, “Motivation means a process of stimulating people to action to accomplish desired goals.”

(Agbor, 2008) Organizational leadership is important part of organization creativity and innovation. Creativity and innovation at workplace depends on how leader design the organization and creating resourceful environment, where he understand, value and give opportunity to work freely to the employees.

Hence, Creative and effective organization do not emerge automatically instead they requires the support of leader to drive change in structure, culture to process creativity and innovation at workplace, social structure of organization where people views are accepted, employees feel secure and valuable. A perfect leader is needed to move follower in right direction.

Employees’ motivation plays an important role for innovative and creative work. According to (Adams, 2006) motivation is one of the component of creativity. Employees are more likely to work innovatively if they are rightly motivated. People differ in level of motivation which depends upon their needs. In the context of different needs of an individual various theories have been propounded such as:

1. Maslow’s Need Hierarchy Theory
2. Mc Gregor X and Y Theory
3. Herzberg’s two Factor Theory
4. McClelland’s Need Theory
5. Urwick’s Theory
6. Vroom’s Expectancy Theory

So there are various theories which are related with the needs of individual. But to understand the need and requirement for motivating employee to work creatively and to achieve the objectives is the work of leader.

Motivating practices which are important for creativity in innovation context operate mainly indirect through leaders (Agbor, 2008). Hence, Leaders are like catalyst that create and manage the environment, organization culture and create strategies that encourage innovation.

(Adams, 2006) **Leader → Lead → Motivate → Creativity → Innovation**

There are different techniques of motivation and leadership:

Motivation Techniques	Leadership Techniques
1. Positive and Negative Motivators	1. Autocratic Leadership
2. Monetary and Non- Monetary	2. Democratic Leadership
3. Individual and Group Motivators	3. Transformational Leadership
4. Extrinsic and Intrinsic Motivators	4. Motivational
	5. Facilitative Leadership

- iv) Performance based reward:** Rewarding individual for their contribution to the organization is

mostly used in organizations. By reinforcing the importance of creativity and innovative activity and outcomes through the use of recognizing scheme which will encourage employees to develop the ideas and motivate them to implement it. Rewarding can be either extrinsic or intrinsic.

	INTRINSIC REWARDS	EXTRINSIC REWARDS
1.	A) They are Qualitative in nature. B) These are the form of Mental Reward.	A) They are Quantitative in nature. B) These are Monetary Reward.
2.	Example: Promotion Recognition	Example: Tylor Different Piece – Rate system. Rowan Premium Plan. Salary Plus Commission.

Organization use extrinsic rewards for employee's motivation but more innovative activity oriented organization use intrinsic reward because it is related with mental satisfaction. Innovative organizations rely heavily on instinct awards. According to (selfdetermination theory) Instinct rewards are long- term solution because the outcomes are linked to something very important and inner satisfaction.

In order to maintain competitiveness, learning behavior, innovative ideas should be rewarded. Because the employees feel motivated that their ideas, hard work is valuable for the company.

So, innovation can become a key component of any organization by rewarding innovative minds and innovative ideas.

v) **Empowering and trusting:** To be empowered and trusted by representatives of the organization are important for employees to be creative and innovative. Empowered employees move their actions and behavior in the direction to produce energy, confidence and enthusiasm for work toward an innovative goal (Panigrahy & Pradhan, 2015). There are several strategies which are followed for this purpose (inspired by (Sahoo & Das, 2011).

a) **Delegation of authority:** It is a process of entrusting responsibility and authority and creating accountability of the person to whom the work or responsibility has been handed over.

(Koontz and O' Donnell) "Just as authority is the key to manager's job, delegation of authority is the key to organization".

Delegation of authority will nourish the hidden talents of employees, it will rise the sense of responsibilities and which will encourage them to do creative and innovative task.

b) **Forming Committee:** Formation of joint forum which have equal number of representatives from both sides (worker and management) and that committee will listen and understand the issues of both side and work for the benefits of whole organization and foster healthy climate which will further create better organizational performance.

c) **Foster innovation by trusting:** Innovation process requires ample amount of trust. Trust plays important role to inspire employees to produce innovative ideas and get competitive advantages.

Firm invests in the resources and employees work with those resources and implement their creative ideas. They both should have trust on each other to get success.

d) **Employee Suggestion:** By providing opportunity to give the suggestions, get involve in various decision making process not only empowers them to contribute to the success of organization but also increase the morale and motivate them for creative suggestions.

Thus, empowerment ensures autonomy for the employees, increase the sense of responsibility, boost confidence and give more opportunity for creative and innovative work.

vi) **Developing Creative thinking skills:** Creative thinking skills are related to personal

characteristics such as explore new ideas, cope with new environment risk taking (T. M. Amabile, 1997). Results are really affected by creative thinking skill or thinking in new dimensions.

Creative thinking skill can improve learning and practicing. Creative thinking means ‘thinking out of the box’ and Company organize various ‘open seminar and events’ to have effect on overall ability to think creatively and innovatively among employees.

“Organizational support for creativity and innovative thinking” such as provide resources to work and various management practices boost the morale of the employees they feel supportive environment which create positive effect on employees. Moreover by giving challenging tasks rise the task motivation of employees which is also the part of creativity (Amabile, 1998).

“Engaging all the employees” in various processes such as giving suggestions, developing new ideas will boost teamwork, increase knowledge sharing, communication which will help in developing various alternative use of resources, develop the thinking ability (Slyhre & Sundgren 2005).

3. Performance Management & Performance Appraisal: The main objective of HRM is to utilize the Human Resource in efficient manner and to do work in efficiently managing the performance time to time is very important. Performance simply defines the output that is needed for achieving the pre- determined goals.

Performance Management includes the activities which ensure that organizational goals are to be achieved in efficient manner.

According to **Armstrong and baron (1998)** (Osmani & Ramolli, 2012) “A strategic and integrated approach to increase the effectiveness of organizations by improving the performance of the people who work with them and by developing and by developing the capabilities of teams and individual contributors”

Organization is established to achieve certain objectives and goals which depend upon the performance of individual employee. So, it is quite necessary to know that to what extents employee is successful at their job and achieving the aim. Thus, Performance Appraisal is important part of HRM.

Performance Appraisal implies systematic or formal evaluation of the individual with respect to his performance on the job and his potential for development.

According to “**Flipoo**” Performance appraisal is a systematic periodic and so far as humanly possible, and impartial rating of employee’s excellence in matters pertaining to his job and to his potentialities for a better job.

Methods of Performance Appraisal

1. Rating Scale
2. Checklist method
3. Field review method
4. Performance method

It is sometimes assumed that performance appraisal is the same thing as performance management, But there are significant differences in it. Performance appraisal defined as formal and periodical assessment. Whereas, performance management is a broader and continuous assessment.

The difference between them by Armstrong and Baron (Osmani & Ramolli, 2012).

Performance Appraisal	Performance Management
1. Performance Appraisal is a part of Performance Management.	1. It is wider concept than Performance Appraisal.
2. Use for rating and rank.	2. Rating is less common here.
3. Look for back to find out what has been done.	3. Look for further development.

Concern of Performance management and performance Appraisal: Performance management and performance appraisal are the significant function of Human Resource Management and HRM is mainly interested in proper utilization of human resource to achieve the objectives efficiently and innovatively. The following are the main concerns:

1. **Concern with Engagement and Productivity:** It deals with planning of performance of people at work for better results and achieving organizational expectations. Proper planning of work, development and timely review helps in increasing the productivity and achievement of goals. It gives the opportunity to see the performance and to see what sort of improvement can be made to build the strength and make performance effective (Grote, R. C. 2002). Continuous performance management creates an atmosphere of trust, support and encouragement.
2. **Concern with continuous improvement:** It is based on innovation in every area of organization through the help of improvement in employees. It is concern with creating a culture of learning and developing that further leads to innovation in every field.
3. **Creating healthy environment:** It helps in creating a healthy environment in organization.
 - i) **Employee Recognition:** It serves as a platform for recognition of employees' performance, hard work, creativity which leads to their recognition (praise, award, certificate). Recognition helps in development of creative problem solving skills among employees (Grawitch, Gottschalk and Munz, 2006).
 - ii) **Employee involvement and development:** As all the activity of the organization revolve around the manpower. They are motivated for the development of competencies, involvement in job and give best by getting involvement in various activities, Communication, getting rewards, development employees feel motivated which further leads to creative and innovative work.
4. **Concern with innovation:** In the dynamic and rapid changing environment innovative work have great importance in every field. The organization also apply innovative and creative strategy through the help of performance management model (Giannopoulos, 2015).

Factors to be consider to be applied in performance management model for innovation:

1. Innovation as a target output.
2. Implement as a process of evaluation, managing and development of human resource performance.
3. Performance appraisal in ongoing process.

Performance Planning: It is a process in organization which consists of discussing, identifying and planning the organizational as well as individual goal which are to be achieved by employees. Through adapting innovation as a strategic management the organization use performance planning as a method to assign specific target with full of innovative ideas by providing all the resources to achieve the core value of company.

Performance Execution: Performance execution is the very important upcoming phase of an effective performance management. The Company provides essential resources to accomplish the goal which are to be creative and capable staff.

Evaluation and Review: As objectives are bases of organizational growth and creativity and innovation are the building blocks, behavior skill on the basis of which employees drive action toward achieving the aim. Organization evaluates the performance and innovative level of employees for the further development.

Performance Analysis and Coaching: Employees performance are analyzed on the basis of which improvement plans are to be prepared and followed by HR to increase involvement and boost efficiency(Armstrong).

Performance management is a powerful tool which is to be used by company to achieve strategic targets helps to extract the best performance of employees. It is supportive in boosting creativity and innovation among employees.

A successful manager must understand how to manage communication, skills and knowledge sharing and performance to build positive relation so that diverse individual can engage towards visionary and innovative work.

Other HR Practices

1. Goal oriented work.
2. Challenging task.
3. Brainstorming.
4. Participation in Decision making.
5. Cooperation and co-ordination at all levels.

Conclusion

The study attempted to explore the importance of creativity and innovation in organization and role of HR and employees (human capital) to implement it in organization. Initiative of vision and innovation are simulated at all level of levels in an organization for the long term growth and for this it is necessary to understand the significance of vision and innovation. They are acknowledged as a source of achieving goals and getting competitive advantages which are to be achieved by employees through the help of HR Practices. Organization's Human Resource considered as most valuable asset. Employees' creativeness and innovativeness enable an organization to constantly adapt to changing environment, achieve goals and gain competitive advantage.

Since creativity, shared and deliberate value chain are the prerequisite for the innovation and by affecting these operative functions HRM and its various practices such as creating a culture of innovation, encouragement, proper review and feedback can nurture innovation process.

So, it is truly revealed that employee and management need to cooperate with each other to drive organization toward successful future.

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