CULTURE, CREATIVITY, INNOVATION AND MOTIVATION IN GLOBAL CONTEXTS

How does culture impact creativity? How does innovation impact creativity? And how does motivation impact creativity?

Cultures are a set of beliefs, norms and values that people hold or share. Cultures fuse traditions, languages, behaviours, attitudes, norms, and principles (Birukou, et al., 2013), passed down from one generation to the next. Culture impacts creativity to a great degree.

First, the traditional backgrounds from where individuals come and the values they hold influence *how* creativity is perceived.

Second, cultures impact creativity depending on whether a society is individualist or collectivist; *how* individuals from either of these cultural dimensions (Hofstede, 2011) understand or manifest creativity, and *what* they consider as 'products' of creativity. The collectivist East cultures emphasise appropriateness and usefulness whereas the individualistic West cultures emphasise novelty and originality (Niu, 2019; Niu & Sternberg, 2002).

Third, cultures impact creativity not only by *how* creativity is measured but also the cultural acceptability of the metrics of measurement (Lubart, 1999; Shao, et al., 2019).

Creativity is ultimately cultural context-specific (Chua, Roth & Lemoine, 2015), and a function of the environment—an 'outside elements that press in on or constraints [individuals], helping or hindering their creative manifestations' (Skaggs, 2014, p.5).

Innovation culture is a function of the environment that supports or encourages ideas creation and implementations. According to Hofstede (2001), 'innovation culture is to be understood in terms of attitudes towards innovation, technology, exchange of knowledge, entrepreneurial activities, business, uncertainty and related behavior and historical trajectories'. How then does innovation impact creativity? Creativity sits at the heart of innovation. The seeds of creativity are sown—and blossom—when novels and creative ideas are generated while innovation results from the implementations of these ideas (see Ogunleye & Tankeh, 2006; Tankeh & Ogunleye, 2007).

And how does motivation impact creativity? Motivation in a workplace context can be extrinsic or intrinsic or both but the degree to which any of these forms of motivation impact individual employee creativity varies significantly. The intrinsic form of motivation has the greatest bearing on creativity, according to Amabile (1999): 'people will be most creative when they feel motivated primarily by the interest, satisfaction, and challenge of the work itself—and not by external pressures'.

The global cultural context for creativity and innovation is about understanding cross border creativity and innovation as well as the *approaches* to collaborative creativity. It is about *how* people think creatively or innovative in a global setting (Chua, Roth & Lemoine, 2015). This volume, *Unpacking Creativity: Culture, Innovation, and Motivation in Global Contexts*,

the tenth in the series, speaks to this discourse in every respect.

A big thank you to Dr Fredrica Reisman for her hard work in editing this book and also to all the authors and co-authors in creating time from their very busy schedules to contribute to the volume.

Enjoy.

James Ogunleye, PhD, FRSA
Chairman, KIE Conference & KIE Creativity Books Project

References

Amabile, T.M. (1998) How to kill Creativity, *Harvard Business Review,* September–October, also available at: https://hbr.org/1998/09/how-to-kill-creativity (accessed: 28. 4. 2 020)

Birukou, A., Blanzieri, E., Giorgini, P., & Giunchiglia, F. (2013). A formal definition of culture. University of Torento, 1-26.

Chua, R. Y. J., Roth, Y., & Lemoine, J. F. (2015). The Impact of Culture on Creativity: How Cultural Tightness and Cultural Distance Affect Global Innovation Crowdsourcing Work. (2015). *Administrative Science Quarterly.* 60, (2), 189-227. Available at https://ink.library.smu.edu.sg/lkcsb_research/4608 (accessed: 24.2.2019)

Hofstede, G. (2001). *Culture's Consequences: Comparing Values, Behaviors, Institutions and Organizations Across Nations.* Sage Publications, London.

Hofstede, G. (2011). Dimensionalizing cultures: The Hofstede model in context. *Online Readings in Psychology and Culture, 2* (1). Available at https://scholarworks.gvsu.edu/orpc/vol2/iss1/8/ (accessed: 24.2.2019)

Lubart T. I. (1999). "Creativity across cultures" in *Creativity research handbook.* ed. Sternberg R. J. (Cambridge, England: Cambridge University Press), 339–350.

Niu, W. & Sternberg, R. (2002). Contemporary Studies on the Concept of Creativity: the East and the West. *The Journal of Creative Behavior.* 36. 10.1002/j.2162-6057.2002.tb01069.x. pp.269-288.

Niu, W. (2019). Eastern–Western Views of Creativity. In J. Kaufman & R. Sternberg (Eds.), *The Cambridge Handbook of Creativity* (Cambridge Handbooks in Psychology, pp. 448-461). Cambridge: Cambridge University Press. doi:10.1017/9781316979839.023

Ogunleye, J. & Tankeh, A. (2006). Creativity and innovation in IT Industry: an assessment of trends in research and development expenditures and funding with particular reference to IBM, HP, Dell, Sun, Fujitsu and Oracle, *Journal of Current Research in Global Business*, vol. 9, 14, pp. 75-85, Fall 2006.

Shao, Y., Zhang, C., Zhou, J., Gu, T., & Yuan, Y. (2019). How Does Culture Shape Creativity? A Mini-Review. Front Psychol. May 28;10:1219. doi: 10.3389/fpsyg.2019.01219. PMID: 31191410; PMCID: PMC6548199., pp.1-8

Skaggs, P. (2014). **"**Exchanging The 4ps Of Creativity", *IDSA Education Symposium,* August 13 2014, Austin, Texas, USA. Available at: https://www.idsa.org/wp-content/uploads/2022/09/FINAL-Exchange-The-4-Ps-of-Creativity.pdf (accessed: 23.06.2019)

Tankeh, A. & Ogunleye, J. (2007) "The Server Market: Innovation, Competitive Performance and Optimal Strategy in the face of 'Disruptive Innovation'", Conference Proceedings (Peer Reviewed), *19th Annual Conference of the Association for Global Business*, Nov 15-18, 2007, Washington DC, USA.