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RESEARCH ARTICLE

PSYCHOLOGICAL STRATEGIES AND ITS IMPACT ON EMPLOYEE INNOVATION AND CREATIVITY IN KNOWLEDGE INTENSIVE SECTORS

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Abstract

This study article investigates the relationship between psychological tactics and their impact on employee innovation and creativity in knowledge-intensive industries. To remain competitive and adapt to quickly changing markets, today's business landscape necessitates ongoing innovation and creativity. Knowledge-intensive industries, defined by their reliance on intellectual and psychological capital, require effective measures to stimulate employee innovation. This research explores the impact of several psychological methods, such as intrinsic motivation, autonomy, psychological safety, and mindfulness, on improving employee innovation and creativity. Organizations can better create interventions to cultivate a culture of innovation within knowledge-intensive sectors if they understand the interplay between these initiatives and employee outcomes.

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Introduction:-

Creativity and Innovation

There is currently a growing interest in real-time processes linked to fundamental topics such as intra-individual variability as a mechanism of change in the study of human behaviour. Innovation and creativity have grown in importance as predictors of corporate performance and success. As firms seek to harness their employees' ideas and proposals, it is self-evident that the process of idea generation and implementation is a source of distinct competitive advantage. According to the research done by Fetrat, Mahdieh & Nielsen, Anders. (2018), the significant relationship between creativity and innovation, taking into account a number of contextual factors. Furthermore, this research suggests the organizational level of creativity, process, and radical innovation is the least investigated, and further research in this field is required.

What is knowledge-intensive industries?

In accordance to the nature of knowledge-based industries, they are industries that rely on knowledge, high-technology in all stages, and transform ideas into added value.

1. Md. Aftab Uddin, H.P. Rasika, Monowar Mahmood (2019) researched on how Does a creative identity encourage innovative behaviour? Evidence from knowledge-intensive IT service firms. The goal of this study was to look at the impact of an employee's own creative identity on their innovation behaviour in firms that supply knowledge-intensive information technology (IT). It also explores the role of an employee's creative process engagement (CPE) as a moderator of creative identity-innovative behaviour (IB) linkages. The findings demonstrated that an employee's creative personal identity (CPI) has a considerable influence on their Innovation Behaviour. Creative Process Engagement, according to the mediation analysis, mediates the

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- relationship between a CPI and IB. The study also discovered that a creative organizational climate has a substantial moderating effect between a CPI and CPE.
2. Mahmood Yeoh, Khar Kheng (2013) did an analysis on The Determinants of Innovative Work Behaviour in the Knowledge Intensive Business Services Sector in Malaysia. The purpose of this study was to see if there was a link between three organizational characteristics, namely leader-member exchange (LMX), pro-innovation organizational climate, and social capital, and the IWB of knowledge workers in Malaysia's KIBS industry. According to this study, there is a substantial association between pro-innovation organizational atmosphere and IWBs of knowledge workers in KIBS. According to the findings of this study's Pearson analysis, there is a substantial association between pro-innovation climate and IWB. This finding is supported by previous research, which shows that a pro-innovation organizational climate promotes IWB by legitimizing experimentation (West & Wallace, 1991), creating psychological safety for trial and error, and lowering the image risk associated with innovation attempts (Ashford, Rothbard, Piderit, & Dutton, 1998). Since innovation is a social process and the implementation of ideas depends more on the involvement of others, this finding also highlights the relevance of a pro-innovation climate for IWB at the implementation stage (Axtell et al., 2000). The results of this study also revealed a substantial correlation between the LMX and IWB of knowledge workers in the KIBS. This result was in line with earlier research that indicated LMX to have an impact on employees' capacity for innovation (Scott & Bruce, 1994; Basu & Green, 1997). Therefore, it is crucial for businesses to take into account a variety of factors that can promote innovative work behaviour, such as the establishment of task-facilitating settings, the growth of subordinate abilities and self-efficacy, and the reduction of worries of unfavourable evaluation.
 3. Shan sun, weijingchen among other authors (2021) conducted a study on The Impact of Employees' Psychological Capital on Innovative Work Behaviour: The Chain Mediating Effect of Knowledge Donating and Knowledge Collecting. This research verifies the beneficial importance of knowledge donation at the person level by thoroughly analysing the psychological processing mechanism and boundary conditions of psychological capital on IWB from the perspective of knowledge sharing. We did a thorough investigation on the two key processes of knowledge sharing, knowledge collecting, and knowledge donation based on prior research, and we looked at how they are related to one another as well as how they affect IWB. The empirical study revealed that psychological capital can influence IWB directly through knowledge donation and collection, as well as indirectly through the chain mediation function of knowledge donation and collection. Furthermore, it was established that age played a moderating influence in the relationship between psychological capital and information sharing, and that this correlation weakened with age. Our findings directly address the complaints of the majority of employees who are reluctant to participate in knowledge donating and demonstrate the benefits of knowledge donation to the donors themselves. They additionally confirm the differences and correlations between knowledge collecting and knowledge donating as the central processes of knowledge sharing. Although knowledge donation does not directly affect employees' IWB, it can support IWB by encouraging knowledge acquisition. As a result, the study offers organizations a fresh viewpoint on how to effectively encourage knowledge exchange and encourage IWB in the future.
 4. Rizwana Hameed, Adan Israr among other authors (2022) did an analysis on the Role of Psychological Contracts in Enhancing Employee Creativity Through Knowledge Sharing: Do Boundary Conditions of Organization's Socialization and Work-Related Curiosity Matter? this study contributes to the existing literature by examining the relationships between psychological contract, knowledge sharing, and employee creative performance in the unique context of SMEs in a developing country. It emphasizes the mediating role of knowledge sharing and introduces the impact of socialization tactics and work-related curiosity. The findings have practical implications for improving HR practices and fostering a more creative work environment. The research aims to contribute to the existing literature by considering these relationships in a different context and shedding light on how various factors influence each other.
 5. Zhen Huang, Yuanqin Ge among other authors (2022) studied the Influence of Knowledge-Based Employee Incentive Construction on Innovation Performance Using Psychological Capital. The theories of psychology and management are used to the sampling of KBWs in border regions. In light of the actual circumstances in Shihezi, the PsyCap (psychological capital) of employees and the impact of EIM on EIP are investigated. Through case analysis, it is determined, based on prior research, how the three factors of an employee's PsyCap, EIM, and EIP relate to one another. The research offers the following hints on the inventive growth of Shihezi firms. (1) Talents ensure business innovation. Therefore, it is necessary for Shihezi firms to replenish and cultivate talent. (2) Due to the geological conditions, Shihezi businesses should raise employee wages and invest in the education of their offspring in order to draw in more KBWs. Favourable regulations must be adhered to in order to improve KBWs' PsyCap and enable further development. -The fundamental contribution

is to offer a theoretical framework for Shihezi companies' performance innovation. Enterprises can further boost their performance in terms of innovation by developing the professional capabilities of their workforce and cutting back on ineffective activities. The study of Shihezi enterprise innovation can benefit from an examination of the EIP factors. It is anticipated to offer a theoretical foundation for raising the performance of collaborative innovation in the Shihezi firm.

6. Yeoh, Khar Kheng and Mahmood, Rosli (2013) conducted a study of the relationship between pro-innovation organizational climate, leader-member exchange and innovative work behaviour: A study among the knowledge workers of the knowledge intensive business services in Malaysia. The goal of this study was to better understand the connections between an innovative work environment, leader-member interaction, and knowledge workers in Malaysia's knowledge-intensive business services. The development of knowledge-intensive commercial services in Malaysia is heavily dependent on innovative work behaviour. According to prior research, employees' inventive work behaviour is significantly correlated with pro-innovation organizational atmosphere and leader-member interchange across a variety of business sectors. Some disagree with the idea that a positive corporate culture and member-leader interaction are related to innovative work practices. The association, according to other studies, is not that strong. This makes the inclusion of leader-member exchange and organizational environment in the research framework of the model of innovative work behaviour in Malaysia even more intriguing. Data were gathered utilizing a mail survey and a quantitative methodology. There were 1520 questionnaires distributed in total, 310 of which were deemed suitable for analysis with SPSS, yielding a response rate of 20.6%. According to the findings, knowledge workers' innovative work practices and organizational climates that support innovation are significantly correlated. Discussions of the findings and their ramifications were held.
7. Mustafa Doruk M (2020) conducted a study on Human resource management in knowledge intensive firms. This study provides an overview of modern knowledge-based firms' use of human resources in today's quickly evolving industries. These businesses are referred to as "knowledge intensive firms" (KIFs), which differ from regular businesses in that innovation is their primary objective. The major duties of the "knowledge workers" (KWs) employed by these companies are to develop new knowledge and come up with innovative solutions to challenging issues. Knowledge workers are highly educated professionals whose work is difficult and requires both creativity and analytical thought. These employees are KIFs' most valuable resource because they control the means of production. To achieve a competitive edge, knowledge-intensive organizations must increasingly focus on attracting, keeping, and inspiring KWs. In knowledge-oriented firms, different human resource management techniques are used with these people in mind. This study intends to offer such modern tactics and educate the reader about methods for luring, keeping, and inspiring KWs in workplaces.
8. Ilkka Salmi, Juha Perttula & Antti Syväjärvi (2013) did an analysis on Positive leadership and experiences explaining workers' well-being in knowledge-intensive organisation. One of the richest mineral reserves in the world can be found in northern Finland. Estimates predict that the mining sector will significantly influence the growth of the entire region. Within the next 20 years, it is predicted that this area would employ more than 5000 people in the mining industry. The group of workers who are most in demand will probably be knowledge workers. Worldwide, an analogous trend in the arctic is predicted. Knowledge employees are essential to the growth and development of mining organizations' operations. Knowledge-intensive job are considered as mentally taxing because it constantly calls for fresh skills and there are clear time constraints involved. The remote settings, which are both socially and physically isolated, and the subsequent lengthy distances, create additional needs that are unique to the mining sector in the north. The wellbeing of knowledge workers in mining organizations is affected by these problems. Numerous studies have demonstrated the significance of leadership for workplace wellbeing. In order to enhance the wellbeing of knowledge workers, it is particularly important, according to this article, to build a new positive leadership strategy. This constructive strategy might support the creativity in the workplace and knowledge development that is anticipated in knowledge work. Deep understanding of the real-life events that support knowledge workers' wellbeing is a key component of positive leadership. The importance of authentic experiences in wellbeing can be seen by adopting the inductive methodological approach of leadership psychology and concentrating on the positive. This might encourage a realistic and long-lasting leadership approach. The development of methods that assist in identifying and more effectively realizing the opportunities that are within reach and that improve the wellbeing of knowledge workers in mining organizations located in a distant place has the potential to be a result of positive leadership.
9. Aino Kianto, Josune Sáenz, Nekane Aramburu (2017) conducted an empirical study on the Knowledge-based human resource management practices, intellectual capital and innovation. In a survey dataset of 180 Spanish enterprises, the authors used structural equation modelling (SEM) based on partial least squares (PLS) to empirically examine this hypothesis. The findings highlight the crucial role that human capital plays in this

relationship by demonstrating how intellectual capital mediates the relationship between knowledge-based HRM practices and innovation performance in a positive way. Knowledge-based HRM practices have a partial impact on structural and relational capital through human capital, and human capital influences innovation performance by enhancing structural and relational capital. The study's principal findings emphasize on the critical contribution that knowledge-based HRM practices make to the advancement of IC and innovation as well as the significance of human capital in the creation of various types of knowledge resources and subsequent innovation.

10. Muhammad Shujahat, Saddam Hussain, Minhong Wang among other authors (2019) analysed Translating the impact of knowledge management processes into knowledge-based innovation: The neglected and mediating role of knowledge-worker productivity. This study suggests a novel research paradigm to analyse the crucial mediating function of knowledge-worker productivity between knowledge management activities (knowledge generation, information sharing, and knowledge application) and creativity. Utilizing SmartPLS 3 Version 26, the data were gathered from the 369 knowledge employees in Pakistan's IT sector. According to the findings, innovation and two knowledge management processes (knowledge generation and knowledge usage) are mediated by knowledge worker productivity. Surprisingly, though, it does not act as a mediator between knowledge transfer and innovation. The findings are consistent with the crucial role that knowledge worker productivity plays in knowledge-based innovation, which is the most dramatic problem facing the management discipline in the twenty-first century. Additionally, the outcomes demonstrate the importance of the human and cultural perspective on knowledge management over the Big Data and IT and system-based approaches.
11. Carla C.J.M., Lee W. among other authors (2016) studied the Leadership, knowledge and people in knowledge-intensive organisations: implications for HRM (human resource management) theory and practice. This Special Issue examines three study strands: international HRM, leadership, and the knowledge-intensive firm/organisation in order to provide insights into the management of HR difficulties in Knowledge Intensive Firms/Organisations (KIO's). The authors of this study highlight the crucial leadership concerns in global KIOs, such as managing, creating, and sharing information, as well as inspiring and developing KIO employees, against the backdrop of global events that have an impact on KIOs. Authors have observed how advances in information and knowledge management technologies, which are a worldwide phenomenon, serve as a background for, a key driver of, and a facilitator of methods used by KIOs to compete and succeed. Given that more workers are now employed in knowledge-intensive professions, organizations, or departments, the implications for HRM are also widespread, and there is an urgent need to address the lack of research on HRM in KIOs.
12. Cassandra Stawicki, Sukumarakurup Krishnakumar (2022) examined on the Working with emotions: emotional intelligence, performance and creativity in the knowledge-intensive workforce. This study intends to investigate if knowledge-intensive workers' job performance is influenced by their level of work-related emotional intelligence (W-EI). In a knowledge-intensive work setting, this study provides evidence for the beneficial impacts of emotional intelligence on task performance and creative performance among postdoctoral and industry researchers. detrimental effect and role overload are emphasized as moderating factors, and the potential utility of emotional intelligence in reducing their detrimental effects on performance is also highlighted.
13. Salman Iqbal, Paul Toulson, David Tweed (2015) conducted a study on Employees as performers in knowledge intensive firms: role of knowledge sharing. This study aims to examine the impact of particular human resource management (HRM) methods on knowledge sharing behaviour among staff members of knowledge intensive businesses (KIFs). In Southeast Asian knowledge-intensive firms, the research study examines the effects of cooperative HRM policies on employees' knowledge-sharing behaviour. It uses a variety of statistical techniques to investigate relationships, delivers results, acknowledges its limitations, and talks about the research's useful ramifications. The study's singular focus and ramifications have the potential to significantly advance the field. The findings show that there is a clear and immediate benefit to how employees share knowledge when firms embrace collaborative Human Resource Management (HRM) methods. It is somewhat surprising that the study finds that this knowledge sharing behaviour is unaffected by the presence of reward systems or employee recognition.
14. Almudena Cañibano (2013) conducted a study on Implementing innovative HRM: trade-off effects on employee well-being. Despite the fact that innovative HRM strategies have been shown to boost performance, the management literature has ignored their impact on outcomes at the individual level, such as employee health and well-being. This study aims to determine whether the use of these cutting-edge HRM techniques has an effect on the three categories of well-being (physical, psychological, and social) and whether well-being should

be regarded as a mediator of the relationship between innovative HRM and performance. The study demonstrates how cutting-edge HRM techniques can have both favourable and unfavourable effects on employee well-being. They also lead to trade-offs between the three aspects of wellbeing. While they improve one aspect of employee well-being, they have a negative impact on another.

15. Tingyi Li, Xin Dang among other authors (2020) did an Analysis of the Influence of Entrepreneur's Psychological Capital on Employee's Innovation Behavior Under Leader-Member Exchange Relationship. Applying theories to the real world was the main goal of academic research. Some recommendations were made to encourage employee innovation based on the results of the aforementioned analysis, starting with the enterprise management level and actual demand, and attempting to coordinate the internal relationships of the organization. The development of a harmonic, advantageous, and well-coordinated exchange connection between leaders and members should receive emphasis at the organizational level. The dynamic between executives and employees will have a direct impact on how an organization runs on a daily basis. It is advisable to plan more team-building activities in the workplace, improve the rapport between leaders and employees outside of work, increase lines of communication between employees and leaders, and pay attention to cultivating a positive work environment.
16. Syed Tanveer Hussain Shah, Syed Mohsin Ali Shah & Hatem El-Gohary (2022) conducted a study on Nurturing Innovative Work Behaviour through Workplace Learning among Knowledge Workers of Small and Medium Businesses. In order for organizations to deal with the complexity and volatility of the forces and factors in their environment, they must be inventive. Innovations are crucial for the survival and expansion of all types of organizations, including SMEs. In order to foster innovative work behaviour (IWB) among their staff, organizations must use a variety of strategies. According to the findings, WPL promoted IWB among SME employees, with informal and incidental learning serving as the most important predictors relative to formal learning methods. The study's findings highlight the value of WPL and IWB, and SMEs and the academic community can profit from their ramifications.

Conclusion:-

Psychological strategies play an essential role in supporting employee innovation and creativity, particularly in knowledge-intensive industries where intellectual capital and inventive thinking are critical success drivers.

There are various techniques that have an influence on the creativity and innovation of an employee. Some of those psychological techniques or strategies could be intrinsic motivation, Employees that are genuinely motivated, driven by their own interests and enjoyment, are more likely to engage in creative problem-solving and inventive thinking. It could help to Foster a sense of purpose, mastery, and autonomy in the workplace. Employees should be recognized and rewarded for their innovative efforts. there could be an Impact of Autonomy and Empowerment where employees are given the freedom to make decisions and take ownership of their work can increase their sense of empowerment and inventiveness. This basically allow employees to experiment with new ideas, try out new ways, and make decisions within their areas of expertise. There should be an encouragement of open communication and constructive feedback in an environment where mistakes are recognized as learning opportunities. That would give the employees a sense of psychological safety where they would communicate better, share their ideas openly without any hesitation or fear of rejection. Diversity in teams would foster more creativity among the employees. The company should focus on selecting employee from diverse background, skills, cultures. And all the employees should be equally heard and considered. This would help the company with coming up with different unique ideas. Challenging the employees would also help to build strategy to overcome difficult situations, and would stimulate the brain to innovate. Brainstorming, group thinking would help to discover more new ideas. psychological strategies like positive reinforcement, rewarding, role modelling will motivate employees to work more efficiently and better which could done through promotions, bonus, incentives at the workplace. Employees should be encouraged to learn more and should focus on new skills development which would help the employee as well as the company to be updated with the new trends, and to be the first in the game. It would help them to be competitive in the industry. Set a good example as a leader, encourage active participation daily, and open communication. Conduct workshops, seminars, fun tasks, explore different ways of learning, that would interest in the employees.

The empirical study done by Shan sun, weijingchen (2021) revealed that psychological capital can influence IWB directly through knowledge donation and collection, as well as indirectly through the chain mediation function of knowledge donation and collection. the study offers organizations a fresh viewpoint on how to effectively encourage knowledge exchange and encourage innovative work behaviour (IWB). That could be done by seminars, workshops, or by challenging goals for the employee.

Another study done by Mahmood Yeoh, Khar Kheng (2013) did an analysis on The Determinants of Innovative Work Behaviour in the Knowledge Intensive Business Services Sector in Malaysia found that, it is crucial for businesses to take into account a variety of factors that can promote innovative work behaviour, such as the establishment of task-facilitating settings, the growth of subordinate abilities and self-efficacy, and the reduction of worries of unfavourable evaluation.

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