FACTORS AFFECTING EMPLOYEE CREATIVITY & ITS IMPACT ON ORGANIZATIONAL INNOVATION CAPABILITY IN STATE OWNED BANKS IN HANOI, VIETNAM

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Abstract- The worldwide economies as well as Vietnam's are facing many challenges. One of these difficulties is the down trend in employee's productivity, which leads to the decline in economies as the whole. The solution for this problem requires service firms which play an important role in the economy of Vietnam to focus on creativity and innovation. The major objective of the study is to examine employee creativity affected whether by job complexity and the relationship with supervisors or not and its impact on the organizational innovation capability. Data were collected through a convenient sampling from banking employees working in branches of three popular state banks in Hanoi through 24 questionnaires which then analyzed by using SPSS 22. The results showed the direct relationship of job complexity, supervisory relationship based on their interest in creative capability and supervisory relationship based on their interest in working environment which are two new factors determined from one element called supervisory relationship aforementioned on the first study framework of researchers. This study further revealed significant positive relation between employee creativity and organizational innovation capability. Managerial implications, limitations and recommendations for future research have also been discussed.

Keyword- Employee creativity, Job complexity, Relationship with supervisors, Innovation

I. INTRODUCTION

Declining in labor productivity growth is one of the major recent challenges that the whole world economy in general and Vietnam in particular is facing, which leads to the decrease in economic growth. This has been causing negative impacts on the economic development of Vietnam from 2010 till now. Although Vietnam currently often pays attention to issues of economic restructuring considered as the best solution for the development, Vietnam needs to create new resources in order to ensure sustainable growth in the long term. For solving these problems, Vietnam should focus on the roots and core issues, especially innovation. This study focused on the service sectors, especially in the state owned commercial banks. After becoming a member of World Trade Organization (WTO) in 2007, environmental and institutional activities of Vietnam commercial banking system have positive changes with the remarkable success about the internal governance; organizational apparatus, quality of human resources and the development of modern banking services. Overall, the structure and value of the charter capital of the commercial banking system has increased significantly. Most of the banks have reached the legal capital of 3,000 billion as stipulated by the State Owned Bank of Vietnam (SBV). The application of banking management model is consistent with international practices; deploying test systems, controlling internal audit; rearranging the block model, separating risk management sectors in three control loops, fully appreciating the risks in banks, restructuring the subsidiaries, giving some criteria initially to serve the early warning risks in banking business and so on are the remarkable results. Generally, after joining WTO, one of the most important ways which the banks can contribute to economic growth is the ability to innovate in the organization. Considering comprehensively, innovation has always played an important role in the existence of enterprises in particular and the organization in general (Ancona and Caldwell, 1987). Porter (1990) suggested that innovation, continuous improvement and changes are the three main pillars of global competition. When considering innovation in enterprises, the center of innovation is its staffs. Businesses need creative workers to start organizational innovation. Compared with the business sector, the role of creativity of employees has special importance in the business belonging services sector because they are people who catch up with the first market information. These employees contact directly with clients with different needs, which means they need to be focused more in term of innovation. The study is conducted by making surveys of employees in the largest commercial State-owned banks in Hanoi including Agribank, Vietinbank and Vietcombank in order to investigate the influence of job complexity and its relationship with the supervisor in terms of the creative level of staff at work, and the influence of creativity to the organization innovation capabilities.

II. LITERATURE REVIEW

2.1 Creativity

Former researches indicated that a creative response can be a product, idea or procedure that fulfills two

conditions: (1) they must be novel or original and (2) they should be potentially relevant for, or useful to an organization. The four types of creativity includes: responsive, expected, contributory and proactive. Recent researches emphasized that it is not only the personal factors that enhance employee creativity but there are contextual factors that play significant role in determination of employee creativity also. Contextual factors may include goals and expectations for creative activity, social influence on individual's creativity relationship with supervisor, co-workers and customers and organizational settings.

1.2 Job complexity

It is considered as a job that is enriched with five characteristics i.e. variety, identity, significance, autonomy and feedback. These characteristics constitute the job characteristics model which is being used for producing desired employee behavior. Variety concerns with degree to which the job requires the person to do different things and involves the use of a number of different skills, abilities and talents. Identity refers to degree to which a person can do the job from beginning to end with a visible outcome; significance concerns with extent to which a job has significant impact on others – both inside and outside the organization; autonomy which is the amount of freedom and independence employee has in making decisions and determining how to do the job; feedback refers to degree to which the job provides the employee with clear and direct information about job outcomes and performance.

2.3 Relationship with supervisors

Researchers examined the relation of supervisor relationship with employee creativity. Supportive supervisors show concern for employees' well-being by considering their needs, giving respect to their opinions and providing them with timely feedback to improve their skills.

2.4 Organization innovation capability

According to Drucker of the article "The proactive of management" in 1954, the organization innovation capability is a critical mechanism for self-renewal in the organization of the business and products. Organizational innovation capability is defined as the ability to continuously convert knowledge and ideas into new products, processes and systems because of the benefits of the company and its stakeholders.

2.5 Research Framework

In order to assess creativity and innovation, the authors of Bahauddin Zakariya University in Multan, Pakistan created hypotheses including: Employee creativity, job complexity, relationship with supervisor, the intrinsic motivation, organizational innovation capability and organizational performance. The result showed that the intrinsic motivation does not affect to the employee creativity. Also, the job's nature in Vietnam banking environment is quite different from the foreign environment. Therefore, researchers changed old model and created new models to suit the Vietnamese bank's staffs.

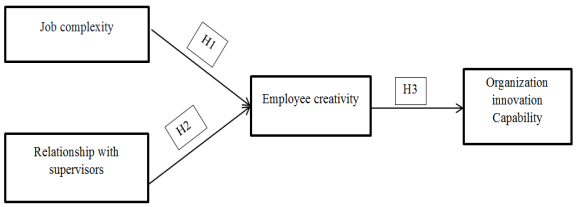


Figure 1: Research framework (Source: Based on the research of Masood Ul Hassan, Ayaz Ahmad Malik, Amna Hasnain, Muhammad Farooq Faiz and Javaria Abbas, 2013)

2.6 Job complexity and Employee creativity

Job complexity depends on the nature and capacity of each person. For bankers, job complexity is expressed through work which they must assume. Especially, the importance of banker in the service sector is obvious. Job complexity of this group is expressed through mastering language and dealing situations with their clients so as to not only provide specific information to the client, but also bring benefits for their bank. Employee creativity is actually affected by many different factors. Therefore, job complexity whether affects to employee creativity or not, researchers have given the first hypothesis:

H1: There is a positive significant relationship between job complexity with employee creativity.

2.7 Relationship with supervisors and employee creativity

Steve Kozlowski and Mary Doherty (1989) argued in their research that employees tend to generalize their perceptions about their managers (or supervisors) who are representatives for the management of organization. When working in this management environment, employees are encouraged to find ways to solve new problems, to use non-traditional approaches and practice patient ability which may lead to creativity (Amabile, 1996).

According to "Measuring Epmloyee and creativity and its impact on organization innovation capability and performance in the banking sector of Parkistan" of Zakariya University, there is positive significant relationship between relationship with supervisor and employee creativity.. The study also showed an open relationship with the management, supports and encouragement from supervisors to stimulate more creative ideas. Based on the theoretical basis and the results of the study aforementioned, researchers hypothesize the following:

H2: There is positive significant relationship between relationship with supervisors and employee creativity.

2.8 Employee creativity and organization innovation capability

Employee creativity has been proven to be an important factor leading to the success of the

organization. Currently, two models related to innovation in the organization are often mentioned. They are componential model of Teresa M. Amabile's (1988) and interactionist model of Woodman, Sawyer and Griffin (1993). Componential model showed the necessary for creativity and innovation, explained the relationship between them as well. In this model, creativity was intertwined to the individuals in the organization while innovation was described as a nature of an organization.

According to the results of "Measuring employee and creativity and its impact on organization innovation capability and performance in the banking sector of Parkistan" of Zakariya University, there is a positive significant relationship between employee creativity and organization innovation capability. Creativity is a process of making new and useful ideas while innovation is successful implementation for those new creative ideas. Therefore, if creativity does not appear within the organization, they are not successful. In the uncertain economic environment today, organizations or companies need to create new ideas to survive. Therefore, researchers hypothesize the following:

H3: There is a positive significant relationship between employee creativity and organization innovation capability.

III. RESEARCH METHODOLOGY

3.1 Sample and Data

To test the research hypotheses, this study was conducted in the retail banking, which is a context of that has been used frequently studied of the behavior of frontline employees in service. Data was collected from bank employee through convenient sampling technique due to more feasible in terms of time and cost. Three largest commercial State-owned banks having different branches operating in Hanoi city were targeted. These banks included: Vietnam Bank for Agriculture and Rural Development (Agribank), Joint Stock Commercial Bank for Foreign Trade of Vietnam (Vietcombank), Vietnam Joint Stock Commercial Bank for Industry and Trade (Vietinbank). Total of 180 questionnaires were distributed out of which 160 were returned making the total response rate of 88.89 percent which 5 of them were rejected, 155 questionnaires left were later used for the analysis. Percentage of female respondents was 44.9 percent while male respondents were 55.1 percent having average age of 23 to 50 years old with diversified job tanks and number of year working in the customer service.

Measurement: All the variables in this study have been operationalized using scale from prior studies. Each item of all variables was measured using five point Likert scale with end anchors 1 (strongly disagree) to 5 (strongly agree). The reliability of the scale was measured using Cronbach's alpha.

Job complexity: It consists of five job characteristics taken from the Job Diagnostic Survey presented by Hackman and Oldham.

In this study, job complexity was measured by 6 items which includes: (1) variety of job tanks, (2) variety of job skills, (3) participants in work throughout, (4) the importance of job, (5) job autonomy and (6) feedback from job.

Relationship with supervisor: The measures for the employee's relationship with supervisor were adopted from Wang et al, who measured the employee's relationship with supervisor using 10 items: (1) how often the manager encourages his/her employee, (2) how often the manager gives feedback, (3) the psychological feeling of appreciation of employee, (4) how often the manager holds extracurricular activities for employee, (5) employee feels comfort when exchanging with his/her supervisor, (6) the fairness of manager, (7) the availability of manager, (8) employee feels comfort when suggesting his/her creative ideas to his/her supervisor, (9) manager cares about his/her employee's creativity, (10) manager creates working environment that enhances creativity.

Employee's creativity: The measures for the employee's creativity were adopted from S. Ganesan, B. Weitz (1996), T. Amabile (1983). In this study, the employee's creativity was measured by 5 items: (1) the eager of discovery leads to new ideals, (2) confidence has great influence on the creation, (3) venture is an important factor leading to new ideal, (4) creativity is not just by a natural talent, but also by knowledge gained from continuous learning, (5) stealing other people's ideas is wrong when it comes to creativity.

Organization's innovation capability: The ability to innovation of organization was measured by 3 items adopted from M. Hassan et al (2013) in this study, which includes: (1) bank motivates its employees, (2) bank has clear vision and mission for employees to follow, (3) employees always get their needed information and learn to improve the innovation process of organization.

3.2 Analysis Methods

Factor Analysis

Factor analysis method is used to simplify and summarize data. If Cronbach's alpha was chosen to assess the reliability of the scale, the Exploratory Factor Analysis (EFA) was chosen to uncover the underlying structure of a relatively large set of variables. Also, we used confirmatory factor analysis (CFA) based on the purpose of the data analysis to examine the interrelationship among variables and to minimize the data.

Structural Equation Modeling (SEM)

Confirmatory factor analysis (CFA) is one of few common SEM methods. Structural equation modeling (SEM) is a group of statistical methods designed to test a conceptual or theoretical model. The term "structural equation model" most commonly refers to as a combination of two things: a "measurement

model" that defines latent variables using one or more observed variables, and a "structural regression model" that link latent variables together. The parts of a structural equation model are linked to one another using a system of simultaneous regression equation.

Bootstrapping

Bootstrapping is a statistical method for estimating the sampling distribution of an estimator by sampling with replacement from the original sample, most often with the purpose of deriving robust estimates of standard errors and confidence intervals of a population parameter like a mean, median, proportion, correlation coefficient or regression coefficient. It may also be used for constructing hypothesis tests. In this study, the bootstrap is used to replace sequentially empirical weighted probability measured by empirical measures. The bootstrap allows replacing the samples with low weights by copies of the samples with high weights.

IV. RESULTS

4.1 Exploratory factors analysis (EFA)

Assessment of factors affecting employee creativity

EFA is used to evaluate the distribution of all 16 variables that have passed reliability tests around key elements of the study.

KMO and Bartlett's analysis indicates that the KMO coefficient is 0767 (is greater than 0.5) with the level of significance (sig = 0.000). It is concluded that EFA's results are a suitable for further analyses.

According to the table 1, there are 5 variables observed in job complexity: C1; C2; C3; C4; C5 with loading coefficients are greater than 0.4 (they are 0701; 0738; 0742; 0656; 0803 respectively). For relationships with supervisor which is divided into two elements, they are given specific names including the relationship with supervisor based on their concern for creativity (RC) and relationship with supervisor based on their concern for the working environment (RE).

Table 1: Rotated component matrix 1

	Component		
	1	2	3
C1	.701		
C2	.738		
C3	.742		
C4	.656		
C5	.803		
C6			
RE1		.743	
RE2		.678	
RE3		.721	
RE4		.632	
RE5		.724	
RE6		.663	
RC1			.803
RC2			.824
RC3			.827
RC4			.726

Thus, compared with the initial hypothesis (2 hypotheses lead to the creativity of the staff include the complexity of the work, relationship with supervisor), now there are 3 independent variables due to the factor separation after conducting analysis. Therefore, relationship with supervisor based on their concern about creativity (RC) consists of 4 observed variables: RC1; RC2; RC3; RC4 with loading coefficients are greater than 0.4 (they are respectively 0.803; 0.824; 0.827; 0.726). Relationship with supervisor based on their concern about the working environment (RE) has 6 observed variables : RE1; RE2; RE3; RE4; RE5; RE6 with loading coefficients are greater than 0.4 (they are respectively 0.743; 0.678; 0.721; 0.632; 0.724; 0.663).

In summary, the results of EFA analysis reveals that all three factors affect the creativity of employees, instead of two factors according to the original hypothesis, with 16 observed variables including the complexity of the job (C) ; relationship with supervisor based on their concern about creativity (RC), relationship with supervisor based on their concern for the working environment (RE). Hence, adjusted research framework is the following:

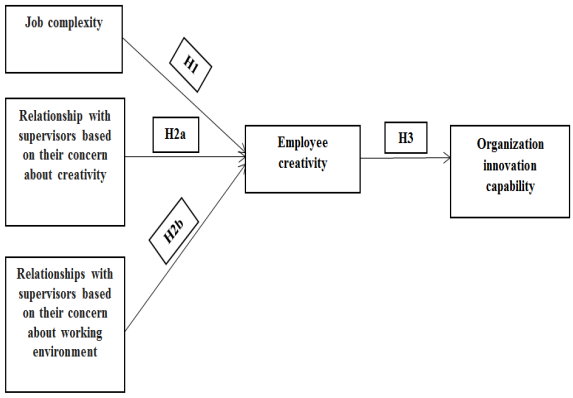


Figure 2: Adjusted research framework
(Source: Based on the findings of the authors)

H1: The relationship between the complexity of work and the creativity of employees.

H2a: The association between relationship with supervisors based on their concern about creativity and employee creativity

H2b: The association between relationship with supervisors based on their concern about working environment and employee creativity

H3: The relationship between the creativity of employee and organization innovation capability

Assessment of the creativity of employees in Hanoi state banks

For KMO and Bartlett analysis, sphericity test is conducted on the same purpose as KMO analysis, which investigates whether the correlation matrix is the unit matrix or not. The results show that it is extremely suitable with KMO coefficient = 0776 and sig = 0.000.

Table 2: Rotated Component Matrix 2

	Component
	1
CV1	.785
CV2	.794
CV3	.594
CV4	.676
CV5	.737
Eigenvalue	2.600
% of Varience	51.991

According to table 2, the scale of creative capability of employees becomes a factor with Eigenvalue value is greater than 1. In addition, 5 loading coefficients of employee creativity have values which are greater than 0.4. Therefore, it is concluded that these variables becomes a factor called creativity of employees (CV).

Assessment of employee creativity to organization innovation capability

For KMO and Bartlett, the results obtained are KMO = 0645 and Sig = .000.

The scale of organization innovation capability becomes a factor with Eigenvalue which is greater than 1. Furthermore, three loading coefficients of organization innovation capability are greater than 0.4. Thus, it is concluded that these coefficients becomes one factor called organization innovation capability (I). The results are shown in table 7.

4.2 Confirmatory Factor Analysis (CFA)

Confirmatory factor analysis (CFA) is used to assess how well the measured variables represent the number of constructs. The result shows adequate fit (Chi-square = 268.774; Chi-square/df = 1.222 > 0.05; GFI = 0.869; TLI = 0.948; CFI = 0.955 > 0.95; RMSEA = 0.038 < 0.05). The factor loadings are highly significant, and the composite reliability of each scale exceeds 0.7, except for innovation capability (with a reliability of 0.628). So, this supports the internal consistency and convergent validity of the scales. Also, it is observed that the AVE was larger than the square of the correlation coefficients for each pair of variables in all cases, which prefers to the existence of discriminant validity. The result is shown in the table 3.

Table 3: Standard deviation, correlation matrix, reliability and variance extracted estimates for main constructs

	SD	X1	X2a	X2b	X3	X4	CR	AVE	Cronbach's alpha coefficients
Job complexity (X1)	.89525	1.000					.	.442	.793
Relationship with supervisors based on their concern about creativity (X2a)	.88266	.058	1.000				.789	.385	.786
Relationship with supervisors based on their concern about working environment (X2b)	.69278	.000	-.029	1.000			.812	.521	.810
Employee creativity (X3)	.75486	.224	.197	.260	1.000		.773	.408	.768
Organization innovation capability (X4)	.76015	.229	.220	.172	.821	1.000	.628	.365	.627

Note: Diagonal entries are Cronbach's alpha coefficients; CR = composite reliability; AVE = average variance extracted.

4.3 Structural Equation Modeling (SEM)

It is evident that the structural model's fit statistics are quite reasonable. Chi-square = 275.489, Chi-square/df =1.235 (<3), TLI=0.945, CFI=0.951 (>0.9); RMSEA=0.039 (<0.08). These results show a solid support for the research model, as all hypotheses received statistical support. According to table 4, standardized coefficients of H1, H2a, H2b are positive and their P-values are smaller than 0.05. As a result, job complexity, the relationship with supervisors based on their concern about creativity and the relationship with supervisors based on their concern about working environment positively affect employee creativity. As the absolute value in standardized coefficient of job complexity is highest (0.279), it has the most significant impact on employee creativity. It is followed by the relationship with supervisors based on their concern about working environment (0.249) and the relationship with supervisors based on their concern about creativity (0.238). Indeed, this result table indicates the considerable influence of employee creativity on organization innovation capability with positive standardized coefficient and P-value is smaller than 0.05.

Table 4: Structural Equation Modeling (SEM)

			Stand. coeff.	S.E.	C.R.	P	Hypotheses
Employee creativity	<---	Job complexity	.279	.080	2.977	.003	H1 (+): S
Employee creativity	<---	Relationship with supervisors based on their concern about creativity	.238	.122	2.482	.013	H2a (+): S
Employee creativity	<---	Relationship with supervisors based on their concern about working environment	.249	.108	2.634	.008	H2b (+): S
Organization innovation capability	<---	Employee creativity	1.158	.143	8.208	***	H3 (+): S

Model fit: Chi-square/df=1.235 (<3), TLI=0.945, CFI=0.951 (>0.9); RMSEA=0.039 (<0.08).Note: Tests of hypotheses are one-tail tests; *p≤0.05; **p≤0.01; S = supported; R = refuted; NS = not significant.

4.4 Bootstrapping

According to the table 5, the absolute values of these differences are small, which means there is no statistical meaning. Therefore, the results shown in the table 4 are accepted.

Table 5: Measurement model for main constructs

	C.R.
Job complexity PT5	5.619
PT4	7.829
PT3	7.051
PT2	7.045
PT1	7.443
Relationship with supervisors based on their concern about creativity QH10	7.702
QH9	7.113
QH8	7.747
QH7	7.009
QH6	7.573
QH5	6.849
Relationship with supervisors based on their concern about working environment QH4	7.648
QH3	5.672
QH2	6.052
QH1	6.594
Employee creativity ST5	8.125
ST4	8.417
ST3	8.453
ST2	7.977
ST1	7.790
Organization innovation capability DM3	7.402
DM2	8.557
DM1	8.658

Measurement model fit: Chi-square/df = 1.222 (<2); TLI = 0.948; CFI=0.955 (>0.9); RMSEA=0.038 (<0.05)

V. DISCUSSION

Assumptions	Conclusion
H1: The relationship between the complexity of the work to the creativity of employees	Accepted
H2a: The association between relationship with supervisors based on their concern about creativity and employee creativity	Accepted
H2b: The association between relationship with supervisors based on their concern about working environment and employee creativity	Accepted
H3: The relationship between the creativity of employee and organization innovation capability	Accepted

The objective of this study is to understand the factors that affect the creativity of employees in state-owned banks in Hanoi including Agribank, Vietcombank, Vietinbank. These factors are complexity of job, relationship with supervisors based on their concern about creativity, relationship with supervisors based on their concern about working environment. According to results of the regression analysis, it is evident that RE (relationship with supervisors based on their concern about working environment), C (job complexity), RC (relationship with supervisors based on their concern about creativity) all have significant impacts on the creativity of staff in state bank in Hanoi.

These demonstrate that the higher factors' indices are, the more developed employee creativity becomes; which refers to positive change in Hanoi state banks. For relationship with supervisors based on their concern about working environment, employees desire to work in a friendly, open, and comfortably exchanging working environment as well as discuss any comments on work with their supervisor. Moreover, a fair, unbiased working environment and collective activities which are organized to create socialized opportunities among colleagues are also expected by employees. For the complexity of job, employees always want to be required to complete various skills, to be assigned diversified tasks because it is believed that these promote creative inspiration to themselves. For relationship with supervisors based on their concern about creativity, employees look forward to working with a supervisor who listens to their suggestions, comments and give them feedbacks to improve efficiency and creativity in solving problems at work.

Besides, the study reveals a profound relationship between the creativity of employees and organization innovation capability. The reason is that creativity is the production of new and useful ideas, while organization innovation capability is the successful implementation of creative ideas within an organization. Only when are creative ideas created in an organization, ability to innovate an organization is implemented successfully. Indeed, the creativity of employees in state banks in Hanoi is created by three factors.

They are job complexity (C), relationship with supervisors based on their interest in creativity (RC), relationship with supervisors based on their interest in working environment (RE). Furthermore, results of reliability analysis reveal a significant impact of creativity of employees on organization innovation capability.

When employees have creative contributions such as new ideas applied suitably to recent working conditions, which helps the job quality and work efficiency increase. These changes encourage supervisors to innovate working methods and working environment. It is resulted in the comfortability of employees at work and the increase in their work productivity. Employee creativity is created based on 3 factors given in hypotheses. They are job complexity; relationship with supervisors based on their concern about creativity, relationship with supervisors based on their interest in environment. In particular, if tasks assigned are more diversified and complex, employees will be motivated to explore new things and be inspired to do more. Also, only when do supervisors concern about the working environment, the relationship between managers and employees will be boosted considerably and work efficiency is greatly increased as a result. Thus, it is apparent that the creativity of employees plays an important role in the innovation capability of the organization.

VI. IMPLICATIONS

According to aforementioned results, it can be concluded that all 3 factors including job complexity (C), relationship with supervisors based on their concern about creativity (RC), relationship with supervisors based on their interest in working environment (RE), have significant influences on employee creativity at State banks in Hanoi. In particular, factor that has the strongest impact on creative capability of employees is C. It is followed by RE and RC. The study reveals a positive relationship between the creativity of employees and organization innovation capability.

Although employee creativity is a crucial element for organization innovation capability, this topic is still new in Vietnam and there are not many Vietnam studies of this field. Therefore, this study has theoretically contributes to the research field of

"Creativity and Innovation" in Vietnam. It develops and analyzes a research framework which consists of factors affecting to employee creativity in State banks in Hanoi. Results obtained might become a foundation for banking managers at these banks in order to encourage and support creativity of employees. Besides, the study has a distinctive aspect which is different from others. It divides one factor called relationship with supervisors into two new specific elements. They are relationship with supervisors based on their concern about creativity (RC) and relationship with supervisors based on their interest in working environment (RE). This result provides a clearer view of State-owned banking working environment in Hanoi.

For practical contributions, all three factors which are mentioned in hypotheses reveal their importance to employee creativity through analyses. It might be a guideline for State banking managers in Hanoi to improve the creative capability of employees and increase work efficiency. Particularly, banking supervisors can design a complex job which includes 5 elements including variety, identity, significance, autonomy and feedback in order to improve employee creativity. Moreover, banking managers should concern about working environment by providing opportunities for exchanging ideas, promotion and other supports as well as creativity at work by encouraging employees to find more creative solutions for specific tasks. As the result, it leads to the continuous development of innovation process in an organization.

However, there are some limitations in the study that future researchers can address. Firstly, the research area is in Hanoi only. Hence, future studies can expand research area to many cities and provinces in Vietnam so as to obtain a whole picture of factors affecting employee creativity in Vietnam State-owned banks. Secondly, the research framework is simple. The next studies intend to complicate this by finding out some other elements that have impacts on employee creativity.

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