



## HUMAN RESOURCE AND ADMINISTRATIVE CREATIVITY: AN INTEGRATED ROLE

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### Abstract

Today, the world of work is rapidly changing. Human Resource Management (HRM) must be prepared to deal with upcoming effects of changing world. Administrative Creative practices are the key element of human resources to adapt with this rapid changing in the work field. There are practical relations between administrative creativity and HRM, the goal of this paper is to develop such “Conceptual Framework” of how HR functions could nurture creativity in management style within an organization leading to administrative creative.

It highlights what is often called “New” or “Modern” side of HRM trends in developing the intellectual capital of an organization, to bridge the gap between organizations' HR and reality. Finally, it gives a proposed model to promote an administrative creativity in an organization.

**Key words:** Administrative, Creativity, Human Resource, Trends.

### Introduction

HR department work to achieve success and overcome the problems and crises, thought adoption of scientific bases in enhancing the administrative practices that lead to success of organization.

HRM gets fully involved with seeking to build transformation work, build knowledge and talent capacity management of HR need to replace by management of human creativity and ingenuity to actual and perceived organization creativity fit (Hobcraft, 2015). The relations between sufficiency of HRM and management creativity is interrelated. Recruiting a well-educated employee is an advantageous condition to found the idea of “strategy of HR” (Burma.2014).

Organization face an intensified global competition, in order achieve a competitive position and thereby survive, organization dependent on flexibility and ability to come up with innovative ways to increase productivity (Karlsson,2013). Innovation process, success & failure in organization depends total on human resources. HR matter in regards of contribution to innovation and administrative creativity (Laursen & Foss, 2012)

A HRM mechanism influences the relationships between human capital and innovation in modern work platform. A significant part of these mechanisms in an organization; is to integrate the practices of training, assessment management, information system and making decision...etc.

HRM has critical role to facilitate and boost the people factor and breaking down the existing barriers (culture, environmental, structural) and determine the need for information & knowledge sharing (Hobcraft, 2015). HRM functions are vital to stimulate and support creativity mainly through high level of empowered employee in an organization (Karlsson, 2013).

### Objective

The main purpose of paper is to improve understanding of how HR functions nurture creativity within an organization. Furthermore, it aimed to explore the direct relationship connection between administrative creativity and HRM.

### Significance

Certain HRM practices do affect the innovativeness of a firm, number of studies have established a positive relationship between HRM and creativity and firms' performance. The research recommended that HR-planning, profit sharing and result-oriented & training...etc. are key element in promoting the level of performance of an organization (Jiang et.al, 2012). The organization suffer significantly from problem, drawback, and many challenges that required a powerful HRM system. The organizations in the present day face complex and changing conditions. Yet, the creativity urgently needed and necessary (Alsuhiyat, 2016), which requires the organization to be keen in developing efficiency of HR in order to increase their contribution to increase the creativity. The paper investigates the impact of HR in promoting the creativity in an organization.



### New concept of HRM

It has become well known today that HR is most important source in an organization. What supports this idea is the changing terminology to describe HR, before it was called workers and labour than employee. Today it becomes human capital by economics, and human assets by the accountants and human intellectual by managers (Alsuhimat, 2016).

The information revolution today imposed new administrative patterns to deal with the new reality, that compact management (Abdull, 2003). The factors may be furnished as under:

1. Globalization (in its' multiple forms) economic, social, cultural...etc.
2. Technological advances in machinery& equipment and in software methods.
3. Changing in culture, values, habits, concepts and customs including the mixing of civilization and mutual influence.
4. Changes in laws and regulation in relations and business information- local & global.
5. The diversity of H.R in terms of demographic composition.
6. Raising the living stander in many countries.
7. Increasing awareness to improve the quality of life for members of community.

All of these and others lead to transformational in dealing with HR from the traditional form (workers) to HR management (intellectual capital)(Osama, 2014). HRM is no longer just the entity responsible for selection, recruitment, performance evaluation...etc, but it has become an

Integral part of the overall management system of organizations, which interact with and influenced by. According to (Adull, 2003), currently HR has different approach of management practices:-

1. Administrative approach
2. Behavioral approach
3. Procedural approach
4. Systems approach
5. Integrated approach

Therefore, organization; in order to stimulate the challenges in this 21st century must be characterized by style quite different from the traditional style, which were restricted to machinery work or routine practices with no upgrading (Osama, 2014). The creativity has taken driver seats in the areas of interest of economics.

### Administrative Creativity

In this competitive environment, encouraging creativity is an important thing for all organization. The importance of creativity has increased in the light of increasing the competition internationally, which increased the need of all organization to be more creative in order to avoid risk of regressing and disappearing (Abbas, 2010).

According to (Khayree, 2012) the phenomenon of organization creativity is advantageous in respects of HR:-

1. Improve the service regulation for the benefit of the organization & individual. b) Development the intellectual & mental capacities of workers.
2. Optimum utilization of financial resource using the process to keep pace with modern developments methods.
3. Provide a balance of different human and material available and possibilities of development.
4. Providing opportunities for HR in the search for new continuous updating work system.

**Table 1. Typology of creative organization/ management**

Approach	Category	Characteristics
Structural	Technology	Size of work group, task, structure management style, culture, technology
Process	Social structure	Cooperation, communication, control Autonomy, empowerment
Social	Culture	Trust Motivation
Cognitive	Human Resource	Knowledge Skills Talent

Source: Girdauskieneet.al, (2012)



The need to creativity appears when decision- maker in the organization realizes that there is a discrepancy between the actual performance of organization and the desired performance. This disparity urges the organization management to study the adoption of new methods (Abbas,2010).

**The HRM must be characterized by modern practices and new trends such as: (Abdull, 2003)**

1. Proper orientation: - which include awareness of society's' problem, talking Responsibility, desire for perfection and excellence it.
2. Positive values; - remarkable achievement is always accompanied by an ethical values (ibid) adopted and applied by the organization.
3. Education/ learning: - education provides the appropriate qualification, and enables the individuals to start new experience and modern knowledge.
4. Training & development; - training & development all its types (technical & behavioral) Is consider as important practices in HR.
5. Creativity capabilities;- creativity thinking (unconventional) is important element required nowadays by modern organization in the process of selection HR both administrative leaders & staff.

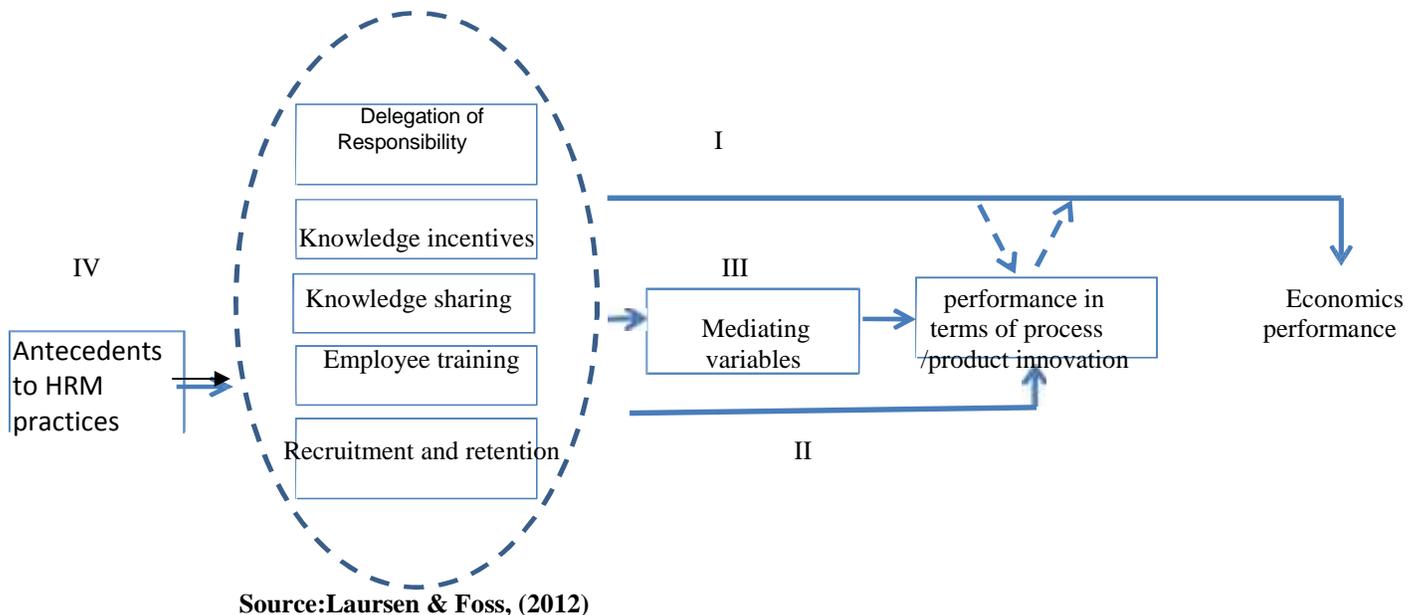
**Linked HR and Administrative creativity**

Traditionally, the HR- Department has limited involvement in the organization affairs and goals (Mohan & Gomathi, 2014), the role of HR-department increased the involvement to the longer term and strategic direction of the organization. The changing roles of HRM are like, strategic role, monitoring role, innovator role, facilitator role ...etc. According to Mohan & Gomathi (2014), future expectations of HR and its' role in administrative creativity are:-

1. Strategic thinking will be new core competency of HRM.
2. Managing remote workforce will be a new norm.
3. Preparing for the future.
4. Use of talent analytics process

Laursen and Foss (2003) give a number of theoretical concepts for why HRM practices are favorable to innovative creativity. One prominent characteristic of many HRM practices is to increase decentralization by delegation problem-solving rights. The degree of novelty is a creative measure in HR literature. Firms that using modern HRM practices are much more likely to produce innovators especially in the internal fit environment (laursen & foss, 2012).

**Figure 1: The Links between Human Resource Management Practices and Innovation**  
 (Complementary) HRM Practices





### **HRM could contribute to improve the administrative style in creative way in following forms**

1. Management style based on empowerment
2. Promoting an innovation culture
3. Team spirit and organizing
4. Recruitment & selection – knowledge approach
5. Training and development- an involvement approach
6. Talent management- focus on specific , targeted people

Organizational administrative creative is the tendency of organization to develop new or improved way of managing manpower, inspirational motivation in an exciting vision and considering different needs, skills and aspiration to increase the productivity (Gumusluag & lisev, 2007).“Boxes Model” is a model produced by Guest (1997), the model has linkages between organization strategic HRM and organization performance, it shows in modified way, the HRM and behavioral outcomes are combined (SHRM, 2015).

### **Conclusion**

There are various HRM practices that are aimed at strength administrative creativity in the variables of HRM; interdisciplinary workgroups, quality circles, employee proposals, planned job rotation, delegation of responsibility, integration of functions, performance related pay, pay for performance (Laursen & Foss 2003). There system is dominated by firm-internal and firm- external training. Traditional HRM practices such as work system, rewards, recruitments..etc., have to be renewed to be in line with innovation strategy of an organization.

One of the key factors in the growth of administrative creativity is the discovery that employees have skill and knowledge, which are not available to the organization, which requires a particular HR strategy. The creative climates encourage people to generate new ideas and increase its’ efficiency based in what mentioned up this paper proposed the following steps in HRM in order to promote an administrative creative as follow:

1. Deployment of a new management culture. Organization culture is a set of values, concepts, customs and behavioral rules, which are shared by workers, in their relationships. In this stage, the HRM must focus on promoting organizational belongings, increase awareness, team spirit motives.
2. Strategic HRM (linking the HR-planning with overall strategic planning of organization) HRM plans must be linked with the overall strategic plan of the organization, so that they are performing functions in synchronization with the overall plan. To do this through HR- future planning, proper selection, empowering HR, continues development ...etc.
3. Adapting new policies in Recruitment. This could be through adoption of modern e- channels for recruitment.
4. Comprehensive review on HR-performance and conducting research. This maybe done through the evaluation of works, analysis, measurements monitoring and conducting further research.

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