"Evaluating the Impact of Applying Organizational Creativity on Tourism Companies` Success"

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Abstract:

The rapid growth of competition in business and the rapidly changing information technology make a pressure on organizations to improve their old systems and products continually. What makes creativity more needed in tourism companies is the ease access of tourists to information and distant markets, the great experience of client and the fact that the demand for tourism services is becoming more fragmented and specialized so traditional methods are no longer enough for tourism companies to achieve success which can be measured by achieving the setting goals, offering high quality services, impacting on stakeholders, achieving financial returns or saving time and cost. Because of the mentioned significance of organizational creativity on tourism companies` success, the research study the impact of applying organizational creativity on the tourism companies` success, determine the organizational creativity blocks to tourism companies in order to avoid them. Depending on theoretical research, it has been found that organizational creativity has a positive impact on tourism companies` success because creativity results innovation, service improvement, efficiency, high quality of services and high performance which help tourism companies to stay competitive and adaptable to new customers'.

Key Words: Organizational Creativity - Success - Creative Employee

Introduction

Creativity is a critical success factor in business and other fields that have not traditionally been considered "creative" (Zhou and George 2003) because organizations encounter changing consumer demands and ever-increasing performance standards as a result of globalization and rapid technology changes (Jin Nam Choi et al., 2008)

Creativity is more needed in tourism industry because the characteristics of the tourism industry as the seasonal nature which made new business needs, the impact of environmental development, global and social forces on the industry and the impact of information technology on the tourism business. (Hien et al., 2020).

Tourism companies need to apply organizational creativity to face the challenges of constantly changing their offer of services, rethinking their daily operations and procedures, improving their current organizational structure and business model and finding new ways to communicate and interact with customers and other stakeholders in the market which leads to their success (Teodorescu et al., 2015).

To achieve success, tourism companies have also to develop and maintain an internal climate that ensures participation and freedom of expression among employees and apply creative structure and systems (Andriopoulos, 2001).

I. The Study problem:

The problem of the study steams from the lack of interest of officials in tourism companies in organizational creativity, which leads to the deterioration of the level of services in these agencies and their inability to keep pace with the continuous development and their exit from competition and the failure to achieve their success.

II. The Study Importance:

The importance of the study is due to the importance of applying organizational creativity as a necessity for the success of organizations at the present time, which is characterized by rapid change, intense competition, globalization, radical and frequent transformations in the global economy and various political, social and environmental conditions. Success in ever-changing business environments requires organizations to be creative especially for tourism companies facing strong competition and diverse tourism needs as satisfying consumers with increased demand, diversified supply and intense competition has become more difficult than before.

III. The Study Objectives: This study aims to:

1. To determine the organizational creativity blocks to tourism companies.
2. To study the impact of applying organizational creativity on the tourism companies` success.
3. To give suggestions to increase organizational creativity in tourism companies.

IV. The Study Methodology:

The study is a descriptive study which depends on the English books, articles and thesis.

Literature Review

1. The Definition and Components of Creativity

Creativity is identified as" a cognitive process that has outputs and innovative solutions, generating new ideas in response to the situations (AL-Awamleh, 2020, p. 478).

Creativity can also be defined as "come up with ideas or artifacts that are new, surprising and valuable" (Boden, 2010, p. 29).

There are two components of modernity that must be distinguished: personal modernity and global modernity. For a person, the idea may be new to him, such as a person who gets a new idea for an experimental study and then discovers later that the study was conducted and he was not aware of its existence, this is considered a creator. As for global modernity, it means that the idea is new at the level of the world and no one has reached it before (Weisberg, 2006).

2. Types of Creativity

According to Singhal (2014), there are three main categories of creativity, which are:

1. The types of creativity that accept the current models and try to develop them, namely:

a. Replication: This type of creativity demonstrates that the field is on the right track and progressing.

b. Redefining: This type of creativity allows seeing the current state of the field from different points of view.

c. Forward Increase: This type attempts to move the field forward in the same direction it is currently moving.

d. Scope forward: This type is similar to the previous one in that it attempts to move the field ahead in the same direction it is already moving, but with a subtle distinction. It pushes the field of research far beyond where most people want it to go.

2. The types of creativity which reject current paradigms and try to replace them, namely:

a. Redirection: This is when the domain is redirected in a different direction.

b. Reconstruction: This is the process of returning the field to its original location so that it can continue to travel forward, although in a different direction than before.

c. Rebooting: this is an attempt to relocate a field of study to a more difficult-to-reach location.

2. The type of creativity that synthesizes current paradigms, namely:

Integration: that refers to the process of merging two diverse ways of thinking about a domain into one. Two different approaches are linked in this way.

3. Definition and Types of Organizational Creativity

Organization creativity definition is " the application of new ideas that lead to a noticeable improvement in work performance, management methods, organization, and job satisfaction within the organization in a way that aims to make a positive and successful impact on the performance and results of the organization" (Khawaldeh et al., 2021, p.2722).

There are two types of organizational creativity, the first is incremental creativity, which means adaptation to what is currently in place, and the second is radical creativity, which means complete renewal and radical change, and this requires risk. Organizational leaders must decide whether organizations have the resources (for example, time, money, and staff) to fully change and whether these organizations can take the risks of implementing radical creative solutions or whether the best option is to adapt to what is currently in place (McKersie et al., 2018).

4. Aspects of Work that Affect Organizational Creativity

According to Jin Nam Choi et al., (2008) there are some aspects that effect creativity degree at work, which are:

(a) Task characteristics: Employees tend to be more creative when working on challenging and intellectually interesting tasks

b) Organizational context: An organizational climate that is incompatible with innovation and creativity can stifle creativity.

c) Leader characteristics: The employee's creativity will be enhanced under a leadership characterized by openness, encouragement and support.

d) Coworker Characteristics: Working with creative co-workers improves an individual's creative performance.

5. Factors Influencing Organizational Creativity

McKersie et al. (2018) categorized the factors that influence organizational creativity into four levels factors, which are:

1. Factors at the individual level: include the individual's production of multiple new ideas or divergent thinking, and creativity requires abilities in the individual such as assessment skills, expertise in creative problem solving, influence, motivation and personality.

2. Factors at the group level include the nature of teams, their structure, and their distinctive pattern of interactions. These factors are strongly influenced by what the team works on and how it leads the team.

3. Factors at the organizational level: Effective strategic investments in creativity require the mobilization of knowledge, people and resources to produce something. Organizational planning has a strong impact on creativity as it provides a basis for organizational learning and the ability to absorb innovations.

6. Blocks to Organizational Creativity
The blocks of organizational creativity are:

1. The main organizational creativity obstacle is that it is a multi-level phenomenon affected by the variables that operate at the individual, collective, organizational and environmental levels, and these variables are not well aligned. Hence, the variables that influence creativity at the individual level often conflict with those at the group and organizational level. At the individual level, creativity and innovation are influenced not only by creative thought but also by experience, capabilities and motivation. At the group level, creativity and innovation are influenced by phenomena such as group process, climate perceptions, and leadership. At the organizational level, creativity and innovation are influenced by phenomena such as organizational structuring, organizational learning and strategy. (Mumford, 2012).

2. Solid hierarchical structures and administrative controls that stifle creativity and traditional financial controls which are not appropriate for long-term innovation efforts.

3. The tendency to search for a single project that generates a large return instead of a number of small projects with small and medium gains.

4. The pressure to achieve more with fewer resources, think short term and lack of a systematic approach to creativity.

5. Self-image blocks as fear of failure or shyness of self-expression, lack of self-confidence, and hesitation in seeking help and talking about personal feelings. This is considered the biggest obstacle to the successful implementation of new ideas (Proctor, 2014).

7. Steps of Organizational Creativity Process in Tourism Companies
Vardis and Vasa-Sideris (2000) mentioned that the PISCES (Planning, Imagine, Select, Create, Evaluate and Start) process uses facilitation and creative techniques to blend the contributions of the left and right brains and brings a balance between management and consumer. The PISCES process involves six steps shown in Fig.1.

| Planning | Imagine | Select | Create | Evaluate | Start |
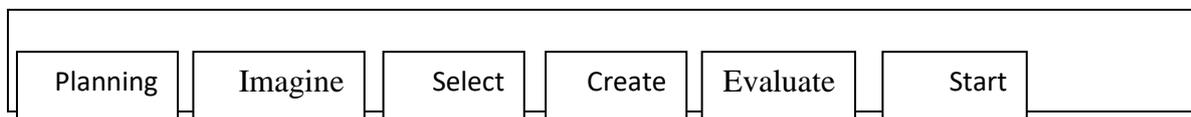
Source: (Vardis and Vasa, 2000).

Figure 1: The PISCES process

From the above figure mentioned it is concluded that:

1. The planning step is designed to create a commitment to breakthrough ideas.

2. In the imagine step, creative exercises are used to generate and build on ideas on what defines the product or service and its attributes, the target audience, where the product or service is to be offered, the main competitor and what are the critical points that create a difference between the product or service and that of the competition.

3. In the selection step, participants use different techniques to collect and select the ideas generated in the imagination step.

4. In the creation step, strategies are developed to differentiate the product or service using the result of the chosen step.

5. In the evaluation step, members of the target audience are selected to participate in the focus groups and then the participants in the focus groups determine the criteria that make them want to have that product or service and the attractive features of the product or service in a fun and open environment.

6. The start step, in this step, the implementation of the process is started, the people who will carry out the process and a timetable for its implementation are determined.

In a tourism company all steps of organizational creativity focus on achieving customer satisfaction and implementing new methods. The process includes "discussions with clients" and collecting clients' opinions and suggestions, followed by the analysis of these requests by the travel agent. The ideas collected by the travel agents are then passed on to the department responsible for "developing new service packages" and "identifying relevant service providers". This is then followed by steps such as "cooperate with other departments", "create the concept of the product" and "provide the concept to service providers" to adapt the final product to the requirements of the clients (Teodorescu et al, 2015).

8. Job Types in Tourism Companies and its Relation to Organizational Creativity

For tourism companies, job types typically include tour manager, route controller, operator and salesperson. The tour manager has to come up with new ideas to provide different services to tourists. Meanwhile, the route operator is responsible for developing the product. Therefore, the tour controller has to demonstrate creativity in travel products and design itineraries different to other tourism companies in order to establish competitive advantage. Also, the tour controller has to monitor the profit/loss of the entire tour operation and therefore has to come up with new ideas in the work procedures. Meanwhile, the job of an operator is routine and standardized. As to the salesperson who confronts the pressure of having to sell a travel product within a deadline as well as the direct sales of airlines and hotels, the salesperson's performance can be improved through creative selling techniques (Tsaur et al., 2010).

9. Indicators of Organizational Success

The organization is considered successful when it achieves its goals and mission (Study.com, 2019). Measuring the success of any organization is a continuous challenge. Maltz, et al. (2001) mentioned that the financial measure was the major measure for many years to evaluate the organizational success. Diallo and Thuillier (2004) added are some new success indicators, which are:

1. Respect of the three traditional constraints (time, cost and quality).

2. Satisfaction of the client.
3. Satisfaction of the objectives as outlined in the logical framework;
4. Impacts on stakeholders.
5. Organizational capacity built in the organization.

10. The Impact of Organizational Creativity on the Success of Tourism Companies

Landry (2018) mentioned that organizational creativity is necessary for organizations to respond to the constantly changing customers, competitors and global environment. Organizational creativity is what fuels big ideas, challenges employees' way of thinking and opens the door to new business opportunities.

Some expected benefits of organizational creativity process are innovation, productivity increase, efficiency, flexibility, high quality of products or services and high performance which make it clear that creativity have a great significance on the organization success (Sefertzi, 2000).

Organizational creativity is moreover important to the tourism industry because it is an industry that undergoes a lot of changes as people's ideas and income change and the number of tourists increases (Tsai and Lee, 2013).

Tajeddini et al. (2021) mentioned factors that called for the necessity of applying organizational creativity on tourism industry and therefore on tourism companies, which are:

1. Globalization and the consequent lifting of restrictions and increased competition due to the ease of access of tourists to distant and near markets, which required tourism companies to develop strategies to improve competitive advantage.
2. The tourist consumer's easy access to information and the tourist has become more experienced and informed as a result of Information and Communication Technology (ICT) and tourists have become more independent.
3. The importance of sustainability to gain a competitive advantage in the tourism field so tourism companies should be managed with an eye to economic, social and environmental dimensions.

What makes creativity more needed in tourism companies is that the demand for tourism services is becoming more fragmented and specialized and tourism service are not linked to intellectual property rights. The unpredictability of consumer preferences results in the importance of quality of service provided by tourism companies, which requires greater creativity to meet and retain customers. For these reasons, tourism companies have to maintain their survival and prosperity by offering new and creative services with great added value, especially with the intensification of competition due to globalization and technological progress (Tsai and Lee, 2014).

2. Creative characteristics are important for employees in tourism companies, where employees who interact directly with clients need to adapt to changes and challenges. Employees are those who can establish ideas and practices on the ground. So an employee with out-of-the-box thinking and unique ideas has a special value in tourism companies. Creative employees` characteristics include problem-solving skills, openness to ideas and information, willingness to change and adapt, openness to new approaches and facing challenges with optimism. Creative employees are good at meeting the needs

of tourism companies, satisfying clients, leading and cooperating with colleagues, keeping tourism companies competitive, opening new markets and making improvements which lead to tourism companies` success (McFee, n.d.)

11. Findings
The research achieved some findings, which are:

1. The factors that influence organizational creativity can be categorized into three levels factors which are the individual level factors, the group level factors, the organizational level factors.

2. The major blocks to organizational creativity are the fact that organizational creativity is a multi-level phenomenon, administrative controls, the marketing orientation, self-image blocks, lack of resources and lack of creativity approach.

3. The organization is considered successful when it achieves its goals and mission that can by achieving financial returns, offering high quality service, satisfying clients or saving time and cost.

4. Organizational creativity process is important for the success of any organization because it leads to innovation, improvement of products or services, flexibility, high quality of products or services and high performance.

5. In a tourism company all steps of organizational creativity focus on achieving customer satisfaction and implementing new methods to adapt the final product to the requirements of the clients.

6. Tourism companies face challenges which require applying organizational creativity as globalization, high competition and technological progress. In addition creativity is important to the tourism industry because it is a rapid changing industry, the number of tourists increases, the demand for tourism services is becoming more fragmented and specialized and tourism services are not linked to intellectual property rights.

7. Creative employees are important for the success of a tourism company because creative employees can introduce new solutions that support the growth of tourism companies, help tourism companies to stay competitive during challenging times, move into new markets and adapt to new customers trends.

12. Recommendations
To promote creativity within tourism companies, tourism companies` officials should encourage organizational creativity in workplace by:

1. Providing entertainment and relaxing methods in the workplace and allowing employees to do some light physical exercises during work hours.

2. Changing the employee's mindset by using techniques as object stimulation, metaphors, role-breaking, heuristics and suggested inflections.

3. Giving freedom to the employees to express their opinions and to break the common work pattern and reducing criticism because criticism stops the creative process that can lead to a practical solution.

4. Setting goals that oblige employees to achieve high performance and make employees look to the future.

5. Hiring creative people who encourage their colleagues to look at situations from different perspectives.

6. Offering useful training and information channels for employees to know how to use idea generation methods.

7. Conducting brainstorming sessions and bring in external consultants to facilitate planned formal sessions or use in-house trainers to lead such sessions who can design and facilitate brainstorming sessions for select groups of employees.

8. Offering fair reward system and reinforcing the sense of belonging.

9. Motivating group creativity, team spirit, trust, and shared goals and encouraging information sharing and collaboration.

10. Providing supportive assessment, appropriate resources and enabling the use of the latest technologies.

11. Providing an appropriate salary and job security for the employees, giving them confidence and allow mistakes for employees.

12. upporting an organizational culture that emphasizes creative ways to tackle problems and find solutions.

13. Applying flat organizational structure and participatory leadership to allow important decisions to be made at all levels.

14. Using creative thinking in hiring practices such as conducting open-ended interviews with multiple applicants in quick five to seven minute sessions or applying via mobile interviews.

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