

**The power of creativity; a qualitative research on how creativity is
related to our work engagement.**

Thesis report

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THE POWER OF CREATIVITY; A QUALITATIVE RESEARCH ON HOW CREATIVITY IS RELATED TO OUR WORK ENGAGEMENT

Abstract

This research explored the possible correlation between employee creativity (e.g. character, job design and supervisor) and work engagement. The aim of this study is to contribute to research on increasing work engagement among employees. The use of a qualitative interview approach in this study provided an opportunity to get an insight in not only the correlation between employee creativity and work engagement, but also in the differences in work engagement and employee creativity between employees at the communication department and a research department of Wageningen University and Research. The results suggest a positive correlation between employee creativity and the level of work engagement, however the type of creativity used seemed to differ between the two researched groups.

Introduction

Why should work engagement be stimulated? According to Schaufeli et al. (2002) work engagement is defined as: "a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption". It has become more and more important for organizations to increase and stimulate employee's work engagement, since research showed that a higher level of work engagement leads to a higher job performance of employees (Demerouti & Cropanzano, 2010; Christian et al., 2011). These engaged employees are more active and enthusiastic about their job, more open to new experiences and they are motivated to invest the effort needed for high performance (Bakker and Demerouti, 2008; Demerouti & Cropanzano, 2010; May et al., 2004).

High performance is essential in the current knowledge based economy. This knowledge based economy puts pressure on organizations. To be a valuable market player, organizations have to be quick with solving problems, innovative and able to develop new ideas for products and procedures. To realize all these goals, organizations need to increase not only the level of work engagement among their employees, but also their level of creativity (Atwater & Carmeli, 2009). Employee creativity is defined as the production of useful ideas, products, problem solutions or procedures which have to be novel or original and useful to the organization (Amabile, 1988; Bear et al., 2003; Shalley, 1991). Besides the positive outcomes mentioned above, enhancing the creativity of employees is an essential step for organizations to achieve competitive advantage (Amabile, 1988; Oldham & Cummings, 1996).

Thus, organizations should invest in the work engagement among their employees and at the same time try to focus more on the employee creativity, since both factors can influence the success of an organization. Bakker and Xanthapoulou (2013) conducted one of the first studies that examined the role of work engagement for creative task performance. As result they reported a positive correlation between work engagement and creative task performance. No further research has been conducted on the correlation between this two factors (Bartlett, 2015). Therefore, the purpose of this study is to further explore the correlation between the work engagement and creativity of employees and to contribute to research on increasing work engagement among employees.

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The central research question of this paper is: ‘How is employee creativity related to work engagement?’ To answer this question interviews will be conducted among five employees of Wageningen University and Research. Two groups of employees will participate: one group will consist of communication employees and the other group will consist of research employees. The reason to examine two types of groups is to test if the different job designs influence the level of creativity and/or work engagement.

The central research question is divided into the following sub questions:

1. How high (or low) is the level of creativity experienced by the employees, in both groups?
2. How high (or low) is the work engagement experienced by the employees in both groups?
3. How do employees experience the correlation (if any) between creativity and work engagement?

Theoretical Background

The theoretical background will discuss the main concepts of this research. The aim is to bring forth certain insights that will help carrying out this research and to contribute to the central research question. The expected outcome of this research is that employees experience a positive correlation between work engagement and employee creativity.

Employee creativity

Previous research has showed that employee creativity contributes to the level of innovation, effectiveness and survival of an organization. (Amabile, 1988; Nonaka, 1991). It can have a powerful influence on organizational performance. Therefore, creativity has become a main goal of organizations (Mumford et al., 2002). Oldham and Cummings (1996) showed that different levels of analysis (character, job design and supervisor) can affect a person's level of creativity.

Character: Intrinsically motivated individuals are more likely to exhibit high creativity (Amabile, 1997). Studies have showed that a stable set of core characteristics, such as broad interests, attraction to complexity, high energy, independence of judgement, intuition, toleration of ambiguity and self-confidence, is positively and consistently related to measures of creative performance (Barron & Harrington, 1981).

Job design: Also the design of a job is a key factor when it comes to employees' intrinsic motivation and creative performance at work (Amabile, 1988). Employees will be internally motivated when they experience their job as meaningful (Hackman & Oldham, 1976), when they feel personally responsible for work outcomes and when they obtain trustworthy knowledge of the results of their work (Hackman, 1980). To increase the level of employee motivation and creativity a complex and challenging job design is key. This stimulating job design is characterized by high levels of autonomy, skill variety, identity, significance, and feedback (Oldham & Cummings, 1996).

Supervisor: The last determinant of employee creativity is the style of supervision. Supervision that is supportive of employees is stimulating for creative achievement; supervision that is controlling or limiting can diminish creative performance.

These three levels of analysis can be useful when measuring the level of creativity. When one of more of these levels do not meet the conditions as stated above (creativity-relevant character, complex/challenging job design, supportive/non-controlling supervisor), the creative performance of employees can be adversely affected (Oldham & Cummings, 1996).

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Work engagement

Looking at the definition of work engagement some terms need further explanation: vigor, dedication and absorption. Vigor refers to high levels of energy and psychic resilience while working, the willingness to invest effort in one's tasks, and steadfastness in facing difficulties (Schaufeli et al., 2002). Dedication refers to being strongly involved in one's work and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge (Schaufeli et al., 2002). Absorption is the state of being fully concentrated and happily engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work (Schaufeli and Bakker, 2004).

Overall, employees with a high work engagement are energetic and fully involved with their work activities. They feel confident and see themselves capable to deal with the demands of their work (Schaufeli et al., 2002). Additionally, engaged employees usually take greater initiative and they see themselves able to generate their own feedback (Schaufeli and Bakker, 2001).

Drivers of work engagement: Work engagement is notably driven by job resources (Bakker and Demerouti, 2008; Bakker and Leiter, 2010). These job resources refer to psychological, social or organizational parts of a job that possibly can be functional in achieving goals at work, reduce job demands, or stimulate personal growth (Bakker and Demerouti, 2007). Besides job resources, personal resources are proven to be another important predictor when it comes to work engagement. According to Xanthopoulou, Bakker, Demerouti, and Schaufeli (2007) self-efficacy, self-esteem and optimism are key for engaged employees.

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Employee creativity – work engagement

Both, work engagement and creativity are essential constructs for performance at work (Bartlett, 2015). Bakker and Xanthapoulou (2013) reported a positive correlation between work engagement and creative task performance: ‘‘A person who is not engaged (i.e. not intrinsically motivated) is not going to use his/her skills and expertise in the service of creative performance, even if he/she holds the expertise and ability to perform creatively.’’ (p. 2763).

An overview of the concepts mentioned in the theoretical framework can be found in figure 1. This figure shows that there are three factors that can influence the level of creativity of an employee. It is interesting to see to what extent these factors influence the level of creativity, and even more interesting how creativity and work engagement correlate.

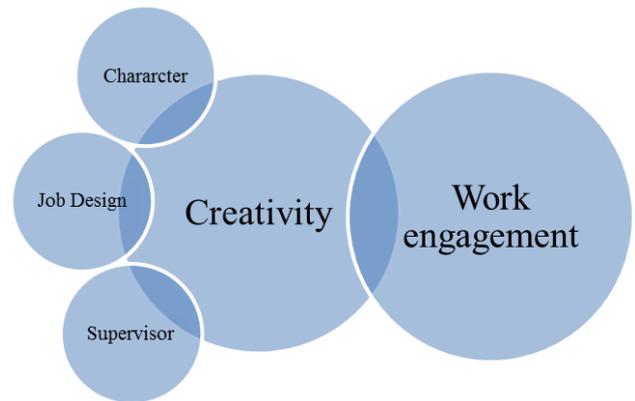


Figure 1

Method

Research setting and participants

The study was conducted in corporation with the communication department and a research institute of Wageningen University and Research. In both groups two or three persons with different job designs and functions participated. The interviewees age ranged from 24 till 35 years old, and their years of employment varied between 5 months up to 12 years.

Procedures

This study used semi-structured, in-depth interviews. These are optimal for collecting data on individuals' personal perspectives and experiences, particularly when personal topics are being explored. The answers on these interviews are used to find an answer to the central research question: 'How is employee creativity related to work engagement?' Participants were asked to describe their personal levels of creativity and work engagement and if they experienced a correlation between these two factors (see appendix A).

The interviews have been conducted at participants' workplace in a private room where only the participant and the interviewer were present. They were audio recorded, after asking the participants permission to do so. The interviewer used an interview guide to ask structured questions. This guide contained open questions which provided scope for individual views and opinions. The interviews were executed in Dutch, the native language of the participants.

Data analysis

After interviewing and recording the interviews, the transcripts of the interviews have been conducted. They have been analysed based on an interview matrix, which gave an overview of all the answers given. The interview matrix is organized in the same order as the research sub questions as stated above. The groups are numbered in one and two. The conclusions drawn from the interviews are based on the researchers' interpretation of the answers. To enhance the level of transparency of this research, quotes are used to represent the view of the interviewee on the research topic. Direct questions have been asked to firm up the relation between creativity and work engagement. To make sure that the interviewees were aware of the meaning of work engagement the interviewer provided them the previously stated definition of work engagement.

Results

How high (or low) is the level of creativity experienced by the employees?

Character

Communication Department

The first question related to creativity focused on the respondents' character and explored the personal factors which influence the person's creativity. In the first group two things were noticeable. First off the *enthusiasm*, enthusiasm was found by two of the three respondents (1B, 1C), they see themselves as highly enthusiastic and energetic personalities. Secondly, the *urge to create* " I like being able to try new formats. Working like this makes it more interesting, you keep learning, that is key", "This can be everything; an app, a book, a video or an event. So you have to be creative and you're stimulated to do so." (1A). Not all respondents see themselves as creative characters (1A) but when ideas are made more concrete or when the first step is already made, personal creativity can be optimized.

Research Department

In the second group both respondents (2A, 2B) described themselves as creative characters but from another point of view: *eager to learn* instead of the urge to create. The attraction to complexity and difficult issues to solve makes them more likely to exhibit high creativity. "I'm inquisitive, eager to learn and I like to find out how things work and what you can make it."(2B). "I'm very enthusiastic and I love to learn" (2A).

Job design; meaningful, responsible and results

Communication Department & Research Department

All the respondents (1A, 1B, 1C, 2A, 2B) feel personal responsible for the outcomes of their work " I feel very responsible. You want to do your job the best you can."(2A), and experiences high levels of autonomy but with feedback moments of their supervisors " The responsibility is mine. I am able to determine my own tasks and shape my own job". (1A).

Research Department

Both employees of the research department state that creativity is necessary to fulfil their tasks, they indicate that within their current job designs there is enough room for creativity: "You have to be creative otherwise it won't succeed, that is my point of view. And if you don't succeed you need to be creative to find solutions. So there is definitely room for creativity. " (2A). "There is room for creativity; finding solutions form my own or my colleagues research requires creative thinking." (2B).

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Supervisor

Communication Department

The supervisory style within the first group of respondents is according to all respondents (1A, 1B, 1C) **free and stimulating**: ‘‘Our supervisor stimulates us by letting us do our own thing. But he is always there when you need some advice or an external point of view.’’ (1B).

Research Department

In the second group the respondents (2A, 2B) indicate that they appreciate the feedback of their colleagues more, than they do appreciate the feedback of their supervisor. ‘‘I try to avoid my supervisor most of the time. I like to do my own thing and try to convince her that that is the right thing to do. But she is never here and she doesn’t interfere that much.’’. (2B).

How high (or low) is the work engagement experienced by the employees?

Communication Department

The level of work engagement and level of involvement is high in the first group of respondents, but all three of them (1A, 1B, 1C) indicate that this might be part of their personality. ‘‘ I like my job and I am very motivated. As I said before I’m a dedicated person, and this is also applicable when it comes to work.’’(1C), ‘‘ I feel strongly engaged to my work. When I am committed to do something I just go for it, this is also applicable for my job.’’(1B), ‘‘I feel engaged to my work. I feel responsible for my projects but I cannot tell if that is because it’s my personality or because I feel engaged to the organisation.’’(1A).

Research Department

The level of work engagement in the second group varies more than in the first group of respondents. ‘‘My level of work engagement is quite high, even after such a short time of working here.’’(2A) refers to a high level of work engagement while ‘‘ Average I think, not that I am super passionate about it, but I don’t hate it either’’ (2B) indicates a lower level of work engagement compared to other respondent.

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How do employees experience the correlation (if any) between creativity and work engagement?

The statement “Room for creativity results in a higher level of work engagement among employees.” is confirmed by all respondents (1A, 1B, 1C, 2A, 2B) looking at their personal work situation.

- *“I think there is a strong correlation between my work engagement and my creativity; if I cannot be creative in my work I’m out, that does not work well for me.”(1A)*
- *“Creativity is a broad term, but I think that room for creativity and personal interpretation can result in a higher level of work engagement.”(1B)*
- *“When there is a possibility to be creative at work I directly feel more dedicated to my job.”(1C)*
- *“My creativity influences my work engagement because I get challenged by my job to be creative and this leads to a higher level of work engagement.”(2A)*

Two out of the five respondents (1A, 1C) explicitly stated that they see a strong correlation between work engagement and employee creativity. “ I think there is a strong correlation between my work engagement and my creativity; if I cannot be creative in my work I’m out, that does not work well for me. I want to use my knowledge and creativity when I’m working.”(1A).

Conclusion

The aim of this research is to answer the following question: ‘How is employee creativity related to work engagement?’ To answer this question a qualitative research has been conducted among five female employees, in two different work areas at Wageningen University and Research, about their experiences and personal view on work engagement and employee creativity. The central research question was divided into the following sub questions:

How high (or low) is the level of creativity experienced by the employees, in both groups?

Looking at the results the level of creativity experienced by the employees is high, the characters were enthusiastic, felt the urge to create and have the eager to learn. The job design required a high level of responsibility and the supervisory style is free and stimulating.

How high (or low) is the work engagement experienced by the employees in both groups?

The level of work engagement is high in the group of the communication department, employees see their high level of work engagement as part of their personality. The level of work engagement in the research department varied among the employees; high and medium.

How do employees experience the correlation (if any) between creativity and work engagement?

The respondents described a positive correlation between creativity and work engagement in which a higher level of creativity at work results in a higher level of work engagement.

The sub questions provide an answer to the central research question: According to the results there is a positive correlation between work engagement and employee creativity. This correlation is confirmed by all the participants of the study. High levels of autonomy and the job design create room for creativity within the jobs of the respondents. The high level of creativity correlates with the high level of work engagement among the employees.

Discussion

This research is, according to current knowledge, one of few focusing on the correlation between work engagement and employee creativity. The use of a qualitative interview approach provided an opportunity to get an insight in the differences in work engagement and employee creativity between employees at the communication department and a research department of Wageningen University and Research.

The results of the conducted interviews showed that both employees from the communication department and the research department, consider themselves creative. Both groups indicated they utilize this creativity by executing their daily tasks. However, the type of creativity used seemed to differ between the two researched groups.

Interviewees from the communication department indicated they use their creativity to create content like an app, a book, a video or event. In this case creativity serves as a fundament for content creation. In practice, creativity is used to come up with an idea or concept; after which it's finalized by mainly using practical execution oriented skills.

Interviewees from the research department indicated they also use their creativity in their daily tasks, but it does not serve as a fundament for content creation. It mainly serves the purpose of overcoming obstacles during the research process. This means that the creativity appears to be bound to a predefined set of research constraints.

In the end, the positive correlation between employee creativity and work engagement has been found. These results are in line with recent studies indicating that work engagement and creative task performance are positively correlated (Bakker and Xanthapoulou, 2013).

Limitations

Like all studies, also this one has limitations. First off, the cross-sectional design of the research does not allow for conclusions about causality; only about the correlation between work engagement and employee creativity. In addition to that, the study appears to be gender biased as all the interviewees were female. Potential gender influences on creativity can therefore not be accounted for.

Next to the gender aspect, the data pool is considered to be small as only five individuals have been interviewed. A generalization to a larger population can thus not be made. Another limitation is that the study is based on participants' view on the correlation between work

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engagement and employee creativity. It would more persuasive if the dependent variables (i.e. work engagement and employee creativity) were examined by more objective indicators than the opinion of employees. The final limitation is related to the fact that this research is conducted by one researcher only. This might affect the outcome of the interviews and interpretation of the results.

Future research

The positive correlation between work engagement and employee creativity indicates that if one of the two variables will increase, the other will increase automatically. Most respondents seemed to recognize themselves in the situation in which the creativity influenced their work engagement, but the cross-sectional design did not allow for causal conclusions.

Future research can overcome this limitation by using a longitudinal research design. Another aspect which can be improved is the external validity; future research can be conducted to test the correlation on larger scale, including both male and female, to increase the external validity. Next to the larger scale aspect, a quantitative research can provide more statistically evidence for the found conclusions.

Practical Implications

Despite the fact this study does not allow for causal conclusions, the results suggest that the level of creativity can influence the level of work engagement among employees. In practice, this means that if an organization aims to increase the level of work engagement, providing more room for creativity in job design and supervisory style can help realizing the required level of work engagement.

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Appendix A

Interview Guide: Werknemers Wageningen University & Research (DUTCH)

Naam:

Emailadres:

Geïnteresseerd in uitkomsten onderzoek: ja / nee

Aan het begin van het interview:

- *“Met dit onderzoek wil ik graag inzicht krijgen in hoe de ruimte voor creativiteit van werknemers bevorderd kan worden en hoe dit samenhangt met hun werkbevoegenheid. Ik verwacht dat de ruimte en mate van creativiteit wordt beïnvloed door verschillende factoren; namelijk uw eigen karakter, de manier waarop uw functie is ingericht en de manier waarop aan u wordt leiding gegeven.*
- *“De informatie die tijdens dit interview vergaard wordt zal uitsluitend worden gebruikt voor het schrijven van mijn BSc thesis. Mocht u niet willen dat uw naam wordt vermeld kunt u er ook voor kiezen om anoniem deel te nemen.”*
- Vertel de participant hoelang het interview ongeveer zal duren

Onderwerpen:

1. Functie (Creativiteit)
2. Karakter (Creativiteit)
3. Leidinggevende (Creativiteit)
4. Werkbevoegenheid (Work engagement)
5. Samenhang Creativiteit – Werkbevoegenheid

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INTRODUCTIE

- a. Kunt u mij vertellen hoe u bij Wageningen UR terecht bent gekomen?
- b. Hoelang werkt u al voor Wageningen UR (of relevant onderzoeksinstituut)?
- c. Op welke manieren bent u allemaal verbonden aan Wageningen UR? (werkgever, onderwijsinstituut, partner etc.)
- d. Wat is uw mening over Wageningen UR in het algemeen?

1. FUNCTIE

- a. Wat houdt u functie bij Wageningen UR precies in?
- b. Wat zijn uw dagelijkse taken?
- c. Hoeveel uur per week werkt u?
- d. In hoeverre vindt u uw werk veelbetekenend/waardevol? (meaningful)
- e. In hoeverre voelt u zich verantwoordelijk voor de uitkomsten van uw werk?
- f. Hoe ervaart u autonomie in uw werk? In hoeverre voelt u zelfstandigheid om eigen verantwoorde beslissingen te nemen?
- g. In hoeverre biedt uw functie en de manier waarop deze is ingericht (bovenstaande factoren meegenomen) u de mogelijkheid om creatief te zijn in uw werk?

2. KARAKTER (CREATIVITEIT)

- a. Welke factoren spelen mee in u persoonlijke creativiteit? Denk hierbij aan enthousiast, energie, open etc.
- b. Hoe zou u uw persoonlijke creativiteit omschrijven? Vindt u uzelf een creatief persoon?
- c. Kunt u uw individuele creativiteit kwijt in uw werk?

3. LEIDINGGEVENDE (CREATIVITEIT)

- a. Hoe zou u de manier van leidinggeven, van uw leidinggevende, omschrijven?
- b. In hoeverre heeft u het gevoel dat u gemotiveerd wordt door uw leidinggevende (en/of collega's) om creatief te zijn? In hoeverre heeft uw leidinggevende invloed op uw creativiteit?
- c. Hoe stimuleert uw leidinggevende dat precies? En wat zou hij of zij er nog aan kunnen doen zodat u zich meer gestimuleerd voelt?

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*Uitleg **work engagement** (werkbevoegenheid): Wanneer een persoon zich echt betrokken voelt bij zijn of haar werk en bereid is hard te werken voor de desbetreffende organisatie. U bent enthousiast over uw werk en werkt omdat u het graag wilt, niet omdat het persé moet.*

4. Hoe zou u uw werkbevoegenheid (work engagement) omschrijven?

- a. In hoeverre bent u bereid om echt moeite te stoppen in het uitvoeren van uw taken?
- b. In hoeverre bent u standvastig wanneer u tegen problemen aanloopt?
- c. Bent u flexibel in uw werk?
- d. In hoeverre voelt u zich betrokken bij uw werk?
- e. In hoeverre bent u enthousiast over uw werk?
- f. In hoeverre vindt u uw werk inspirerend?
- g. In hoeverre bent u trots, wat betreft uw werk?
- h. In hoeverre heeft u moeite met het loslaten van uw werk? Bijvoorbeeld als u naar huis gaat?
- i. In hoeverre herkent u deze situatie: *“U bent zo geconcentreerd bezig met het uitvoeren van uw werk, waardoor de tijd echt voorbij vliegt”*.?

5.1 Hoe zijn uw werkbevoegenheid en uw creativiteit aan elkaar gerelateerd?

- a. Vindt u dat uw creativiteit uw werkbevoegenheid beïnvloed?
- b. Vindt u dat uw werkbevoegenheid uw creativiteit beïnvloed?

5.2 Wat is uw mening over de stelling: ‘Ruimte voor creativiteit zorgt voor een hogere werkbevoegenheid onder werknemers’?

- a. In hoeverre is uw mening gebaseerd op eigen ervaring?

5.3 Wat is uw mening over de stelling: ‘Een hoge werkbevoegenheid beïnvloed de creativiteit van werknemers’?

- a. In hoeverre is uw mening gebaseerd op eigen ervaring?

(5.2 & 5.3: in welke van deze situaties herkent u zichzelf het meest?)

Aan het einde van het interview

- Vraag de participant of alles duidelijk was
- Vraag de participant of er nog verdere vragen zijn
- Vraag of de participant nog toevoegingen en/of tips heeft
- Bedank de participant voor de medewerking aan het onderzoek

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Appendix B

Interview Matrix

Respondent	1A	1B	1C	2A	2B
Work term	12 years	6 years	2,5 years	5 months	10 years
Relationship with WUR	I've studied in Wageningen. I was already working for WUR during my studies. After my graduation I got a full time job at the same department, now known as the education and recruitment department.	I work at WUR so it is my employer.	WUR is my employer and the employer of my mother, so I already came here as a kid.	I've studied at WUR, I did a PhD and now I work at RIKILT.	It is my employer, I work for RIKILT.
Function	At the moment, it changes constantly, I create content productions on corporate level. So actually I'm working for corporate communication.	Currently, I am the advisor online marketing, specialized in social media on corporate level.	I am the coordinator of the social media team of Wageningen University.	I have a postdoc function, which I started after my PhD. I will do my own research for one year.	I am a researcher, but I do my research on a computer, so I work a lot from behind my desk. I work a lot with data and building webpages.
Daily tasks	It changes over time. But most of the time I'm in charge of a specific project, I try to find the right parties to work together on a production. I'm the project leader, I make sure everyone does his or her job properly.	I share my advice on marketing and communication plans. Besides that I'm working on, and developing, new projects.	I make sure the team is complete, make sure they get paid and manage the schedules.	I work with a new machine, and I have to develop new methods to use this machine. I do experiments to test this machine.	A part of my daily tasks involve statistics but also computer programming, data analysis and using substantive knowledge on for example food safety.
Fulltime/part-time	40 hours a week	24-32 hours a week	24 hours a week	40 hours a week	32 hours a week
Meaningful	I think it is meaningful in its own way, but it's not like you are a physician. The	I got the feeling that I can share my point of view on actual topics, but your	I find my job meaningful, whatever the team accomplishes is	It is research, so you don't know what it will bring you. But here at RIKILT there is an important	I find it meaningful, the knowledge we provide gets used for important

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	<p>themes of WUR are related to global issues like food production or the global environment, these themes are considered important.</p>	<p>influence is limited because of the size of the organization. But I do find it meaningful, for example when we have a successful twitter-college.</p>	<p>measurable; this make the job very satisfying. Our achievements are tangible.</p>	<p>goal; public health. And that is a meaningful goal.</p>	<p>purposes like the NVWA.</p>
Responsibility	<p>I feel highly responsible for my own projects. I want to produce them as good as possible. I have a high sense of responsibility.</p>	<p>I feel very responsible because the responsibility is mine, when something doesn't work I cannot blame someone else. Sometimes I have to take the lead, and I will always strive for the best result possible.</p>	<p>I feel very responsible. That is also the reason that I'm always working, whenever the team needs me I have to respond.</p>	<p>I feel very responsible. You want to do your job the best you can. It is my research and in the end you want it to be published.</p>	<p>I feel highly responsible. The information we provide gets used so we have to make sure everything is correct.</p>
Autonomy	<p>The responsibility is mine. I am able to determine my own tasks and shape my own job. But I do have a supervisor and I have to present my plans and results to him. But I like to work together with my supervisor and to discuss my plans and improve them.</p>	<p>There is a high degree of autonomy. I have my own responsibilities; for example for the (financial) plans that I make. Our supervisor stimulates this high degree of autonomy.</p>	<p>I think there is more autonomy than I dare to take. Often I ask my colleagues to confirm what I am working on.</p>	<p>A high level of responsibility; it is my own research so I make all the decisions.</p>	<p>Partly we have a high degree of autonomy and partly not. I mean there is always a form of hierarchy. But within my own projects the degree of autonomy is high.</p>
Room for creativity	<p>The possibility to be creative is definitely present. We have to come up with a plan to communicate a certain topic in a certain way to our targeted</p>	<p>I have to be creative within my current function. The part I like most is the content creation; from zero to something. Creative</p>	<p>Within my function there is enough room for creativity. Another part of my job is more routine based, but creating content has to be refreshing, and</p>	<p>You have to be creative otherwise it won't succeed, that is my point of view. And if you don't succeed you need to be creative to find solutions. So there is definitely room for creativity.</p>	<p>There is room for creativity; finding solutions form my own or my colleagues research requires creative thinking. You have to come up with something out of</p>

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	<p>audience. This can be everything; an app, a book, a video or an event. So you have to be creative and you're stimulated to do so. I'm not the most creative person, but when someone comes up with an idea I can expand it with my own creativity. This kind of cooperation results in successful end products.</p>	<p>campaigns give me the chance to do so, for example creating a whole online platform. I can use my creativity in the projects we are working on.</p>	<p>you need creativity to create refreshing content.</p>		<p>the box.</p>
<p>Personal creativity</p>	<p>I do like creativity, I do not like routine. I like being able to try new formats. Working like this makes it more interesting, you keep learning, that is key. I consider myself receiving for new insights. I prefer to set up a project for the first time and then transfer it to someone else.</p>	<p>I often take the initiative, I see possibilities instead of limits. I often start with a small idea, and develop it over time. I think the fact that I'm always very enthusiastic and energetic plays an important role in that.</p>	<p>I'm very enthusiastic and open. When I want to achieve something I will go for it. I'm a dedicated and energetic person. I think dedication is a positive factor when it comes to creativity.</p>	<p>I'm creative to some extent, not with my hands but I can come up with creative solutions. I'm very enthusiastic and I love to learn. For being creative you also have to be open and able to listen to others.</p>	<p>I'm inquisitive, eager to learn and I like to find out how things work and what you can make it. This is related to my personal creativity, I like to make figures out of wood in my leisure time.</p>
<p>Personal creativity at work</p>	<p>I don't feel like the most creative person, I cannot easily come up with ideas out of the blue, but I can be creative when someone else gives me a frame to work in.</p>	<p>I see possibilities everywhere. I'm very creative, but sometimes I find it hard to translate my creative ideas into concrete plans. In my private life I also try to challenge myself on creative level (home</p>	<p>I'm able to use my creativity in my job. I even feel the urge to be creative in my leisure time less. Because now I see work as a way to express my creative personality.</p>	<p>Yes I am creative at work, I have to be.</p>	<p>I can be creative at work; even though you don't create physical things, you do create knowledge. I also work with graphics and infographics.</p>

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		decoration).			
Supervisory style	Our supervisor let us do our work very freely. I think I meet up with my supervisor once every three weeks. We set up an appointment whenever I feel that that is necessary.	Our supervisor stimulates us by letting us do our own thing. But he is always there when you need some advice or and external point of view. I experience this supervisory style very supportive and stimulating for creative ideas, because you can challenge yourself when fulfilling your tasks.	Chaotic. I speak to him once every three weeks. This makes my job very open for own interpretation. Only a few times he have stirred me into a certain direction.	I see him once every six weeks. But I attach more value to the feedback of my colleagues.	I try to avoid my supervisor most of the time. I like to do my own thing and try to convince her that that is the right thing to do. But she is never here and she doesn't interfere that much.
Influence supervisor and colleagues on level of creativity	He often gives me a frame to work in, so he makes the first step after which I can do my job. I find it hard to make that first step, so I'm glad that he can help me with that.	My supervisor and my colleagues do have an influence on my level of creativity. Everyone has their own specialization, so you can help each other. We are really a team, working together has a positive influence on my creativity level.	He stimulates creative behaviour at work. Everything is possible if you are able to explain why you want to do something in a particular way. And if your plan fail, it is your responsibility.	My colleagues also think in solutions, whenever I feel like I'm stuck in my research they have other possible solutions which I can try. By working together the creativity gets stimulated even more.	It is appreciated when you find your own solutions but sometimes working with colleagues stimulates creative thinking.
Level of work involvement	I feel engaged to my work. I feel responsible for my projects but I cannot tell if that is because it's my personality or because I feel engaged to the organisation. As a kid I learned to finish what you started. I do feel engaged to the organisation; as an example,	I feel strongly engaged to my work. When I am committed to do something I just go for it, this is also applicable for my job. But I am able to let my work issues go when I'm home.	I would do anything for our department and my colleagues. I like my job and I am very motivated. As I said before I'm a dedicated person, and this is also applicable when it comes to work.	The level of involvement is high, but this is also my character. I would not like having a job in which you don't feel involved. Sometimes I think I am too involved when it comes to my work, I'm even busy with it in the evenings.	The level of involvement is fair to good. I would not work 40 hours a week and get paid for 32. But I like what I do and I feel involved in the organisation.

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	when one of our themes is in the news I feel proud.				
Work as source of inspiration	It depends on my current project how inspired it feel by my job. So the level of inspiration depends on the project and my colleagues. I work with a lot of young people what makes it dynamic, but I am always the experienced one. Sometimes I like to look up to my colleagues, so I wish we had more Senior functions available. But my job is inspiring, content wise.	I'm often the person to start something new. This organisation in not creativity based, so people are not always directly enthusiastic about new ideas. I start working on projects when others are against those ideas, and then I have to prove otherwise. When I do so others get enthusiastic and inspired as well.	I don't see my job as a source of inspiration but I can learn a lot at work. My job did inspire me to start my own blog. What does inspire me is seeing the student team working together..	Not yet, maybe when I finished my research, then I will be very proud and hopefully inspired. RIKILT as an institution is very inspirational.	Fifty fifty, when I was working on my PhD I found it more inspiring than I do now, because it is less refreshing. It changes over time.
Time flies?	I'm not focused on time; when I'm working time often flies. I rather the idea that don't have enough time to do everything I want than too much time.	Time really flies, I have to little time for everything I want to do.	Time flies when working, especially when I have a contact with my colleagues.	It changes over time. But I never have the feeling that I want to go home.	Sometimes, it really depends on what I'm doing.
Level of work engagement	I feel pretty involved in my work, but that is not a constant factor. It changes over time and varies between projects. But I work here because I like it and because I feel engaged, not only because I got a contract. My work	I think quite high. I know what people expect of me and I know how to fulfil these expectations. I have high standards and I found a good balance to fulfil those standards.	My level of work engagement is high, because that is how my personality works. But it is important to me that the work ethos is good; this determines my motivation. I'm engaged to my work because there is a possibility to be	My level of work engagement is quite high, even after such a short time of working here. I feel responsible for what I do. I also feel a sense of pride whenever RIKILT is in the news.	Average I think, not that I am super passionate about it, but I don't hate it either. It can be inspiring but sometimes it is just practicing a boring routine.

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	engagement is quite okay.		creative and work independently.		
Correlation creativity & work engagement	I think there is a strong correlation between my work engagement and my creativity; if I cannot be creative in my work I'm out, that does not work well for me. I want to use my knowledge and creativity when I'm working. I hope this results in the best possible outcome.	X	There is a strong correlation, I think. When there is a possibility to be creative at work I directly feel more dedicated to my job. But it is not crucial, a good ambiance at work is as important.	It is definitely related but it depends on the situation. I can also see it as two separate factors.	X
How does your creativity influences the work engagement	My work engagement comes not only from my creativity, also my sense for responsibility plays part. I also think that your personality is important when it comes to work engagement. But in the end I think that creativity definitely plays part when it comes to work engagement.	When I like a project and can use my creativity, my level work engagement will be higher. What starts with a good idea or concept has to finish with a strong result. I am really engaged to fulfil that.	I see it the other way around: whenever I feel comfortable and engaged to my work then there is room in my head for creativity.	My creativity influences my work engagement because I get challenged by my job to be creative and this leads to a higher level of work engagement. I like my job and I'm very dedicated.	It definitely does, especially when I'm programming, then the time flies because you are really creating something. When I can create, I like my job more than when working with data. When I can use my creativity my work engagement will increase.
View on: "Room for creativity results in a higher level of work engagement among employees."	I think this is true, at least in my case. Maybe it is not applicable to everyone, some people need structure and frames to work in. But for me this statement is applicable.	Yes I think so, creativity is a broad term, but I think that room for creativity and personal interpretation can result in a higher level of work engagement. Stimulating employees to take that extra	Creativity makes people more dedicated to their jobs and projects within their jobs. So in the end creativity stimulates the work engagement.	For me it does, but I can imagine that this does not apply for everyone. Some people don't want to be creative and need routine. It depends on your function and responsibilities.	This statement is applicable in my situation.

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