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The Organizational Creativity and its Relationship to Crisis Management in the Light of Coronavirus Pandemic

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Abstract. This paper aims to highlight the organizational creativity and how to manage crises, within the global pandemic crisis of 2019. Common that creativity and innovation are considered as core principles for the continuous advance of any organizational structure, through investment in ideas and manners; to modernize and cope with sorts of response to the performant and technological progress and changes, and to increase the competition effectiveness of the organizational structure, correspondingly. In the other hand, as it is typically recognized that any organization is affected by the external changes, conditions and occurrences; in positive or negative sides. Additionally, the essential pillars of such entities lie implicitly in the strong policies and strategies in dealing with such situations, and in maintaining its balance, especially in time of crises, in particular domestic domains, or crises of a global span. Through this presented paper, we target to approach the relationship between the organizational creativity and crisis management in linkage to the current global pandemic crisis ; as we extend the affecting features on the organizational structure creativity, and its communicative activities.

Keywords. Organizational creativity, crisis management, Coronavirus 2019, impact features, communication activities.

1. Introduction

With the traditional course of progress in all life domains and areas, and consequently with the emergence of innumerable structures and institutions with fixed principles and plans which are actively working for either limited scope or wider levels, with continuous strategies of modernization and progress to maintain their existence and effectiveness as well, through workable and creative thoughts and plans. For that ; organization innovation is seen as an important factor in the success of the institutions, whether in the short or long term, such as the acquisition of new skills and techniques in the workplace, and their strategic applications ; and practically this is not one of the fixed values, but rather due to the mastery of certain members of the institution in the conduct of its affairs, and with the emergence of Corona Pandemic, organizational power has strongly emerged in the light of several administrative crises of the solution of continuity, survival and development of working methods, therefore, we ask the following question : What is the effect of organizational innovation on crisis management in the light of the Corona Pandemic ?

2. Concepts

2.1 The concept of organizational creativity:

In their paper, Cunha and Verhallen (1998) state that organizational creativity refers to some new thing (idea, product, process) created by an individual or (individuals) working in an organization. As scientific and managerial techniques and strategies for any organization, operate to ensure integrating into management and technology progress with adapted policies to preserve their viability and effective performance, and as a response to modernized courses of leading and managing structures. The creativity aspect exists in most sectors, as it takes various forms and tools, furthermore, such vital principle is perceived to be a standard for any organization type continuity. Additionally, it is largely agreed that creativity feature touches the core components of the organization, and that it works to mobilize the qualitative performance of such structure.

Creativity and innovation strategy of an organization relies essentially on numerous platforms which combine the human skills and performance, and the accurate employment of technology tools and techniques, and more importantly, as included component; the suitable and positive environment which serves as a motive to creativity, hence; to expand the competencies of the organization; according to its underlined scopes and services.

In the course of the organization activities and services, therefore, it is subjected to either domestic or external occurrences and changes, or even crises; which affect its functioning or productive processes.

2.2 Crisis Management:

Crisis concerns almost all the organizational entities, and more specifically for the productive structures and companies, as it represents a crossroads; either to make any organization persists or collapses, and that it is depending on the organization strategy, skills, preparedness and measures taken in dealing with troubles throughout management experts, and in this regard, crisis management thus, according to Holmgren and Johansson (2015) is to identify, act on and recover from a crisis.

Crisis Management policies endeavour to principally; make organizations and companies avoid certain losses and damages, not only that, but also to fix organizations persistence with collaborative and communicative networks within these structures. It is comprehensively perceived that such sorts of crisis consequently throw its ramifications on major and vital areas and sectors, as the economic enterprises are to have the worst hits, in terms productivity, trade exchanges and the financial incomes.

Along past and recent times, some waves of crises in critical sectors at international levels are marked, and recently; the internationally marked pandemic crisis of coronavirus which still records its crucial hits and damages since last December. To manage certain crises of any different nature, as it requires practical use of solutions, strategies and actions, it, hence requires as a core pillar a powerful leadership to manage and conduct the period of crisis, Leadership comes the first among the achievement criteria in crisis management (See Fenerand Civik 2015). Leadership, thus stands for leaders perceptives, thoughts and strategic solutions within skilful team to perform appropriately in managing the period of crises, in particular.

2.3 Corona pestilence:

Since last December, the entire world has been affected by a new viral pandemic wave. Coronavirus the pandemic; is becoming the hardest disease of the contemporary age, in view to losses and fatalities. The emergence COVID-19 in China at the end of 2019 has caused a large global outbreak and is a major public health issue (See Chakraborty and Maity, 2020). The

impacts, risks and difficulties of the current pandemic crisis lie in damages and shocks, remarkably at the social and economic levels, and thus, the global situation seems to be difficult. The present pandemic crisis also shows some fragile points in several sectors, especially in the lack of a considerable preparedness in most countries, and so it is the measures of crisis management and its abilities which are different from a country to another. As Coronavirus stands for a hard threat to all globe countries, with direct and indirect influences on vital areas, and economy field is traditionally at the top of immensely affected areas, especially in the age of globalization. Despite all of that, the effective applied strategies and plans to manage the pandemic crisis have a prominent role in mitigating the crisis risks, not only for the economy as a state sector but for organizations as dependent on independent structures, and which all refer to each organization experience and position to overcome any crisis.

3. Organizational Creativity

3.1 Stages of organizational creativity:

Successful and effective organizational creativity plans ensure and guarantee that any organizational structure can position effectively in globalization world. Organizational Creativity represents another categorized degree and level of creativity among others. As creativity; in general and all areas, is molded with progress in technology as a natural phenomenon and phase to adapt and adopt renewed techniques, programs and strategies within the organization.

Given that Organizational Creativity, hence, hence taken stages of realization. Accordingly, these stages are controlled by other elements, such as the organization components, policies and tools. Many theories stated the main stages of the organizational creativity as a vital process. Hage and Aiken explained through their provided perspectives towards the stages of the organizational creativity and set some major lines for the process. Basically, and according to their theoretical contributions, they set up as organizational creativity stages ; evaluation, initiation, implementation and routinization (Savvides,1979), as successively initial stages. Remarkably, it is certainly common to include that each stage of priorly mentioned stage as evaluation, for instance that it gives to the organization an approached analysis and statement around the creativity activity process, either through enhancing performance or correcting some gaps in the organizational creativity.

Other theorists, contextually, develop additionally a principal set of core steps and stages for the organizational creativity. Three major stages of generating ideas and opportunities, concept testing and development, and implementation, are creativity perspective of Rowley, (See Mishra and Maharana 2019) according to him, he sums up his proper knowledge and notion around stages in three axes of innovating ideas for organization , as well giving opportunities to the organization members. As organizations are of different nature of activities and competencies, either in individual, collective or wider structures, this nature of function also determines the quality and types of innovative thoughts and services of the organization.

3.2 Types of organizational innovation:

The nature of the organizations activity draws the kinds of organizational innovation. A large and important consideration is given to the managerial community and components within the organization. Initiatives and renewed alternatives are considered to be key innovative choices. The organizational innovation also gives its types from the management actions and competencies of the organization structure. In this regard, experts and scholars provide various types and classification to the group of organizational innovation types, as a way to illustrate, Damanpour, among others, it could be in similar or different degrees of perspectives, stated that innovation can be a new product or service, a new production process technology, a new

structure or administrative system, or a new plan or program (Demircioglu, 2016). This statement leads to underline essential types of organizational innovation be categorized in technical, productive and administrative types of organizational innovation.

Among theorist, experts and specialists in organization understandings and management, they develop and agree approximately on different categorizations of types of organizational innovation, though they differ almost in its forms, but they meet in its deep content. As addition to innovation types in organizations, add other types of organizational innovation according to their perspectives. for instance, and to expand, D. Teece explains his conception of organizational innovation types, as he argued that the two main types of innovation are autonomous and systemic innovation...(SeeLam,2004), and implicitly, it is perceived to acquire that ways and strategies of function to organizations determine the types of extracted types of creativity, which come as consequences for the managerial organization of such structures.

3.3 Factors affecting the organizational creativity:

The organizational creativity comes in various forms and takes certain stages of fulfillment, and that it is according to each organization nature. In each creative process for any organization; as its nature of function gives influence in the societal groups and environment, in the other side, any organization is surrounded by a range of affecting elements on its competency areas during its strategic performance and process. These elements offer direct or indirect influences on its activities and services, therefore, beside crises which take a wider amount of the organization consideration, importantly, features as domestic or external for instance regional and international occurrences and human resources, technical and productive conditions can either positively or negatively affect, determine and engross any organizational structure.

According to many experts and theorists, the affecting factors the organizational creativity come in key categories among which; human and strategic skills. The key traditional elements which influence the organizational creativity are organizational climate, leadership style, and organizational culture, resources and skills, and the structure and systems of an organization... (Khorshidi, Abdoli, KhorshidiR, 2013) are the factors which affect any organizational creativity, and relatively ; various elements of different theoretical and strategic perspectives classify, hence original aspects which control and affect the organizational creativity ; for instance the individual and collective performance and innovation, likewise, sorts of interaction within the organization activities.

Through an approached understanding to sub- components of the previous factors, initially; it is important to ensure that most organizations; and as major basics for its functions and services that good climate or atmosphere serves as a motivational factor for creativity with a collaborative performance, then, basically leadership styles and thoughts represent a core principle for either well-managed and creative organization, through the exposed and applied plans of management. Thus, it is wisely and scientifically perceived that working with such core influential components as well setting progressively good policies and techniques to equally fix the organization power and improve its image ; accordingly to each organization adopted type of activity, services or production.

Building such workable basics and plan strategies for any organizational structure can give a considerable amount of experience and preparedness in dealing with different situations and expected troubles and internal or external crises. The core factors and components, among, others, of the organizational creativity can make any organizational entity enhance its progress or contribute to weakens it; through a separating point of good and experienced utilization and employment of these elements, or in the contrary side.

4 Crisis management in the light of the Corona Pandemic:

4.1 Collecting information and dealing with the event immediately:

In time of crises, any organization needs to have the crisis merits available. Information is a prerequisite for effective emergency response (See Vichova and Hramoda, 2018). Common that collecting information about any crisis can assist in ways of managing and dealing with the crisis ; in terms of setting the appropriate and urgent basic plans and strategies, for both ; to mitigate losses and to maintain the organizational performance and ordinary services. Collecting information about any crisis of different nature, field and position, demand essentially of any organizational structure to determine its potential extend and to identify the organization position amid the crisis; with consideration to its level, either locally or within a global scope, in addition to building predictions around the organizational activities amid the crisis, for the short and long terms, in accordance with the extracted statistics and schemes. Practically, organizations refer to emergency plans and procedures to conduct the crisis period, at the level of human resources and technical measures, as a response to the crisis updates. Good control and management of certain crises is explicitly realized through quick policies and available requirements. In the age developed technologies of communication, it is becoming easier for organizations to gather information about the crisis. The intensive flow of information within an organization ensures information needed for good decision-making (Vukajlović, Simeunović, Beraha and Brzaković, 2019). As Coronavirus broke out, most organizations in different areas and fields are forced to adapt and draw up urgent plans which can serve their managerial course and to avoid any huge losses. The new viral pandemic of 2019 demands of organizations, essentially, to collect information about the phenomenon; amid the daily huge numbers of infected people, fatalities and losses, namely by 2020 until today. The non- stop availability of the pandemic crisis contribute to track the pandemic course in different levels, not only for organizations but to countries as well as.

Organizations get provided with information through various resources and channels, such medical information distributed by the health institutions, the World Health Organization, for instance, beside labour technical procedures, as well from the traditional and trusted virtual mass media. The pandemic phenomenon crisis and organizations crisis management are relative to organizations countries preparedness and policies to manage the crisis, with unexpected emergence of employees concerns; in relation to precautionary measures, and in the other hand, the consequences of the pandemic crisis on labour's situations and jobs. Among major factors stated by a group of authors around information importance, a factor of establishment of crisis information communication channels and health education platforms, which is an important communication component in crisis management(See Shangguan, Wang and Sun, 2020). Furthermore, the World Health Organization recommendations; it insists on easier information exchange and provision around the pandemic of Coronavirus, through its global guideline (See Department of Global Communication UN). Thus, the new pandemic crisis management in organizations is considered to be a challenge, in terms of decisions taken, and resulted achieved in managing the viral pandemic crisis.

4.2 Defining the communication plan

Organizations basically rely on their business, production, services and crises management on communication techniques, either internal or external communications. Communication strategies for any organization are part of its management plans to provide and exchange information around its concerns as well as external occurrences and developments, through information channels and means. Communication planning is an essential element in crafting a communication strategy that will work to support the success of the project or other activity being managed (BourneL, 2015). Particularly, communication plan within the organization;

assists in expressing and sharing thoughts among the members of the organization, in ordinary or exceptional times of crises.

Communication plans are also important for the organizational structure objectives ; to make them largely expanded to all parts ; in regard to its activities quality and space of reach.

In Corona Pandemic phenomenon, it is regularly important for organizations to ; beside getting information available about the viral wave, so it is the organizational capacity to cope with the crisis according to provided information , thus, methods and actions taken to fight the pandemic crisis and to preserve at least an average performance and productivity ; all these features will determine the organization success in managing the crisis, and in the other hand to avoid certain amounts of losses and burden. Updated communication plan gives a direct contact within the organization network and also with external environment and public. Exclusive and special communication plans of crises times will contribute a state of chaos and disorder for any active organizational structure.

As communication plan model, and amid its continuous operations of providing information and guideline, the World Health Organization (W. H. O) gives and updates a model communication plan which defines certain major steps to follow and apply for outbreak management (See WHO, 2008) . Quick and effective workable techniques and strategies within the organization communication plan has multiple advantages for the organization, internally with the functioning group, then with public and for wider impact among regional or international span, therefore, as stated by Ozuna, 2020, now is the time, amid global pandemic and economic uncertainty, to implement the crisis communication plan for your destination organization (Ozuna, 2020).

4.3 Evaluating the crisis communication activity

The evaluation process of any activity or project; basically relies on the achieved results throughout certain applications of practical policies and stages. In crisis management, any organization determines through evaluation process; the results of its activities to manage the crisis in terms of quality and effectiveness of these activities. As being part of the organizational institutions plan, the communication plan of crisis management is also submitted to assessment. The evaluation takes steps to estimate and check the performant human and technical strategies during or after the crisis as scheduled and planned, not only that, but also to examine the organization ability to maintain the ordinary creativity within such crisis. Contextually, in this regard, some researchers add that the organization should be evaluating its own policies and programs to determine present and future strategy as well as capturing lessons learned from successes and failures in managing risk and emerging issues(Lawson,2017).Reports of evaluating the crisis communication activity for any organization records assessment to the performance of the components of communication plan set to manage and conduct the crisis, through scientific and statistical analyses and procedures.

Periodically and regularly, amid the pandemic crisis, organizations of different activities nature and sectors; submit their organizational activities, services and programs to evaluation to control and check the effectiveness of the set plans during this crisis, and thus, the survival and persistence of organizations are dominate initially by their powerful efforts, leadership and their capacity to handle burdens of the crisis at all organizations levels.

5. Conclusion

The organizational creativity is considered to be a feature of continuity to the organization. The organization concern to renew its strategies and thoughts; and to adapt them in accordance with the external changes and development; represents a key element of success for the organization. Given that the organizational creativity establishes an environment for competition; within the

organization members for useful notions and inspiration, as well as at the external scale among organizations. In the other hand, the capacity of organizations in managing crises is governed by their strategies set out. These strategies are also considered as standards of good management and success which embody the right planification and approach used, specifically in times of crises. The pandemic crisis of late 2019 stands for a test for organizations and their performance and resistance capacity as well preparedness. In reference to that, the organization strength is perceived through its structural components, with more importance to its core pillars, at the top of them, leadership and good and progressive plans of management and clever integration in the regional and global levels.

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