

CONSIDERATIONS REGARDING THE SIZE OF INNOVATIVE ORGANIZATION IN THE KNOWLEDGE ECONOMY

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Abstract

In the knowledge economy innovative and creative entities are potential successful actants. This is because the basic characteristic of organizations in the context of the knowledge economy is innovation. Organizations that are currently developing are those in which the entrepreneurial spirit and creativity manifests. An analysis of successful organizations revealed that innovative entities have certain dimensions that can be not only identified but also quantified, which contributes to creating a successful organization in the context of the knowledge economy. Obviously, the premise of the study is that innovation is a complex organization of people who have high capacity for innovation, the synergy created conferring specific characteristics to that legal entity. Conducted analysis revealed that innovative organizations are not devoid of traditions and customs, but contrary, their major role is to provide the foundation of innovation mechanisms developed within legal entities, elements of organizational culture.

Keywords: organization, innovation, creativity, knowledge, organizational culture

JEL Classification: JEL. D83, M14

1. Introduction

Literature successfully manages characteristics of the knowledge economy. One of these features is innovation, closely linked with creativity.

Starting from the idea that creative and innovative entities can model economy and society, the study analyzes the successful entities (businesses and individuals) who have been the subject of another study on entrepreneurship in order to identify not only their size characterization in terms of innovation and creativity, but also the mechanisms of individual and organizational innovation.

The basic hypothesis of the study concerns the need for creativity and innovation at individual and organizational level, since any natural or legal entity devoid of creativity and innovation does not have much 'to live' in the context of the knowledge economy. Business people agree that a serious, competitive business has no shortage of creativity and innovation in relation to employees, customers, suppliers, partners and stakeholders. In the business world it is stated that market offered goods and services (competitive) are the

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result of employees' creative thinking and inventiveness. Obviously, the study reveals that not all organizational units and all employees identify themselves with the concept of creativity or innovation and not all the time, especially when synergistic efforts are directed towards achieving the immediate objective, clearly defined, but only for certain period of time. Moreover, previous research has led to the idea, considered the hypothesis of the present study, that not all employees feel good in a creative environment and can, under any circumstances, create such an environment. It is good that those express innovative spirit in their routine activity. Each entity has a well defined role in the effective functioning and performance of the organization or society.

2. Innovation and creativity in knowledge economy

Known is that in achieving a competitive economy, the focus is on three key factors: knowledge, innovation and entrepreneurship. Considering innovation as fundamental to a competitive organization it comes with the necessity of increasing innovation, creativity at organizational level so that entities can successfully cope with changes in the global environment, the time constant challenges, crises and change paradigms. Implementation of knowledge requires the courage to innovate and constantly manifest an entrepreneurial spirit. Research has shown that investment in human resources, in technology, design and dissemination of knowledge are ways to increase the capacity of proactive manifestation of entities in the current context in which they occur.

Entities who have information have power, including that of the environment occurs in specific proactive action. The success of legal entities is being associated with the number of creative and innovative people who compose it. These are likely to be creative whether there are within powerful technology, innovative spirit, talented employees and professionals, entrepreneurial culture, tolerance. Implementation of ideas in a legal entity represents innovation. But physical entities creativity, groups and communities is a necessary, but not sufficient for innovation [Amabile, (1996)].

Creativity and innovation are not just the preserve of legal entities, but rather of the individuals. Man, the essence of all things, is creative element, himself being a creative result of learning processes. Individuals can learn to be creative innovative in performance to what they do. Obviously, creative spirit manifests itself in a specific context, framework, including organizational and especially organizational. Legal entities are social systems, and creativity is a multidimensional concept that can occur in different areas. Social system components being [Bondrea, (1981)]: such material (product, technology, raw materials, etc.) such ideal (symbols, values, traditions, customs, rules, practices, etc.) psychological nature (attitudes, beliefs, ideas, prejudices, feelings, opinions, experiences etc).

About creativity Allport [Tucicov-Bogdan, (1973)] said that "psychic substratum of creation is irreducible to assume a general skills and personality to the new organization of mental processes in the system of personality."

Creativity is the key driver of innovation the development of personal, occupational, entrepreneurial and social well-being of all individuals in society. (Logo-ul Anului European 2009) [www.create2009.europa.eu]. Research has revealed that there is no universally accepted definition, nor for creativity or innovation literature managing a

number of studies which highlights the various definitions of philosophical perspective, economic, behavioral, psychological, artistic, etc., two phenomena, namely identifying the meanings of creativity, creativity goals, drivers of creativity (expertise, creative thinking skills, motivation, imagination), creative types (conceptual, artistic, scientific, technological, economic, entrepreneurship, etc.). etc.

For example, creativity can be approached from the perspective of product created, from the perspective of the creative process and creative person perspective. Whether it is addressed, creativity in organizations creativity is a cultural, if only because any creative person is a carrier of culture. Also created is a product of cultural creation organization. In fact, creativity is a complex personality trait of the individual / organization.

There are several theories on creativity [Bâtlan, (1993)], some in relation to technical developments (technical design, sociological theory, technicist theory, structuralism theory), and others in relation to the influence of psychological factors (associative theory, configuration theory, behavioral theory, theory and policy features, psychoanalytic theory).

Creativity at group level, community, organization, society is based on individual creativity. But no matter at what level manifests any creative process must generate something original and have value*. The value is considered to be a functional relationship between subject and object. Value is essentially a social relationship. It is essentially a social phenomenon whose existence is directly linked to the presence of capitalizing subject and object valued. Value is involved in a variety of forms of social reality, from trends and interests to projects and their implementation, from aspirations and ideals to particular human creations. But the value does not identify constitutive properties of things, with characteristics, defines the qualities that elements of reality only gets them for humans, according to the appreciative attitude of organizations. Unable to exist without social conscience, values are determined by social existence and are recognized as values by organizations in certain circumstances. Existence values involve preserving, transmitting, disseminating and their social recognition. For this purpose, people use and built their own languages, composed of material elements: objects, symbols, sounds, gestures, scientific forms of expression, physical or electronic models etc. These languages gains human significance, become understood, bearing political, aesthetic, scientific messages.

Treated in the literature, as a phase of creativity [Bâtlan, (1993)] innovation defines the unique organization of mental processes in the formation of the constructive system of personality skills to obtain new and original. A definition of creativity from an economic perspective reveals it as a first phase of the innovation process (Le grand ROBERT de la

* New and original perspectives on the value are presented in the following works: A. D. Xenopol, *La theorie de l'histoire*, 2ed, *Principes fondamentaux de l'histoire*, Ed. Leroux, Paris, 1908; P. Andrei, *Filosofia valorii*, Fundația Regele Mihai I, Bucharest, 1945; E. Lovinescu, *Istoria civilizației române moderne*, Ed. Ancora, Bucharest, 1924-1926; T. Vianu, *Introducere în teoria valorilor întemeiate pe observarea conștiinței*, Cugetarea Georgescu – Delafras, Bucharest, 1942; *Filosofia culturii*, ediția a II –a, Ed. „Publicom”, Bucharest, 1945; M. Florian, *Curs de filozofie generală*, Universitatea Bucharest, Facultatea de Filozofie și Litere, I, 1946-1947; M. Ralea, *Psihologie și viață*, Fundația pentru Literatură și Artă „Regele Carol II”, Bucharest, 1938; *Introducere în sociologie*, Casa Școalelor, Bucharest, 1944; M. Ralea, T. Hariton, *Sociologia succesului*, Ed. Științifică, Bucharest, 1962; L. Blaga, *Trilogia valorilor*, Fundația Regală pentru Literatură și Artă, Bucharest, 1946; I. M. Popescu, *Bazele teoriei culturii și valorilor în sistemul lui Lucian Blaga*, Ed. Eminescu, Bucharest, 1980.

langue française, 2ème édition, 1996). Also, innovation can be social, technical, economic, behavioral, etc.

As a result, creativity involves the following steps faze [Buzărnescu, (1996), Gary, (1996)]: change (adaptation of a situation to a new functional context), assimilation (familiarity with the logic of the work process, investigative technique and dexterity of execution), innovation (as the use of existing solutions in the field of activity), invention (as the application of original thinking and creative design).

In the knowledge economy, physical entities can achieve one or more hierarchical levels of creativity, as they were developed by Taylor [Băţlan, (1993)]. Thus, regardless of the activity and the size of the legal entity that manifests any physical entity may have or develop the following forms of creativity: creativity expressive (creative behavior) productive creativity procedural (behavioral style creative approach to the problem which reflected in processes and products, but have a low degree of originality and value) invented innovative creativity (show makers and creative thinking of people by creating new products or modifications and adaptations of existing ones) unpredictable creativity (creativity manifested at any time without human creativity factors, such as creative thinking to harbinger of this phenomenon). In this sense, we can consider that, especially in the context of the knowledge economy, entities may exhibit different degrees of creativity in their activity in relation generated and generally throughout their socio-cultural and economic existence. Obviously, as the creative process to perform certain conditions, that is to unfold a series of triggers act of creation and innovation. The literature emphasizes different sources that can generate innovation within the legal entities in the context of the knowledge economy: *differential use of material and moral incentives* for associating the individual interests of members of the legal entity with its fundamental objectives and each compartment in part within it; *engaging all organizational members* in critical analysis of the organizational structure, rules, practices, procedures and so on, and clarify what needs to be changed in order to achieve high performance; *promoting interdisciplinary analysis of modern principles of managerial phenomena* by introducing decision models in each legal entity, methods, techniques and procedures that have proven validity in other organizational contexts; *using authority, the range of authority for the purposes of stimulating initiatives* and risk taking posed discovering and assuming new ideas; *degree of novelty of the business activity* of the entity and its potential for problems; *real and effective communication*; *entrepreneurial organizational culture* (attitudes towards risk, innovation, creativity, creative climate, work style where imaginative thinking is of particular importance participative management style, etc.) etc.

The hypothesis of the study, in fact confirmed, was that powerful entities have a strong organizational culture and employees are selected according to it. Obviously, organizational cultures are characterized by a high degree of innovation and creativity, as both phenomena occurs within an entity, individual and organizational leadership are stimulated by a creative and democratic participative management style. The research conducted revealed that elements of culture gained, namely traditions and customs are mainly triggers innovation and creativity at the organizational level.

Organizational culture is a source of creativity and innovation since is a phenomenon directly linked to performance, reflecting the propensity for risk-taking

systems performance related to creative and innovative efforts or, conversely, the tendency of inertial systems to avoid the risks and minimal involvement in creative approaches [Huțu, (1999)]. Moreover, creativity and innovation play an important role in all aspects of business performance extrapolation, from product idea, the design of such products and services, testing and marketing, manufacturing (introduction in process), promotion and distribution / delivery their environment and customer satisfaction research, develop networks and partnerships. The relationship between the creative process, the act of creation and performance studies, but less quantified is at interest among specialists and practitioners.

The paper may have maximum 2 levels of headings, but no more. Authors are encouraged to have their contribution checked for grammar. The text is to be typeset in 11 pt Times New Roman, single spaced, align justify.

Use footnotes for additional explanations. Please keep the number of footnotes to a minimum. Papers should not exceed 8,000 words.

3. Size characterization of innovative entities

The aim of scientific endeavor undertaken was to demonstrate not only the importance and the need to address to physical and legal entities in terms of creativity and innovation, but to identify the key issues and relevant mechanisms of these entities for the construction of models of successful organizations, the prevailing phenomena analyzed at individual and organizational level, obviously to ensure increased business competitiveness. Thus, the research revealed that the creative spirit is learned and inherited, learned through education and training or through self-education, namely inherited, situation in which an individual has specific personality traits of successful innovation and creativity, and a certain attitude, proactive behavior, and action-oriented leadership. Using a series of quantitative and qualitative methods (interviews, case studies, quizzes, tests), research has shown that successful entities are developing an entrepreneurial culture that prevails innovation, creativity and the accumulation of knowledge and that they have certain characteristics which may constitute elements of a successful business model.

Taking into account those many forms of creativity and innovation, the study mainly focused on conceptual and social creativity and social innovation. The creativity means the generation of new ideas or concepts, or new associations between ideas, knowledge and existing concepts. It was also aimed at identifying innovative dimensions to characterize entities in dual perspective: individual creativity and innovation, organizational creativity and innovation (of the group, territorial or structural unit, depending on the organization of each legal entity separately).

Thus, the dimensions of characterization of innovative entities in terms of the individuals who compose them, are relevant to the concepts of innovation and creativity approach (and social) in which the prevailing principle of empathy and a certain philosophy and strategic planning to position allows management to analyze and to argue the role of the individual within the entity, and the company in society and the impact it has on the environment or specific action.

As such, the dimensions can be analyzed on three levels: material (physical), social and cultural. In other words, the study reveals that innovation and creativity are conditional limited or favored by the values, norms, processes, capital (human, material, cultural, social, institutional, and structural) that organizational culture. From a cultural perspective, physical entity that is formed in a specific cultural space accumulates culture, while having the ability to use products in a creative organizational culture and society in which he lives and goes himself to create culture. By participating in the organizational culture, the personality of each member of the organization is objectified, contributing to enriching and transforming the cultural environment that shaped it. So any personality acts as a veritable cultural agent. Active relationship that man has with the cultural environment is highlighted by the fact that he chooses the organizational culture and society, the reactive or on its own initiative, certain that, after suffering some changes sometimes are included in own cultural budget.

As such, cultures analyzed are heterogeneous cultural entities as classified by Klempa [Klempa, (1993)], namely have a high level of innovative and creative risk-taking, have a thorough knowledge management (i.e. manifestations of creativity decision), learning is the main element of the implementation process of new knowledge for innovative projects, and to increase the ability to diagnose problems and systematic sources also in the process of hiring a new vision for the future of the company. Learning in the analyzed entities is a creative process that involves individual willingness to question their views and to stimulate others to do the same. This process derives from the paradigm that open communication and distribution of information and power in the entities can lead to better recognition of problems in defining and solving them. Such entities have been designed and developed as the create knowledge systems; have sustained concerns for creativity and innovation as key sources of competitive advantage.

Among the dimensions that characterize creative and innovative physical entities have been found a large proportion of the 200 personality traits identified by Davis [Davis, (1999)]: imagination, sensitivity to the problem (hence the manifestation of the creative spirit and inventive to solve those problems), curiosity, intuition, tolerance (including failure), independence, originality, nonconformity, analytic and synthetic spirit, spirit of observation, perseverance, desire pass / win, seeking feedback, problem solving persistent, initiative, responsibility, flexibility, imagination, oriented opportunities, optimism, self-confidence, high levels of physical and mental energy, skill practice, synthetic ability, analytical ability, thinking convergent / divergent, emotional intelligence, social intelligence.

Obviously, in the literature there are almost to each of these features methods, tools and test measurement (degree of creativity or creative potential and innovation) and to stimulate creativity and innovation (brainstorming, scenario method, morphological matrix method, Ishikawa diagram, Pareto chart, etc.). Also taking into account that the emergence and manifestation of creativity and inventiveness requires the existence of determinants of creativity and innovation literature reveals creativity indicators build on these factors. The study identified among the determinants of individual and organizational creativity and innovation contextual factors (economic, technological, cultural, social, demographic, institutional, structural) that can positively or negatively influence the creative potential and internal factors (individual and organizational): talent, tolerance, independence,

intelligence, vision, entrepreneurship, technology, organizational culture, characteristics of the entity, group work, managers, owners, personalities in the organization, the processes of recruitment, socialization and integration, the beneficiaries of the organization, the organization's philosophy, motivational process, organizational management, organizational relationships.

Dimensions of innovative entities can be easily quantifiable in terms of their outcome manifestation: economic impacts (economic performance) and social effects, i.e. profit, turnover, innovation index, the share of products under development in the supply of legal entities, the share of modern overall management methods and management, weight management decisions result of managerial creativity in all decisions, customer satisfaction, image entity stakeholders, the degree of membership of employees in the entity's objectives, etc.

However the study shows that innovation and creative requires a shift in reward organizational and even national entities which have a high creative potential, to effective manifestation. Of course, the reward system requires certain specific framework conditions primarily appreciation of values. The relevant framework to ensure these conditions are legislative regulations, administrative and specific markets and support programs of governments and other organizations.

The study conducted led to few concrete results (dimensions and mechanisms) that can be used to build a model of successful business organization in terms of the creative spirit and innovative networking performance. The analysis addresses four levels of impact on growth performance innovative spirit: the individual, the community / group, and organizational (company, organization, company) and societal level (macro level). The creative spirit is specific individuals, but also groups, companies and even corporations.

Based on the specific features of innovation and creativity held by entities analyzed can be considered as relevant not only psychological facilities but also the general and specific conditions necessary to encourage and promote inventive spirit: business culture, specific institutions, cultural institutions, markets financial, technology, infrastructure, management, flexible labor market, government policies to support and promote the phenomenon of innovation, education and training, access to finance, markets, structures, education and training, policy environment conducive to innovation. So the attitude, success-oriented and performance will generate actions using the abilities and skills event held for innovation and creativity in different shapes, sizes and areas, thus being the emergence of new companies, ideas, products / services, penetration new markets with new products, new ways to do things differently, but in a positive sense, efficient. Of course, all these actions will increase the competitiveness of entities to raise living standards and civilization that will generate synergistic new action spirits, positive ones [Popescu, Crenicean, (2012)].

3. Conclusion

Entities that show innovative and creative spirit are those that are socially responsible and achieve high performance. Although accredited the idea that innovation (creativity) is a necessity only in certain situations, uncertainty, chaos, crisis or rapid change

like the technology, customers' value, etc. However, based on the direct relationship between success and innovativeness, creative orientation to the act of creation is essential for any business and economics. For example, in 2009, the European Year of Creativity and inventiveness led by specialists consider creativity and innovation as the vanguard of the Romanian economy. Of course, while demonstrating that although there are many entities (physical and legal) successful in manifesting the innovative and creative spirit however, the Romanian economy has seen a tremendous growth due to the fact that conditions are not supporting and promoting the spirit innovative, but in a lesser extent.

Conducted study provide a broad framework for action in the scientific approach and practical in analysis of the impact on achieving innovative spirit for high performance, offering courses of action in order to develop successful models of entities that reveal different ways of enhancing the entire human creative potential and change of attitude entities success. In this regard, it shall require at least the following areas of research: analysis of the relationship between innovation and performance oriented entity, identify the basic conditions of manifestation of the creative spirit, learning to identify patterns in developing innovative spirit in terms of personal self-efficacy, analysis of the relationship innovation - intelligence in organization.

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