

The improvement of employees' creativity: the perspective of developmental human resource management practice

Li Xiaobo*

*Department of Management, Guizhou University of Finance and Economics, Guiyang, China
981485492@qq.com*

**Corresponding author*

Keywords: Employee creativity; developmental human resource management practice; promotion strategy

Abstract: After studying the relationship between developmental human resources and employee creativity, this paper discusses how to improve employee creativity from the perspective of developmental human resources management practice, so as to stimulate the source of innovation within the organization and even the enterprise.

1. Introduction

At present, the concept of rejuvenating the country through science and technology and strengthening the country through talents is deeply rooted in the hearts of the people. Employee creativity is the starting point of innovation activities, and it is also an important condition for organizational innovation and enterprise success^[1]. Therefore, it has attracted much attention and attention from all walks of life. Different human resource management has different effects on the improvement of employee creativity. In the context of the current 80,90, and even the post-00 s as the main force in the workplace, enterprises are also paying more and more attention to the development of employees and cooperation and symbiosis. Developmental human resource management practice, as a management method linking organization and employees, plays a significant role in the development of employees and the improvement of employee creativity.

2. The importance of employee creativity and developmental human resource management practices

2.1 Employee Creativity

Employee creativity in the field of human resource management refers to the creative process of individuals to produce novel and useful products and processes^[2], which can enable enterprises to survive and innovate in the fierce market competition, and can also enable employees to better complete their work tasks and achieve work goals. Employee creativity has two characteristics: novelty and usefulness. By enhancing the creativity of employees, it plays an important role in the transformation and upgrading of enterprises and the improvement of core competitiveness. When improving employee creativity, human resource management can play a corresponding role quickly

and effectively, promote enterprise innovation, enhance competitiveness, and adapt to a changing environment.

2.2 Developmental human resource management practice

Developmental human resource management practice (DRMP) was first proposed by Kuvaas. Based on employee perception, he proposed that this is a human resource management method that focuses on employee development and personal growth, which is defined as 'the degree of support and input of human resource management in the organization perceived by employees for the personal development of employees'^[3]. This approach emphasizes that the organization regards employees as the most important asset, promotes the professional skills and personal abilities of employees by providing training, education and development opportunities, and motivates them to maximize their potential at work. The goal is to cultivate employees' future developmental thinking and irreplaceable ability, enhance their sense of work value, and meet their achievement needs. The developmental human resource management practice measures employees' perceptions from three aspects: career development, training opportunities and performance feedback, so as to evaluate the developmental human resource management practice of the organization.

In the career development dimension, it measures the perceived importance of the organization to their career development, such as 'Does the organization really care about their career development', 'Does the organization provide them with a variety of career development paths'^[3].

In the dimension of training opportunities, we measure the number of training opportunities provided by the organization that employees can perceive and their satisfaction with these opportunities, such as 'whether employees are satisfied with the training and development opportunities provided by the company', 'whether there is a wide range of input in the organization to improve the ability level of employees', 'whether the organization is better than competitors in providing training and development'.

In the dimension of performance feedback, it measures employees' feedback on organizational performance evaluation, such as 'whether employees are satisfied with the way the organization provides performance feedback', 'the organization seems to be more willing to provide positive feedback on high performance than to criticize poor performance'.

From the above three aspects, it can be seen that developmental human resource management focuses on the personal development of employees and the improvement of personal ability to give employees more attention and training. Under the background of developmental human resource management, organizational employees have higher job well-being. Through the organization's own training and attention, it is easier to obtain good job performance and career success^[4].

3. Effects of developmental human resource management practices on employee creativity

3.1 The impact of developmental human resource management practices on employee creativity

(1) Training and development

Developmental human resource management emphasizes the learning and development of employees. It provides employees with training, courses and career development opportunities, so that employees can continue to learn new skills and knowledge, master a wider range of skills and technologies, and promote their personal growth. This continuous learning environment helps to motivate employees' creativity, as they are able to think from different perspectives and try new methods and technologies, thus maintaining a high level of creativity in the organization and providing a steady stream of motivation for enterprise innovation.

(2) Incentives and rewards

Developmental human resource management usually designs incentive and reward mechanisms. These rewards may include promotions, bonuses or other forms of recognition. When employees feel recognized and valued, they are more motivated to try new ideas and innovative solutions. Therefore, developmental human resource management can motivate employees to give full play to their potential to enhance their enthusiasm and motivation for creativity, thereby encouraging employee innovation and creativity.

(3) Open communication and culture

Developmental human resource management advocates open communication and culture and encourages employees to share ideas and suggestions. This open environment can promote innovation and creativity, because employees feel that their views are respected and valued, and in an open environment, the thinking of everyone's ideas will spread further, there will be more new ideas and inspiration, and the creativity of employees will be improved.

(4) Encourage teamwork and diversity

Developmental human resource management emphasizes the importance of teamwork and diversity. Good leadership support and organizational culture that encourages innovation are key features of developmental human resource management practices. Leaders' support and motivation can enhance employees' confidence and motivation, thus promoting them to participate more in creative work. Moreover, by promoting diverse thinking and experience in the team, employees can draw inspiration from each other's perspectives and ideas, thereby enhancing creativity.

4. Enterprise employee creativity promotion strategy based on developmental human resource management practice

4.1 Encourage independent thinking and expression of views

Enterprise should provide an open and inclusive working environment, so that employees dare to express their ideas and views; regularly organize internal seminars or brainstorming activities to encourage employees to actively participate and share their opinions.

4.2 Diversified training and development opportunities are provided

According to the employee's interest and career planning, enterprise should provide diversified training courses, such as innovative thinking, leadership development, project management, etc.; encourage employees to participate in external training and learning to broaden their horizons and knowledge; establish employee development funds to support employees to participate in work-related refresher courses or seminars.

4.3 Establish innovation incentive mechanism

Enterprise should establish an innovation reward system to give material and spiritual rewards to employees who propose and implement innovative ideas; incorporating innovative achievements into the employee performance appraisal system and encouraging employees to actively engage in innovative activities; encourage employees to participate in innovative projects and provide employees with the necessary resources and support.

4.4 Strengthen teamwork and knowledge sharing

Enterprise should establish cross-departmental and cross-functional teams to promote communication and cooperation among employees in different fields; regularly organize team

building activities to enhance team cohesion and cooperation spirit; encourage employees to share their professional knowledge and experience, and establish knowledge sharing platforms or internal forums.

4.5 Provide autonomy and freedom

Enterprise should give employees more autonomy and decision-making power, so that employees can play a greater initiative and creativity in their work; encourage employees to try new working methods and techniques to provide employees with opportunities and space for trial and error; establish an employee innovation fund to support employees to carry out independent innovation projects.

4.6 Cultivating diversified thinking and challenging spirit

Enterprise should encourage employees to think from multiple perspectives and cultivate the ability of multiple thinking and cross-border integration; set challenging goals to stimulate employees ' fighting spirit and creativity; encourage employees to come up with new solutions and ideas, even if these ideas may differ from existing practices.

4.7 Creating an innovative atmosphere and culture

Enterprise should advocate an open, inclusive and collaborative corporate culture, encourage employees to try and innovate; organize innovation competitions or innovation week activities regularly to stimulate employees ' enthusiasm for innovation; to set an example of innovation within the company, to recognize and reward employees who have achieved outstanding results in innovation.

4.8 Focus on employees ' mental health and well-being

Enterprise should care for employees ' mental health and well-being, provide the necessary psychological support and help; regularly organize employee health checkups and mental health lectures to improve employees ' health awareness and self-care ability; encourage employees to participate in social activities and interest groups, enrich their amateur life and spiritual world.

References

- [1] Li Ru, Chen Jiayi, Zhao Shuming & Li Jincheng. *The Influence Mechanism of Perceived Developmental Human Resource Management on Employee Creativity: From the Perspective of Social Information Processing Theory*. *Science & Technology Progress and Policy*, (2024). 1-9.
- [2] ZHOU J. Feedback valence, feedback style, task autonomy, and achievement orientation: interactive effects on creative performance [J]. *Journal of Applied Psychology*, 1998, 83(2):261-276
- [3] KUYAAS B. An exploration of how the employee-organization relationship affects the linkage between perception of developmental human resource practices and employee outcomes[J]. *Journal of Management Studies*, 2008, 45(1):1-25.
- [4] Wang Hongchun, Liu Xue & Liu Shanshi. (2015). *Research on the Construct and Its Influencing Effects of Cooperative Human Resource Management*. *Chinese Journal of Management* (11), 1614-1622.