

Management summary

Nowadays, companies are faced with fierce competition in the markets in which they operate. If a company cannot lead the market or keep up with its competitors, it will eventually be outperformed by its competitors and driven out of the market. For Royal Philips, a technology driven company, stagnation in its ability to timely introduce valuable products to the market leads to deterioration of its market share. In order to ensure long-term survival, Philips Research should be able to develop groundbreaking innovations, which are launched into the market before competitors introduce any competing products. This leads to a situation where Philips Research and its employees are under time pressure to be creative.

This research looks into the relationship between creative time pressure and creativity. Specific interest is in the situation where it is possible to be creative under time pressure. The main research question of this research is:

Which characteristics of the creative team climate should Philips Research stimulate in order to positively moderate the relationship between creative time pressure and creativity?

Following the literature on creativity and creative time pressure and along the lines of three characteristics of the creative team climate, seven variables have been identified which positively moderate the relationship between creative time pressure and creativity. With respect to the characteristic 'Vision' it is expected that the relationship between creative time pressure and creativity is positively moderated when the employee has clear team objectives, when the employee feels that the organization perceives his work as important, and when the employee is committed to the organization. Referring to the characteristic 'Support for creativity', the relationship between creative time pressure and creativity is positively moderated by managing via trust, when the employee receives support for creativity by his supervisor, and when he receives support for creativity by family and friends. With respect to the characteristic 'Participative safety', the relationship between creative time pressure and creativity is positively moderated by support for creativity from coworkers.

To investigate these variables, short questionnaires and semi-structured interviews were held with twelve respondents in Philips Research. The respondents worked on one out of three projects, which were selected based on discussions with representatives from the Research Program Office /Program.

The results from this research show that the relationship between creative time pressure and creativity is positively moderated when the employee is committed to the organization. The results do not support the hypotheses on the other variables, as based on the literature.

Based on these findings, the recommendation is made to Philips Research to put effort into increasing the level of employee commitment that their employees have towards Philips Research. This research gives a first indication of the ways in which the level of employee commitment towards the organization can be increased.