

Managerial Encouragement, Organizational Encouragement, and Resource Sufficiency and Its Effect on Creativity as Perceived by Architects in Metro Manila

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Abstract : In highly creative environments such as in the business of architecture, business models exhibit more focus on the traditional practice of mainstream design consultancy services as mandated and constrained by existing legislation. Architectural design firms, as business units belonging to the creative industries, have long been provoked to innovate not only in terms of their creative outputs but, more significantly, in the way they create and capture value from what they do. In the Philippines, there is still a dearth of studies exploring organizational creativity within the context of architectural firm practice, let alone across other creative industries. The study sought to determine the effects, measure the extent, and assess the relationships of managerial encouragement, organizational encouragement, and resource sufficiency on creativity as perceived by architects. A survey questionnaire was used to gather data from 100 respondents. The analysis was done using descriptive statistics, correlational, and causal-explanatory methods. The findings reveal that there is a weak positive relationship between Managerial Encouragement (ME), Organizational Encouragement (OE), and Sufficient Resources (SR) toward Creativity (C). The study also revealed that while Organizational Creativity and Sufficient Resources have significant effects on Creativity, Managerial Encouragement does not. It is recommended that future studies with a larger sample size be pursued among architects holding top management positions in architectural design firms to further validate the findings of this research. It is also highly recommended that the other stimulant scales in the KEYS framework be considered in future studies covering other locales to generate a better understanding of the architecture business landscape in the Philippines.

Keywords : managerial encouragement, organizational encouragement, resource sufficiency, organizational creativity, architecture firm practice, creative industries

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