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## Dynamic Employee Engagement and Corporate Creativity: Theoretical and Extant Literature Approach

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### **Abstract:**

*The study examined dynamic employee engagement and corporate creativity using theoretical and extant literature approach. The objectives of the study are to; examine the influence of meaningfulness of work on corporate creativity, employee's commitment on corporate creativity and conducive atmosphere on corporate creativity. Theoretical and extant literatures were extensively reviewed. It was discovered from the review of extant literature that conducive and empowering atmosphere in the workplace have positive relationship with employee creativity, employee engagement not only in the area of high productivity but also helps to generate high profit. Corporate creativity, innovation and high customer satisfaction and empowerment leads to autonomous motivation which has positive relationship with corporate creativity. The study therefore, concludes amongst others that; meaningfulness of work, commitment and conducive atmosphere are not only relevant in enhancing employee engagement but are also significant in encouraging corporate creativity and innovation. Also, ensuring the concept of employee engagement in the workplace will help to unleash corporate creativity in the workplace.*

**Keywords:** *Dynamic Employment, Employees commitment, corporate creativity, conducive atmosphere, meaningfulness of work*

### **1. Introduction**

A well-working association is the result of its sound, innovative, submitted and persuaded representatives, who can be named as 'drew in representatives. The investigation was set off by thought of how firms flop today. Dynamic as a term has to do with a procedure or framework that is described by steady change, action, or progress. Enterprises are progressively tested to grasp participate imagination and development as key driver to unmistakable and economical capabilities. This enhances the requirement for improvement of reasoning associations and execution of conscious proportions of tapping individuals' inventive and imaginative limits so as to stay important.

The endurance of corporate organizations on amplifying benefits from existing abilities, while perceiving and changing in accordance with the way that what may work today may not really work later on (Kortmann, Gelhard, Zimmermann, and Piller, 2014). To make or keep up their organizations' gainfulness, pioneers of organizations must endeavor to connect with workers (Kortmann et al., 2014). Be that as it may, pioneers may once in a while battle to adjust their association because of progress in the event that they limit their concentration to existing items and procedures (Hill and Birkinshaw, 2012). Seeing how to deal with the harmony between representative relations, receiving development, and boosting momentary benefits is basic to business pioneers guaranteeing a suitable future for their companies (Hill and Birkinshaw, 2012).

The utilization of trend setting innovations, abilities, best practices, and instruction has assisted with expanding the efficiencies in many significant associations and firms. In any case, withdrew representatives who have brought down profitability since the 2008 budgetary emergency have influenced the money related exhibitions of numerous associations (Purcell, 2014). Conversely, improved worker efficiency positively affected authoritative budgetary execution. Authoritative profitability is controlled by representatives' endeavors and commitment (Musgrove, Ellinger, and Ellinger, 2014). Relational exercises influence profitability; subsequently, authoritative execution. The quickly changing examples in data, ever-expanding rivalry among firms, changes in data bundling and methods of access, the broad effects of innovation have all required a more noteworthy requirement for constant innovativeness and development in all activities today.

Be that as it may, innovativeness and development can neither be forced nor driven by separated representatives. A worldwide exploration by Gallup (2005) announced that lone 29% of organization workers are locked in while others are either somewhat connected with or totally separated. Without a doubt, earlier investigations insisted that withdrew workers are a risk to the association and scarcely rock the boat while connected with representatives show enthusiastic

occupation connection, open responsibility, expanded efficiency, high employment energy, and as a rule they go additional miles to accomplish their set objectives (Shuck, Rocco and Albornoz, 2011; Abraham, 2012; Right Management, 2009 and Echols, 2005).

Numerous associations today lose their top entertainer workers to the contenders for no clear reasons. In any case, some representative turnover is ordinary, yet in the event that an association is genuinely captivating its representatives, the chance of startling loss of talented, experienced and propelled quality workforce will be less. Worker Engagement is apparently the most basic measurement for associations in the 21st Century. Most if not all, of the other key estimates that reflect and drive hierarchical execution (consumer loyalty, innovativeness, development, benefit, efficiency, unwaveringness and quality) are results of connected submitted representatives. The examination proposed that degree of representative unique commitment prods corporate inventiveness in the firm.

### *1.1. Problem Statements*

Earlier investigations on worker's commitment gives associations priceless data, on the grounds that having the understanding that employees are locked in or withdrawn is just the initial step. Invariably, from Economic Meltdown, numerous business undertakings are concentrating on human resource (HR) conservation procedure for cutting expense. Directors in present day business undertakings have the option to make a move and concoct procedures expected to comprehend and act upon during difficult circumstances rather than employee's withdrawal in order to improve corporate innovativeness.

Today, dynamic worker commitment has become an administration need as they continually look for changed strategies to keep their work-power locked in. Administrators wind up being tried each day on its abilities to keep its representative connected because of financial fancies. It is the accept that seriousness of work is related with results that representative's esteem, including upgraded work fulfillment commitment and prosperity which most occasions get hard for the worker to assimilate. Working condition implies those procedures, frameworks, structures, devices or conditions in the work environment that sway well or ominously on singular execution.

Representative duty might be focal in the forecast of innovativeness since workers assume basic jobs in the imaginative procedure, which encourages hierarchical development. One of the urgent parts of the advancement procedure is the inspiration of people to become and remain inventively drew in grinding away. Most chiefs do not have the comprehension of the key drivers and the dynamism of commitment and withdrawal, and how to be vital so as to design exercises or activities that will have the best effect on expanding commitment.

All around, producing firms, Banks and other current foundations are decreasing their workforce. In this turn of events, questions like how these organizations can improve their corporate innovativeness and creation abilities with constrained work power stays a test to directors. Therefore, this paper seeks to examine the influence of meaningfulness of work on corporate creativity, employee's commitment and conducive atmosphere on corporate creativity using extant literature on the subject area of this paper.

## **2. Review of Related Literature**

### *2.1. Concept of Dynamic Employee Engagement*

Dynamic employee engagement centers around how to be key so as to have the option to design exercises or activities that will have the best effect on expanding commitment. Dynamic commitment furnishes administrators with the comprehension and procedures so as to have the option to design exercises or activities that will have the best effect on corporate inventiveness (Devi, 2011).

An employee could also be found to be experiencing three different levels of engagement. He could be engaged, not engaged or disengaged. Engaged employees are those who work with passion towards the organization's goals. An employee who is not engaged is one who is seen to be participating but not with passion and energy towards the organization's common goal. Disengaged employees are those who are unhappy at their work an act out of their unhappiness. Engagement is also found to have three different facets, Intellectual engagement that refers to dedication towards performing better at one's job, affective engagement or feeling positive after performing one's job and lastly social engagement which is involved in discussions with others about enhancing work related improvements. Employee engagement is defined as a distinct and unique construct that consists of cognitive, emotional, and behavioral components that are associated with individual role performance (Shuck, Rocco & Albornoz, 2011).

Fleming and Asplund (2017) portray employee engagement as the capacity to catch the heads, hearts, and spirits of your representatives to impart an inherent want and enthusiasm for greatness. McEwen (2011) presents employee engagement as the emotional and psychological association representatives have for the association that drives them to apply optional exertion at work. Abraham (2012) clarifies representative commitment as how much laborers feel work fulfillment and a passionate association with the accomplishment of their association while Devi, (2011), portray it as the outfitting of association part's selves to their work jobs coming about to them being mentally present when involving and playing out a hierarchical job.

Sundaray (2011) stressed the intellectual, passionate and intelligent components related with representative commitment psychological commitment is representatives' convictions about the organization, its pioneers and the working environment culture. The enthusiastic viewpoint is the way representatives feel about their organization, their pioneers and their associates while the intuitive factor is the worth included part reflected in the measure of exertion representatives put into their work (Davcik, 2013).

The HR specialists have all-inclusive been vocal on the requirement for associations to devise systems of guaranteeing representatives are locked in at the working environment for authoritative exhibition greatness. Lion's share of corporate chiefs is progressively regarding a connected with workforce as a hierarchical need (Shuck and Wollard, 2010). Shuck, Rocco and Albornoz (2011) in an exact investigation, gave the case of North Shore LIJ Health System that as of late put \$10 million into preparing and improvement with assurance to raise commitment levels inside their association.

## *2.2. Determining Factors of Employee Engagement*

Employee engagement involves inter-linked aspects that move staff beyond satisfaction hence better understanding of employee engagement and practical strategies is critical for developing an engaging culture at the workplace. Lockwood, (2014) was the first researcher to specifically conceptualize and test antecedents and consequences of employee engagement. According to McEwen (2011), engagement results from how employees perceive and evaluate their work experience, including their employer, its leaders, the work itself and the organization's environment. Bakker and Demerouti (2008) evidenced job resources, salience of job resources, and personal resources as key drivers of work engagement.

Moreover, Anitha (2014) contended that worker commitment is controlled by initiative, group, associate relationship, preparing, vocation advancement and pay. Other are essential trait incorporates, authoritative strategies, techniques, structures, frameworks, and work environment prosperity. In an audit paper, Blattner and Walter (2015) exhorted that so as to affect representative commitment, directors should focus on staff abilities, information and ability. Echols contended that when representatives' familiarity with their quality is connected to their ability, it drives commitment level and henceforth elite. Garg and Kumar (2012) proliferated that work commitment is portrayed by vitality, fulfillment, association and adequacy. There are a few moves that associations can make to drive worker commitment which includes cautious design of precursors to representative commitment. Representatives need the ability to draw in, motivations to connect with and the inclination that they are allowed to connect with preparation and design limits (SHRM, 2012). As indicated by IPMA-HR (2010), the worker commitment needs of an association can best be satisfied through reception of an all-encompassing way of thinking that shows a system or model of concern, gratefulness, regard and support for all representatives.

Drivers of Employee Engagement Many of the examination considers attempted to distinguish what are the main thrusts of workers to cause them to connect with (Robinson, Perryman and Hayday, 2004). The components which propel representatives to exceptionally draw in are numerous yet most significant elements are: Trust and Integrity, Nature of Job, Career Growth and Opportunities, Pride of the Company, Co-Workers and Team Leaders, Employee Development, Relationship with the directors, Employee Rewards and Recognition, Competitive Pay Benefits, Creating Service Centers, Healthy Work Environment, Clarity in Communication, Effective Leadership and Autonomy to carry out the responsibility.

## *2.3. Consequences of Employee Engagement*

Employee engagement has gained attention across many organizations with biasness to high productivity and improved performance excellence. Perrin (2003) earlier found that engaged employee led to 19% increment of operating income. According to Abraham (2012) and Right Management (2009), employee engagement results to better customer service, innovation, productivity, low staff turnover, dedicated workforce, great sense of work commitment, willingness to put extra time in the job, and pride in their work. Abraham (2012) and Anitha (2014) suggest that the presence of higher level of employee engagement significantly reduces turnover intention. Bersin (2014) were the first to take a gander at worker commitment from business point of view and exhibited a connection of representative commitment with expanded business results. Abraham (2012) revealed how organizations with exceptionally drew in workers recorded an improvement of staff efficiency by 26%, while all out comes back to investors went up by 13% over a time of five years. Bersin (2014) in Shuck, Rocco and Albornoz (2011) gave the case of Caterpillar, a huge global development gear provider and producer which evaluated a sparing of the \$8.8 million in turnover costs alone by expanding the extent of connected representatives offer reparations of their European-based plant.

## *2.4. Employee Engagement and Corporate Creativity*

Representative commitment and innovativeness in the working environment have become progressively significant determinants of hierarchical execution, achievement, and long-haul endurance (Anderson, Potocnik and Zhou, 2014). Exceptionally connected with workers don't have the overall inclination to encounter the troubling feelings, for example, dread, misery, and dissatisfaction that is normal for anxious people. Interestingly, they appear to have an air towards gladness, amiability, and high action (extraversion) (Bakker, 2009). Elevated association among representatives and their work triggers inventiveness and advancement (IPMAHR, 2010) and that is the reason Sundaray (2011) noticed the incredible requirement for representatives to be adaptable, creative, and ready to contribute past the typical assignments. Sundaray considered worker commitment as key to holding gifted individuals and as wellsprings of unmistakable skills which are exceptionally hard to copy. This likewise infers connected with representatives are excited about their work and will regularly be completely drenched in their activity. The results will be improved methods of doing things placing innovativeness and development into incredible point of view.

## *2.5. Meaningfulness of Work and Corporate Creativity*

The experience of weightiness of work is encouraged by building solid authoritative societies and personalities, and through groundbreaking and visionary initiative (Pratt and Ashforth, 2003). This guarantees union and shared

comprehension, which thusly empowers a feeling of having a place and inventiveness by representative. Bailey and Madden (2015) exhibited that importance of work can be experienced by representatives in various zones of work, even those territories that are seen as generally low-gifted and have positive commitment to corporate innovativeness. The level of significance people credit to their work assumes a significant job in molding their inspiration and in enlarging a feeling of development, prospering and improved results (Pratt and Ashforth, 2003). On the other hand, an absence of significance can prompt a feeling of distance (Aktouf, 1992). We place that the importance cultivated by aware and caring cooperation further empowers the assignment center, investigation, and mindful relating that drive flourishing at work (Spreitzer et al., 2005) and which, thus, support inventiveness. We consider first how weightiness in work and afterward importance at work are drivers of encountering essentialness and learning, the twin parts of flourishing.

Meaningfulness in work refers to the significance of what individuals actually do. People can find meaning in their work by crafting it in such a way that the work fulfills their inner needs and enables them to construct a positive identity (Ashforth & Kreiner, 1999; Furey, 1997; Wrzesniewski & Dutton, 2001). People find confirmation of their aspirations when the work they do is of significance and value for them (Kahn, 1990). Enriched roles, jobs, and work in general enable people to express themselves (Shamir, 1991) and realize their talent (Hackman & Oldham, 1980). For instance, when a job is challenging people experience a sense of accomplishment in doing something that is not trivial (Hackman & Oldham, 1980), due to the substantial effort and energy they invest to make it happen. Meeting these inner needs and cultivating a sense of pride and self-worth (Orpen, 1994) allow individuals to achieve full functioning, and thus thrive by experiencing positive energy and develop a capacity for learning.

The sense of belongingness that defines meaningfulness at work should lead to increased vitality, and is hence a key for thriving. Feeling that one's identity is aligned with the characteristics of the context helps to fulfill the need for belonging and relationality that defines us as human beings (Baumeister & Leary, 1995). Fulfilling an inner need is a key to cultivating a positive psychological experience of work that helps people to develop a sense of vitality and enhance their capacity for learning. Positive psychological experiences arise from identifying with a social entity, and this helps individuals to feel competent, significant, and worthy (Coopersmith, 1967; Pierce, Gardner, Cummings, & Dunham, 1989), a vital process to augment an optimal state of functioning (i.e., thriving). Research on individual well-being characterizes it as an energetic state, which when fulfilled can inspire well-being and contribute to a person's physical and mental well-being when satisfied (Deci & Ryan, 2000).

A lack of meaningfulness is associated with feeling that an insignificant amount is asked or expected (Kahn & Heaphy, 2014). Another important finding in Bailey and Madden's work was that experiencing a sense of meaning was associated with having autonomy at work. Organizations should also consider how they can minimize the aspects of work that people describe as 'meaningless', or alternatively explain better to employees why certain activities are important and therefore have meaning, if this is not immediately obvious.

## 2.6. Organizational Commitment and Corporate Creativity

Organizational commitment has been linked both theoretically and empirically to performance (Meyer and Allen, 1997; Yiing and Ahmad, 2009). More specifically, Dirani (2009) suggests that organizational commitment is a significant factor that affects employees' output, and a vital indicator for performance. Although work performance as an outcome of organizational commitment has received a considerable attention from researchers the results of researches concerning the relationship between organizational commitment and work performance were mixed. Nevertheless, numerous of researchers, in fact, contend that, there is a positive relationship between organizational commitment and work performance (Allen and Meyer, 1996). Specially, Meyer *et al.*, (1989) and Bashaw and Grant (1994) asserted that there is a positive relationship between AC and employees' overall work performance. Moreover, Baptiste (2008) argues that there is a relationship between employees' organizational commitment and improve work performance. Specifically, Meyer *et al.* (2002) revealed that AC has been proved to have positive and strong correlation with the individual performance. Other studies on commitment have provided strong evidence that affective and NC is positively related (Hackett *et al.*, 1994; Shore and Wayne, 1993).

Ziaud and Khan (2010) examined the relationship between organizational commitment and employees' job performance in the oil and gas sector of Pakistan. The results demonstrated a positive relationship between organizational commitment and employees' job performance.

The researchers found that the hypothesis that change can affect employee creativity through organizational commitment was significant. Furthermore, higher change will result in lower organizational commitment and lower employee creativity (Hou *et al.*, 2001). Thus, the researchers found a significant relationship between organizational commitment and employee creativity when taking change as a thinking style into account. Additionally, Chang, Jia, Takeuchi and Cai (2014) have examined the relationship between high commitment work systems and employee creativity. High-commitment work systems refer to a 'system of human resource management practices such as employee participation, internal promotion, team rewards, profit sharing, extensive training and benefits and job security that signal commitment to employees (Chang *et al.*, 2014). Their examination affirmed the positive connection between high-dedicated work frameworks and worker inventiveness. Authoritative duty is the worker's mental connection to the association. From an overall perspective, it mirrors one's heap and desire dependent upon authoritative needs and objectives (Johnson *et al.*, 2010). Surviving examinations saw authoritative pledge to be a positive precursor of assortments of hierarchical conduct: the higher the authoritative responsibility is, the better the activity execution and the lower the turnover rate (Meyer, *et al.*, 2012). In the present post-mechanical society, current associations stress specifically the arrangement of advancement on the drawn-out improvement of associations, so representatives with solid

mental connection to associations could show better innovative execution because of their coinciding to the association's objective.

### 2.7. *Conducive Atmosphere and Corporate Creativity*

Swaminathan and Rajasekaran (2010) additionally concurs that commitment happens in a helpful environment when fulfillment and corporate inventiveness, inspiration and adequacy converge. Right Management (2009) led a worldwide examination of in excess of 28,800 representatives in 15 nations on factors most firmly connected with driving worker commitment. The investigation set up between connection of an association's way of life in a favorable environment, system execution, authority capacity, structure and procedures with commitment levels which advance corporate creativity. The report further revealed that failure to create an organization that promote high levels of employee engagement (conducive atmosphere), will result in failure to successfully execute strategic mission. Work environments for creativity are not only important for employees with creative tasks such as Research and Design (R&D) personnel, product designers, or marketers; 'creative ideas may be generated by employees in any job and at any level of the organization' According to (Shalley *et al.*, 2014), all employees in an organization can produce novel and potentially useful ideas for:

- New or improved products and services that are produced by the organization;
- New or improved production processes for of these products and services;
- New or improved work methods and procedures;
- Solutions for problems faced during the day-to-day work.

Okunola (1998) who focused on the differences between individuals and the class of needs in addition to the market strategy, which include the need for achievement, power and for affiliation. He further related the strength and/or dominance of each need in individual with high need for achievement strive on jobs projects that tax their won skills and abilities. They also set realistic goals and objective for them, such people are usually individualistic and would want to be appraised as to how well they are. However, the greatest disadvantage for those with achievement need is that they tend to be more task-oriented and less concerned with strong power needs to dominate or gain power influence of control over people. That the motivation managers and supervisors to possess some reasonable degree of all three kinds of needs. However, the dominant need, according to Okunola's findings, is the need for achievement. Nevertheless, his ideas are very important as a contribution to our understanding of business environment how best the concept of achievement need might be applied in practice at the work place, and especially when dealing with young, ambitious employees.

Business atmosphere is formed not merely on some sense of objective reality, but on its own perception of reality, business needs to properly taken care of, for profit margin to be accurate. In consonance with this theory, individuals attempt to determine the probability of a measure of expectancy of outcome. The personal outcomes are rewards that organization can provide like pay increase, promotion, bonus, allowances, level and even relationship with workmates etc., while the expected to such outcomes refers to expectancy, the measure of importance attached to such outcomes or reward is known as valence, the value of which are a result of the attractiveness and the opinion of the beneficiaries about the reward in questions. In order to improve business environment therefore, managers should improve the skill and motivational level or conditions of the employee. In establishment where promotion is perceived as attractive prospect (valence) by a newly appointed staff, it allows the effective performance of works, it encourages the perception of the workers, which they have toward their job, on 'god fatherism', and his output is discouraged. All efforts directed towards performance do not necessarily lead to reward but it's been ascertaining that reward increase the effective performance of employees. The exhibition of negative business environment understanding of course proves to the management the need to control environmental factors by the creation of certain adequate adjustment and motivational incentives. Lack of free environment problems among workers, employers and customers in the organization allow frustration and negative uncompromising behaviour which are exhibited as apathy, increased, absenteeism, planning and execution of fraudulent acts etc. they become disgruntled, pessimistic, counter-productive and develop defensive mechanisms. In effect, workers indulge in acts and practices that jeopardize and negate the attainment of organizational goals. The managers should work out the appropriate plans that would enable the workers to be highly task-oriented towards the fulfillment of the organizations ultimate goal in his bid to reach personal goals and achieve them. It is here that the worker intensifies goals-oriented action in his pursuits of both company incentives and personal goals. At the attainment of his final goals, the previously aroused tension reduces and fails completely. Thus, a continuous exhibition of the same incentive package may fail to elicit further favourable and positive behavior from the same person. Therefore, the manager's job is more demanding as he is expected to know the proper solution to the situation, he might be in the process of achieving the ultimate goals of the organization.

## 3. Theoretical Review

### 3.1. *Self-Determination Theory*

The Self-Determination Theory (SDT) was introduced by Deci and Ryan (1985) to examine determining factors of employee motivational. Presently, the SDT, has been used in professional and academic research relating to employee engagement. SDT tells about natural or intrinsic tendencies to behave in healthy and effective ways. Employee engagement and human behaviors have a connection to the SDT and the essence of work engagement (Deci & Ryan, 1985). An employee's level of engagement derives from his or her being able to control personal behaviors and goals. Disengagement and personal engagement are related to the SDT, this is because employee's behavioral state is a key driver of motivation to demonstrating behaviour at the professional and personal levels.

The engagement level of employees affects their ability to be creative in the organization. The motivation level of an employee is related to job satisfaction. The emotional state of an employee also relates to motivation (Deci & Ryan, 1985). When employees begin to withdraw, and hide their identities, ideas, and feelings, they become disengaged and defensive, resulting in an adverse effect on work performance (Deci & Ryan, 1985). Employee engagement strategies implemented by business leaders result in higher levels of employee engagement (Blattner & Walter, 2015), customer satisfaction, productivity, and profit (Bowen, 2016), and lower levels of employee accidents and turnovers (Barrick, Thurgood, Smith, & Courtright, 2014). Business leaders adopt the concept of SDT to enable employees to hold positive attitudes toward their organization (Mowbray, Wilkinson, & Tse, 2014).

### 3.2. Social Exchange Theory

The theoretical background of employee engagement is as discussed by Shaukat and Asadullah (2014). According to Shaukat and Asadullah, the Social Exchange Theory (SET) provides theoretical foundation of engagement and creative behavior of employees. According to SET, when employees are given values by empowerment and training, the employees feel sense of consideration and they repay the organization by showing engaged behavior. This engaged behavior of employees motivates them to perform more than their duties and results into creativity and innovation in the organization. Moreover, engaged employees are source of creative performance and attracts more talented people to the organization while disengaged employees are a liability to an organization.

Unsworth (2003) has additionally introduced two speculations encompassing the inventive and advancement process with commitment in context. The main hypothesis is the refreshed Amabile's (1996) componential hypothesis of inventiveness. As indicated by this hypothesis, the innovative procedure starts with 'issue recognizable proof.' Identification infers a more volitional procedure, and in that capacity, is more predictable with the idea of commitment. Amabile (1996) contended that the fundamental factor influencing issue distinguishing proof is inherent inspiration or inspiration that originates from the assignment itself. She recommends that factors that help self-rule, capability or assignment association will expand this inspiration, and outward sparks and limitations will diminish it. The subsequent hypothesis was proposed by Ford (1996), who situated imaginative and ongoing activities as contending practices. In that capacity, Unsworth (2003) watches imagination and advancement as a purposeful demonstration. Unsworth (2003) termed this theory to have presented a large step forward in understanding creative and innovation attempts. The constructs highlighted by these two theories helps to contextualize the underlying variables of this study.

## 4. Discussion

Based on the review of related literature, the paper revealed that meaningfulness of work and confidence in high performance as a measure of engagement has positive influence on corporate creativity. This finding is in line with the study by IPMA-HR (2010) which observed that when employees derive meaning from their work or have an emotional attachment to it, they are more likely to expend additional effort to accomplish their work above and beyond that needed to just get through the day. And according to Hon (2012), this leads to creative behavior amongst staffs. This is further supported by Anitha, 2014; Unsworth, 2003; Cheryl, Evans, David & Redfern, 2010.

The paper likewise uncovered that worker Commitment and corporate imagination are connected McEwen (2011) brought up that drew in representative outcomes to high profitability as well as help to produce high benefit, corporate innovativeness, development and high consumer loyalty. Aside from execution improvement as substantiated by Whittington and Galpin (2010), representative commitment additionally results to extra-job exercises among staff and this hastens innovativeness and development at the work place.

The paper also found that favourable and enabling environment in the work environment have positive relationship with employee's innovativeness. This finding is in consonant with (Hon, 2012; Anitha, 2014; Sundaray, 2011; McEwen, 2011) who contend that strengthening prompts self-sufficient inspiration which he announced as having positive relationship with corporate innovativeness. This is bolstered by (Unsworth, 2003) that the demonstration of engaging workers may cause one to feel that the administration trust and worth people contribution to the activity subsequently this recognition is probably going to decidedly impacts imaginative and creative conduct among library staffs.

## 5. Conclusion

Meaningfulness of work, commitment and conducive atmosphere are not only relevant in enhancing employee engagement but are also key in encouraging corporate creative and innovative. It can be concluded that there is significant relationship between the constructs of employee engagement are positively related to the level of corporate creativity. The findings strengthen the role of employee engagement in ensuring corporate creativity in the workplace. The paper also points out the importance of employee engagement as a concept is relevant in order to generate creative actions among employee and further increased productivity and corporate creativity. Ensuring the concept of employee engagement in the workplace will helps to unleash corporate creativity in the workplace. Hence, it is advantageous not to separate employee engagement from corporate creativity at the workplace. This is because engaged employee is exhilarated in their duties and tasks which make them to think creatively and to go extra mile in performing their jobs.

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