

Suggestion Development System To Increase Organizational Creativity: A Practice In Snacks Production Sector

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Extensive Summary

Introduction

There are different definitions in the literature about the concept of creativity. Clark and James (1999) describe creativity as being able to produce different and useful ideas except the usual ones. According to Higgins and Morgan (2000), creativity is the discovery and association of new ideas. According to Mumford (2002), creativity is not only about introducing new ideas, but also developing new solutions. According to Arenofsky (2000), creativity is not just an specific feature of artists. Everyone has creative features and some are better at using their creative features than others.

Creativity is a feature that should be assessed at different levels depending on the person and environmental conditions, rather than being defined as present or absent. Creativity is a feature that can be learned or improved at the same time. Individuals who develop creativeness can enrich their lives by creating differences even in their daily lives (Yildirim, 1998: 22).

An important resource to improve performance in businesses is creative ideas that come from employees. The innovation process begins with a creative idea and is complemented by transforming this idea into a product, service or process that can be used or sold (Duran & Saracoglu 2009: 68). The most important tool of businesses that want to maintain their presence in changing global markets is the human resource that will produce new ideas. In order to manage this resource properly, a leadership that supports creative ideas in the organization is essential (Yildirim, 2017: 119). Managers in organizations should work to improve organizational creativity at every level. In order for an individual to be able to effectively use his or her creativity, it is necessary to present an environment in which individuals can express their ideas without hesitation, where creativity is clearly defined and rewarded when necessary. At this point, the Suggestion Development System is an important tool.

The system of suggestion applied to provide employee motivation is now being used to provide benefits such as operational improvements, time and cost savings, quality enhancement, new product and process improvements. Suggestion development systems have been successfully implemented for many years in companies such as Toyota, IBM, İş Bank, Arçelik, Ülker and DHL.

Method

There are lots of studies on creativity in literature however there is not enough studies about suggestion development system. Similarly, while many large-scale businesses are voicing their successes thanks to suggestion development system, the extensity of the system is very low. The purpose of this study is to contribute to the understanding of the suggestion development system which improves the concept of creativity and organizational creativity. In this context, a case study was conducted by applying applied research method.

The suggestion development system, which should be considered as an important resource for establishing a creative climate in enterprises, is not a very complex process. However, including the process to organization, employees' reaching the required level of knowledge, providing justice in evaluation methods and also providing sustainability are important steps.

The implementation of the suggestion development system has been examined on a business that produces in the snack sector. The labor of 1000 employees (240 white collar, 760 blue collar) in the enterprise is an indication of the presence of an important creative human community in practice of the system. It is aimed that a platform, where the staff can present the requests / complaints / suggestions that they often talk about but can not express to the management, offers significant contributions to the innovation performance.

Findings

In 2017, Saray Biskuvi put a project called FIKIR FABRIKASI (IDEA FACTORY) into practise knowing the reality that human capital (the knowledge, skills and abilities of the employees) is a key element of innovation in order to improve operational processes, revive innovative idea, popularize, deepen and sustain innovation culture, create a climate that stimulates innovative ideas. The suggestion development process developed in this context has been implemented in the following stages.

- Brainstorming about the needs of department managers and the suggestion development system,
- Making a decision to manage the suggestion system in a guided way
- Collecting the suggestions from department managers,
- Announcement of the proposed suggestion to the employees via posters, platforms, announcement panels in the first week of every month.
- All employees of the business are required to submit the suggestion in the direction of the identified issue (it might be a different problem or suggestion they have identified)
- Evaluation of the suggestions of the previous month in the R&D and Innovation Board after the completion of each month,

- Applying the weighted scoring method during the recommendation evaluation phase,
- Deciding the golden idea of the month by executive board
- Presenting a reward to the employee who offered the month's suggestion at a ceremony attended by the top management
- Passing on the recommendation proposed via suggestion system to the related departments and evaluation.

Discussion

In this study, the phasing-out stages of the suggestion development system, which is applied for the effective use of human capital in an enterprise, are examined. The suggestion development system "Fikir Fabrikası (IDEA FACTORY)" put into practice at Saray Bisküvi aims to process the suggestions about the things employees do, new products, customer satisfaction, efficiency, energy saving, decreasing wastage and customer orientation like a factory and turning them into a product. The suggestion system was perceived positively by the employees and a total of 220 employee suggestions were collected at the end of a 6 months period. These were evaluated on the monthly basis and the employers presenting successful suggestions were rewarded in the ceremonies attended by the management representatives. There has been great enthusiasm about developing new ideas across the enterprise. Business management's desire for sustainability of process has also increased.

It is seen in the study that even if the establishment of innovative and creative suggestion system seems easy, the importance of ensuring continuity of the system, not detracting from organizational justice and deciding and planning the suggestion issues must be taken into consideration. Systems established by other businesses should be investigated but not imitated. Establishing a system that is compatible with each organization's corporate culture and organizational climate has great prominence at the point of ensuring sustainability of the system effectively and efficiently.