

Differences in the Implications of Organizational Creativity Regarding the Size of Enterprises in the Tourism Sector: The Case of Bosnia and Herzegovina

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The purpose of the paper is to indicate the importance and differences in the implications of organizational creativity regarding enterprise size in the tourism sector. In the process of creativity management, it is essential to develop the capacity for continuous change and frequent adjustment while preserving the identity and value of the organization. The paper is based on a basic hypothesis that there are significant differences in managing organizational creativity associated with enterprise size in tourism. Research results have shown that larger companies are more likely to succeed in managing creativity, which is explained by their access to human, material and financial resources. In general, the behaviour of enterprises in Bosnia and Herzegovina, and especially in the tourism sector, is a relatively unexplored phenomenon. The results of the research are significant as there is no relevant research on the management of creativity in the service sector as a whole and the tourism sector of the Federation of Bosnia and Herzegovina.

Keywords: management, organizational creativity, enterprise size, tourism

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Introduction

The primary challenge of managing any organization is encouraging creativity and innovation, especially in today's era of quick change and continuous development. In the mere process of managing, it is essential to constantly develop the capacity for continuous changes and frequent adjustments while maintaining identity and the organization's worth. Other than the previously stated, it is of high importance to recog-

nize people's ability to adjust and create new products and services. Looking through the scientific and technological prism as well as through economic development, tourism has become one of the most propulsive activities of economic evolution in the world.

Tourism and its multiplicative functions contribute to the growth and development of all other industries. In the modern tourist business, it is very important for enterprises to have management that will continuously

explore trends and endeavour to adjust the company's businesses to those trends.

Traditionally it has been thought that only some aspects of a business are the creative ones, such as development and designing new products, or forming marketing messages, but creative enhancements are possible even in planning, leading projects, personnel managing, interpersonal relationships within the enterprise, and also in client/customer relationships (Carmeli, 2004). Organizational creativity is best understood as the ongoing constituting and legitimating of ideas as people learn in and from practice and connect their understandings to the ideas of others in new ways (Coldevin et al., 2018). According to Sirkova et al. (2014) employers provide their employees with sufficient space for the use and development of creativity at work and also give them freedom when solving problems and presenting their own ideas.

One of the most important preconditions for long-term tourism development is responsible and good quality planning along with affirmation of cultural values. It is necessary to develop additional services with sophisticated and competitive products along with a tourist offer that pleases the guest with its specificity. The ability to recognize and deal with the changes that modern trends bring is a crucial element for all enterprises in tourism. In the future, all trends in tourism should be unquestionably open to creativity, knowledge, and innovation. They should activate entrepreneurial abilities, and connect all elements (creativity, knowledge, innovation) as well as stocks in the market. Furthermore, they should integrate resources to achieve further development and competitiveness. In that way, recognition and uniqueness in the contemporary market are created.

The goal of this paper is to point out the importance and differences in the implications of organizational creativity regarding the size of the enterprise in the tourism sector.

H1 There are significant differences in managing organizational creativity which are connected with the size of an enterprise in tourism.

With the given hypothesis it is expected to prove the connection between the size of an enterprise and

managing organizational creativity. Theoretical considerations connected to this hypothesis are different depending on whether we look at smaller enterprises as being more flexible and innovative which results in profitability and achieving competitive advantages. If we consider them to have fewer available resources for encouraging creativity it means that bigger enterprises are more competitive and profitable.

Enterprises in tourism have their own specific characteristics. In the process of management, it is necessary to take into consideration the factor of seasonality due to which the majority of the activities are concentrated in a short period. Enterprises in the sector of tourism need to direct their capacity to the time when the largest demand is estimated because because it is the capacities that cause service inflexibility as well as an inability to adjust. Accordingly, demand for adjustment results in employee reduction. Enterprises in tourism are closely related to the further development of tourist destinations, they represent the outline of organizing travels and tourism in general, and they also have an immediate influence on destination development as well as the region itself. Enterprise operations in tourism and catering are characteristic because they are suitable for establishing business relations between hotels and all other business subjects that occur in the process of providing services. The goal of a successful business is equally useful to managers, organizations, and owners of the enterprises.

Literature Review

Organizational creativity represents internal strength that leads to discovering new products, manufacturing processes, market niches, and client-supplier business relations. In that way it builds the competitive advantage of different enterprises over their competitors. Creativity is the ability to make new original content (ideas, conceptions, techniques, methods, models, products, and organizations) which should be perceived as relevant and valuable for society by the environment (Horng et al., 2015). In light of the emergence and reproduction of creativity as a powerful dispositive (Reckwitz, 2017), 'being creative' is no longer an option but a deeply rooted desire and imperative at the same time: organizations want to be creative, and

they have to be creative. According to authors Fredriksen and Knudsen (2017), creativity should successfully serve the process of advising organizations on how to seek and secure ideas for innovation of product/service performance. The creativity of society depends on two types of factors, external and internal, which include (Srića, 1992):

- Micro factors – they act within the organization;
- Macro factors – they originate from the social environment.

The main micro factors are the motivation for creative work, personnel structure, quality of innovation potential, the way of running an organization, modern management technique application, encouragement of creative thinking, etc. The macro climate creativity of a country is formed by a whole set of political and economic features of its space. It includes the level of democratization, freedom of thought expression, legislative system stability, state legislation, and the quality of the infrastructure. Studies on organizational creativity, however, are mainly interested in exploring the variables through which creativity both within and of organizations can be fostered (Sonenshein, 2013; Anderson et al., 2014; George, 2007). Features of an enterprise in tourism include complexity, multidimensionality, susceptibility to changes in the external and internal environment whose further development is conditioned by knowledge, service quality, available resources, and innovation. To move towards continuous enterprise development in tourism and catering, one must equally pay attention to both internal stakeholders (employees) and the external stakeholders such as service users, suppliers, local population, etc. The company's management has even greater responsibilities. They have to find new, creative approaches to business and provision of services, as well as achieving set goals for profit increase and competitive advantages. They also have to find room for responsible management in correlation to sustainable development. According to Evans et al. (2003), managers in the tourism sector meet with special challenges that can be observed through:

- Resource immobility;
- Reallocation of resources;

- The constant conflict between resources and competitiveness;
- Ownership and control of resources;
- Seasonality;
- Low rewards;
- Capacity constraints;
- Time.

Creativity in an organization is a complex and multifaceted process. Creativity, along with innovation, is accentuated as the most important factor of organizational success (Wong and Pang, 2003). Creativity within an organization is an initiator and key factor for developing personal, professional, entrepreneurial and social skills (Goldstein, 2016). Attribution of organizational creativity is an ongoing, playful and risky interactive accomplishment between an organization and its environment (Koch et al., 2018). According to Giura and Vasile (2017), creativity is the vital source of an organization, especially in a time when innovation is the main element of anything that relates to business success. It is of high importance that the main focus of organization management is directed towards factors that encourage the creative manifestation of human resources on all levels in different processes of the organization.

It is very important to highlight that one should never say that some individuals are creative and others are not, but the assignment distribution should be divided in a way that does not violate the stability of the organization. On the other hand, if there are employees that do not indicate a creative approach they should be trained on how to perform the given assignments in a new and different way (Zhu et al., 2014). An empirical study on managing organizational creativity (Slavich & Svejenova, 2016) done from 1990 to 2014, showed that managing creativity includes managing mutually connected processes as well as dual processes, such as processes – outcomes, individuals – teams, etc.

It is also important to point out that regardless of whether the organization in some way measures the creativity of its employees, it is necessary to actively work to encourage and understand the creative behaviour of employees as a multipurpose phenomenon

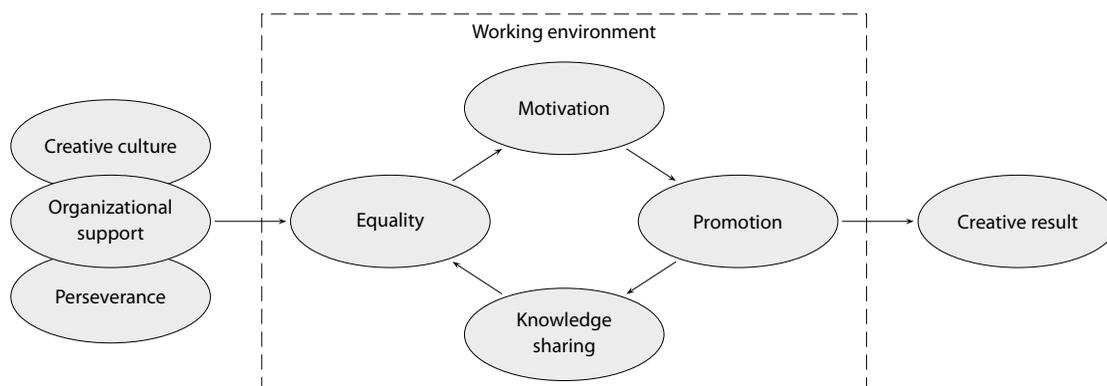


Figure 1 Model of Measuring Employee Creativity

and the contextual factors influencing it. In addition to the above, certain models and methods of measurement are certainly conditioned by different samples, organizations and, of course, cultures. In any of the cases mentioned, the most important thing is to promote the idea in interrelationships within the organization that creativity, innovation in the workplace and an entrepreneurial spirit are vital and crucial to individual and organizational success. The model is based on the componential theory of organizational creativity and expanded with elements of the working environment (equality, motivation, knowledge sharing and promotion) which contribute the most to creative results.

The successful creative team is directed towards quality. The team leader has to create the notion that anything could be better than it already is. Special attention is given to the individual talents of the members to give them the possibility to excel. In the creative team, the leader should create an encouraging environment for the development of new ideas. The creative team seeks for freedom, independence, and authority, as well as responsibility for the results provided. The success of the creative team depends on the free flow of information. While in the authoritative organization the managers are the ones who block information, in the creative team the conversation is led openly and unrestrictedly in an atmosphere where it is easier to solve even the hardest problems. Managing successful groups is based on leadership by example. The leaders of creative teams have a vision and they

know how to encourage their associates to accept and follow their ideas. They are devoted, original, independent, flexible and confident. Leadership by example is one of the most important methods of managing a creative group which shows how our behaviour can impact others and the organization itself (Srića, 2016).

In the last few years, creativity has been closely related to tourism development, especially when it comes to creating new touristic products and services. Richards (2011) highlights that the mere concept of creativity is impossible to define, but it is integrated into tourism through different things, such as people, products, processes, and places. He thinks that there are three types of creative development in tourism: creative events, creative space, and creative tourism. As a goal of creative management, Srića (2016) defines two ways that should be applied at the same time:

- Recognition and removal of any obstacles to creativity, and
- Creation of an encouraging environment for creativity.

When we talk about the size of the enterprise, the sector of small and medium enterprises has the fundamental advantage. They have reduced barriers that are caused by hierarchy as well as developing greater flexibility in the process of decision making, a shorter period for feedback on customer needs, and easier establishing of partnerships with enterprises suitable for achieving business results (Paunović & Prebežac, 2010). The management of an organization is the most

important factor that influences creativity within the organization through organizational culture and atmosphere (Scott & Bruce, 1994), strategy, structure, a reward system or resources (Woodman et al., 1993), as well as through the direct effect of their behaviour and their creativity (Baer et al., 2003) and successful motivation of the employees (Tierney et al., 1999). Rowe (2004) asserts that creative leaders are the ones who can manage the future because they are ready to confront the unknown and they see problems as challenges. They understand the world around them, make alliances, recognize the importance of social responsibility, manage complexity and use contemporary technology and embolden creativity.

Gu et al. (2017) say that organizational creativity is an intermediary relationship between leadership and innovative employee behaviour. The economic significance of creativity is recognized by both organizations and the economy as a whole. According to numerous researches as well as the opinions of many experts and practitioners, the core need of a modern organization and its main source of innovation is the creativity of stakeholders. Accordingly, all the stakeholders within the organization have to participate actively, encourage and create new ideas and services.

Methodology

Different scientific research methods have been used throughout the paper. By using the historical method, professional and scientific literature has been analysed. Through empirical research and survey methods, primary data have been analysed. Through statistical methods, the main, general relations set out in the hypothesis have been established. Within collected and systemized data, by the method of abstraction, the relevant data is separated from the irrelevant data, which has led to new theoretical cognitions and the contribution to the practice. Empirical research was carried out in enterprises in the tourism sector in the Federation of Bosnia and Herzegovina which met the criteria of the general definition of large, medium and small enterprises for the entity territory (Law on accounting and auditing of FBiH). The data was collected using a survey questionnaire. The distribution of the questionnaire was carried out by e-mail.

The questionnaire was partly constructed on the basis of the Creativity Audit Questionnaire – I create project EU, and the part related to the use of creative techniques was based on the Community Innovation Survey. The questionnaire consists of three interconnected structural units. The first part includes questions related to the basic characteristics of the surveyed business entities such as the number of employees, ownership, age, business results and work experience of the surveyed manager. In the second part, the respondents were asked questions about creative potential and ways of managing creativity, while the third part deals with the competitive advantages of the company. The part of the survey questionnaire that deals with organizational creativity is divided into sub-sections. The answers to the questions within this group are constructed in the form of a Likert scale ranging from 1 to 5 with higher values suggesting a higher degree of agreement with the proposed statement. In the first subgroup, respondents were asked questions about the individual creativity of employees of the business entity. In this context, respondents were asked questions related to personal characteristics and characteristics of the work environment that encourage individual creativity. In the second subgroup, emphasis was placed on the role of work teams in fostering creativity. Respondents were asked to comment on issues such as how to communicate within the team, procedures for making team decisions, sharing ideas among team members, and team size, that have been identified in the existing literature as potential determinants of creativity development.

Using data on business entities in this sector, a survey questionnaire was sent to 491 business entities. The subjects whose e-mail was unknown received their questionnaires in writing. The target group was the managers in this sector. The database formed in the end included 126 enterprises, or 26% of business entities in the sector, that have been the subject of research. In data processing, an econometric method of linear regression with endogenous treatment effect was used, which makes it possible to estimate the average effect of a particular process such as creativity management on a dependent variable of interest together with other linear regression parameters.

Table 1 Description of Variables

Category	Label	Title (Abbreviation)	Description
Dependent variable	y_1	An indicator of creative management success (creatmng) – dependent variable of the selection equation	Categorical variable (1 – the company succeeds in applying the methods for creativity encouragement during the last three years before the research)
Independent (control) variables	x_1	Headquarters/location of the enterprise (HQ)	Categorical variable (1 – the company is located in a tourist centre)
	x_2	Quality (QTY)	Categorical variable (in competitiveness building the company values the quality of the offer)
	x_3	Manager's work experience (EXP)	Manager's years of work experience
	x_4	The size of the enterprise (sz)	Number of employees

The size of the enterprise was determined by Eurostat classification, according to which micro-business subjects have fewer than 10 employees, small business subjects between 10 and 49 employees, medium-big business subjects have 50 to 249 employees, and big business subjects more than 250 employees.

Results

Consummation realized by the tourists is important for supporting the business activity level for service providers who operate outside the traditional tourist domain. It was estimated that in 2016, the tourist sector in total was 2.7% of GDP, which is almost 10.4% of total export activity in tourism. It is very important to point out that tourism achieved this kind of participation in GDP within a very short period. This kind of significant growth happened in the last five years, which proves the development of tourism in Bosnia and Herzegovina.

In the Federation of Bosnia and Herzegovina, we differentiate two laws on which the enterprise classification is based, the Law on Accounting and Auditing in the Federation of Bosnia and Herzegovina and the Small Business Incentive Law. Taking this into consideration, the definitions of an enterprise are provided by law in Bosnia and Herzegovina, and they should be accepted without introducing any changes. Legal persons are being classified depending on the average number of employees, overall annual revenue, and the value of the property. All of this is determined on the day of assembly of the annual financial report. Busi-

Table 2 General Characteristics of the Enterprises

Characteristic	Average	Minimum	Maximum
Profit level in 2016 (€)	44,008.00	-405,228.00	953,648.00
The number of employees in 2016	23	5	126
Manager's years of work experience	13	3	30

ness subjects have to fulfil at least two out of three given criteria. In this research, we used the average number of employees and total income.

Table 2 contains average, minimum and maximum values on the answers from the questionnaire. As one can see from the table, the average surveyed business subjects belong to the small enterprise group since the average number of employees is 23, which shows us that the sample mainly includes micro, small, and medium-big enterprises. The vast majority of the world economy is made up of small and medium-big companies, so the results are understandable. During 2016, there was a positive profit level worth 44,008 Euros (€), even though the sample contained companies that operated with a loss, as well as those who achieved a positive result of management.

Existing literature does not have a unique point of view about the impact of the enterprise size on its profitability. According to one point of view, smaller enter-

Table 3 Results

Item	Dep. variable	comp1	comp2
Treatmant	Kreatmng	11.70***	5.48***
Initial equation	HQ	3.08**	1.44**
	QTY	-1.22	-0.58
	EXP	0.28**	0.13**
	SZ	-0.02	-0.01
Selec. equation	QTY	0.53**	0.53**
	SZ	0.04***	0.04***
Diagnostic	Wald test	41.34***	41.34***
	Number of obs.	126	126
	ρ	-1.68***	-1.68***

prises are more flexible and prone to risk, and in accordance with that they are more innovative which allows them higher levels of competitiveness and higher rates of profitability (Schumpeter, 1934). According to another point of view, smaller enterprises lack resources that are necessary for competing on the market because innovation is the key element of precedence, therefore allowing bigger enterprises to be more successful and more competitive (Schumpeter, 1942). The size of an enterprise can be connected to scales of economy which enable lower costs and higher rates of profitability. For the above reason, there is no expected sign for this variable.

Two indicators were used to measure competitiveness (comp1 and comp2). The first indicator is defined as the level of profitability per employee. In its selection, the findings from the analysis of the theoretical literature were taken into account, which point out that profitability is the final indicator of competitiveness. In constructing the competitiveness indicators, the fact that the absolute values of profitability can have large deviations with regard to the size of the company was taken into account, and the values of profitability were normalized by dividing them by the number of employees within the company. In addition to this indicator, the relative profitability indicator was used in the analysis, which was defined as the ratio of the company's profitability and the average profitability in the sample. In this way, another important fea-

ture of competitiveness is taken into account, which states that it is a relative concept.

Variable – the size of an enterprise is defined as the number of employees. As previously stated, smaller enterprises are characterized by flexibility, absence of aversion to potential risk, and a desire for a market breakthrough so a naturally higher level of innovation and creativity is expected. On the other hand, smaller enterprises lack resources necessary for innovation development as well as a means for developing a reward system so that the expected sign cannot be defined. A significant coefficient of this variable would validate the research thesis.

By using the likelihood ratio test it is possible to determine the existence of the stated correlation. The thesis would represent the absence of the correlation between the unexplainable parts of the two regressions. It would presuppose that the correlation's coefficient values $\rho = 0$. The second test that could be applied is the Wald test of variable significance.

The size of the enterprise carries a positive sign and it is statistically significant. *Ceteris paribus*, the collected finding can be interpreted as compatible with the assumption about easier access to resources. Human, material, and financial resources are considered to be necessary for creativity improvement. The theoretical assumptions about conducting innovation activities within bigger enterprises can also be connected to the obtained result. The obtained results suggest that economies of scale offer higher resource allocations in promoting creativity.

Variables that control the stimulating determinants of creativity are statistically significant with a positive sign. The obtained results support existing researches that emphasize cultural and educational importance in managing creativity. Other than this, sharing ideas and knowledge within the department and among departments within the organization and its surroundings brings success. Financial rewards and nonfinancial stimuli have a positive effect as well.

The obtained results provide support to existing research that emphasizes the importance of cultural, educational and other diversity to encourage creativity. Sharing of ideas and knowledge within the department, between departments within the organization

and between the organization and its environment also contributes to the success of the creative process. Incentives such as financial rewards or non-financial incentives also have a positive effect on the success of creativity management.

Managerial experience has a positive impact on a company's competitive advantage. Experience is also valuable in resolving conflicts within the organization, initiating processes such as managing creativity, improving competitiveness in existing markets and penetrating new ones.

The results show that bigger enterprises are more successful due to having easier access to human, material, and financial resources. Managing creativity increases by 0.04% if there is one employee more, which proves the hypothesis of the research.

It is important to highlight that there is a problem for creativity development in the Federation of Bosnia and Herzegovina because of the social and legal frame which provides inadequate context locally, regionally, and globally.

Discussion

Enterprises within the sector of tourism have a great impact on other enterprises within the service sector, especially when we talk about manufacturing companies such as the food industry, construction, and financial services. The tourist image of a country, along with its political and economic stability, quality of transport infrastructure, and technological development, is closely connected to the success of enterprises within tourism and catering.

The research in this paper was conducted on the territory of the Federation of Bosnia and Herzegovina, so it was not done on the territory of the Republic of Srpska and the Brčko District. One of the main reasons why the research is limited to the territory of the Federation of Bosnia and Herzegovina is the inconsistency of legislation and of the researched issues. Therefore, it is a clear obstacle that organizations face, and that is certainly the high risk of investing in the researched issues.

According to the existing findings, the service sector is characterized by a close relationship between service providers and recipients. In such conditions, hu-

man resources and skills of employees as well as the entire system of organizational human resource management are more important than the research and development processes inherent in, for example, the manufacturing industry in which the emphasis is on meeting the needs of technological breakthrough.

The previous research also suggests that environments that allow for unconventional ways of conducting activities, challenging authority, competition among employees, and risk-taking are conducive to unleashing creativity. The emergence of new ideas often requires violations of existing norms and non-compliance with the rules, as well as intellectual and creative autonomy. Consequently, creativity management comes down to finding a solution to the requirement to create such an environment in which there is a sufficient level of motivation to develop employee creativity while maintaining harmony within the organization and ensuring compliance with organizational rules and regulations.

Creativity of a business entity is also affected by its competitive profile. In sectors characterized by standardized products and where the fundamental mode of competition is price competition, companies are motivated to develop innovations and their need for creativity is of lower intensity. In sectors whose competitiveness is based on quality, there is a continuing need to differentiate from the competition, which in turn generates demand for creative ideas and research into new products and services.

The behaviour of enterprises in the sector of tourism and hospitality in Bosnia and Herzegovina is a relatively unexplored phenomenon. The results of this research are significant since there are no relevant researches on managing creativity in the tourism sector.

The key theoretical contributions of this research are:

- The results have shown that bigger enterprises have a greater possibility for success which is explained by having easier access to human, material, and financial resources. If the employment rate is increased by one unit only it enhances the likelihood of managing creativity by 0.04%.
- It is crucial for organizational creativity to assign

compatible tasks to creative workers, organize training to increase creativity and use organizational factors that have an effect on creative work. For companies striving to achieve a competitive advantage, it is important to develop a strategy with a focus on the development of intangible assets, sharing knowledge within all organizational units of the company, continuity of work and service quality certificates, and creative organizational culture that has a positive impact on service quality and product/service innovation.

- No matter the size, all enterprises in tourism have to continuously develop and expand their offers, which should include not only premium accommodation services, but also top-notch quality at all levels of catering, tourism, and professional staff.
- It is important to keep track of trends and standards of service quality. Facilities and services should be constantly upgraded. Tradition and experience are important, but destination promotion and constant facility and service improvement are a key to success as well.
- Managers should understand that by suppressing unique and different approaches they actually destroy the ability for the system to adjust in the process of managing creativity. The ability to accept changes is developed by encouraging employees to try different approaches. Due to organizations and society being so complex, and intertwined with conflicting interests, characteristics, and problems, diversity should be the key to innovation.

Today's companies, and in the conducted research, companies in tourism, have a completely new dimension of business and social responsibility. The time to come will certainly expand the creative range of knowledge necessary for the use of available resources in modern market conditions, and certainly create a better perception of the development of companies in tourism.

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