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# **Employee creativity and ability, motivation and opportunity approach through moderation effect learning culture in it industry: An empirical research**

**Dr. J. Katyayani**

Professor, Department of Business Management, Sri Padmavathi Mahila Visvavidyalayam-Tirupati

**N. A. Saira Banu**

Research Scholar, Department of Business Management, Sri Padmavathi Mahila Visvavidyalayam-Tirupati

**A. Parvathi**

Academic Consultant, Department of Business Management, Sri Padmavathi Mahila Visvavidyalayam-Tirupati

**Abstract**--This article aims to assess the impact of employee creativity and ability, motivation and opportunity on learning culture of IT employees. The article applies Reliability Analysis, Descriptive Statistics, EFA and Regression on a sample of IT employees 357. A usual of 18 items of Employee creativity and AMO converted into four factors. The current study proposes a model of Employee Creativity and AMO approach through moderation effect learning culture of IT employees. The research found that Employee creativity, ability, motivation and opportunities are impacting significantly the learning culture of IT employees. The present research explored the effect of creativity and AMO on the learning culture of IT employees concluded that motivation had the highest impact on learning culture surveyed by creativity, ability and opportunity.

**Keywords**---employee creativity, ability, motivation, opportunity, learning culture.

**Introduction**

In HRM persuasion, the AMO theory has been engaged on generally to perhaps make sense of the perplexing linking among how people are directed and

succeeding performance consequences. A usually recognized assessment is that a combination of an ability, motivation and opportunity and their chances can offer us with a part of an ability, motivation and opportunity (joined as AMO = P). In spite of the fact that it is indistinct through the outflow of this recipe, HRM scientists have in ongoing many years functional the AMO structure in a way that commends the linked HRM practices as a matter of fact effect a singular's ability, motivation and chance, which subsequently stimuli finishing linked outcomes. Representative ability, for instance, could really be improved through planning, motivation potentially makes through execution-based pay, and astonishing opportunity to share could be impacted by autonomous gathering enrolment. Tragically, the utilization of such HRM practices is somewhat dark and a prescriptive procedure to comprehend the capacity of AMO stays precarious. Anyway, taken widely as a HRM system, the hard and fast effect of performs is to fabricate outcomes like specific effectiveness, collection accomplishment or firm efficiency. Moreover, the AMO model can in like manner be used to get a handle on friendly series among people the leaders drive and latent accomplishment redesigns (Purcell et al., 2003). AMO speculation licenses various practices to be collected into three particular parts of accomplishment precursors and proposes the association of these parts can help with expecting a colossal number of accomplishment outcomes.

There are, however, a few basic issues related with the model which research investigate exhaustively in this part. In the first place, AMO hypothesis when followed back to its underlying foundations gave off an impression of being worried about individual attributes as autonomous factors, in any case, the HRM field involves authoritatively resolved HR practices and approaches as free factors. This implies there are somewhere around two distinct manifestations of the AMO model, albeit this separation is many times hazy in the writing. Second, while AMO is an ordinarily embraced system to make sense of execution, not many specialists entirely test the model. Further to this point, there is critical irregularity in the definition and determination of reliant and autonomous factors, compounded by absence of thought of setting in deciding how factors ought to be chosen.

### **Review of Literature**

Imagination has been a subject important to the two researchers and specialists for over 35 years. Grounded in the discipline of authoritative brain science, imagination is reliably characterized as the representatives' creation of novel and valuable items in any area (Amabile, T.M. 1995). This generally acknowledged definition has been utilized as fundamental in many disciplines Amabile, T.M. (1983). The accentuation on inventiveness as a result, rather than the psychological cycle through which imaginative thoughts eventually arise, permits innovativeness to be evaluated no sweat and agreement. A few specialists have separated the various kinds of conceptualizations of imagination hypothetically (Unsworth, K. 2001) and experimentally (Madjar, N.; Greenberg, E.; Chen, Z. 2011). These researchers suggest that innovativeness is certifiably not a uniform build across all settings; all things considered, a few kinds of imagination should be separated in view of the setting in which they were created.

For instance, Burns and Stalker (Bruns, T.; Stalker, G. 1961) were quick to deliberately concentrate on the distinctions in workplaces that invigorate inventive way of behaving among representatives. Through their exploration they separated robotic conditions that trigger routine reasoning and working thus called natural hierarchical designs that trigger inventive working propensities. Then, De Bono (De Bono, E.1985) was among the main researchers to recognize innovative reasoning from schedule based speculation contributing accordingly to comprehension of the human inventive potential in associations. In view of these exploration discoveries, hierarchical way of behaving (OB) researchers have been zeroing in on different initiative clarifications setting off representative inventiveness in associations. We praise these endeavours and contend that they should be supplemented by a more-nitty gritty comprehension of what various precursors mutually mean for representative inventiveness. Henceforth, instead of giving a thorough survey of the representative imagination writing inside a more extensive scope of exploration foundation, we mean to assess research directed in accordance with worker innovativeness idea as it is utilized in the OB brook of examination. Inventiveness can be seen at the individual, group, and authoritative levels (Anderson, N. 2014). Along these lines, to be imaginative, group or specific thoughts ought to be both novel and helpful and have expected incentive for authoritative turn of events.

Imagination can in this manner include both minor gradual transformations and extremist leap forwards. Innovativeness is unique in relation to development. Advancement alludes to the turn of events and execution of novel thoughts (Opoku, M.; Choi, S.; Kang, S. Worker 2019). As individual or group inventiveness is many times an initial step to advancement, both administration researchers and specialists are searching for the executives' instruments and ways to deal with work with representative innovativeness and subsequently acquire a superior method for starting the development interaction (Anderson, N.; Potočnik, K.; Zhou, J. 2014).

AMO hypothesis is one of the most settled (HR) the executives' speculations concerning the help of worker execution. The hypothesis recommends that individuals perform well when they have what it takes, information and capacities to play out (A = capacities); when they have inspiration to achieve (M = inspiration); and whenever they are furnished with open doors and backing from an association to make (O = opportunity) (Apelbaum, E. 2000). The condition for this hypothesis is  $p = f(AMO)$ . That is, to build the 3 aspects in quest for high representative execution, associations can give different HR rehearses: capacity rehearses, inspiration practices, and opportunity rehearses. In particular, in regards to capacity rehearses, thorough determination and broad preparation are utilized to guarantee that representatives have the suitable capacities to accomplish execution. Concerning rehearses, execution examinations, impetuses and prizes, advancement, and associations with managers inspire representatives to improve working ways of behaving. Concerning rehearses, adaptable work plan, collaboration, worker cooperation, hierarchical environment and ethos for help, and data allocation engage representatives to do well (Boselie, P.; Dietz, G.; Boon, C. 2005).

The significance of AMO hypothesis and innovativeness can be made sense of in the accompanying two ways. In the first place, as recommended by the previously mentioned contentions that the HR rehearses inside AMO hypothesis can be useful to upgrade the innovativeness indicators, we suggest that capacity rehearses are private inventiveness elements, and inspiration and opportunity rehearses are relevant imagination factors. Specifically, capacity rehearses (e.g., preparing and enrolment) empower representatives' innate limits (e.g., abilities, skill, and mentalities) that are pertinent for accomplishment errands, which accentuates getting workers with given individual ascribes (Kim, K. 2015). This opinion turns corresponding to the emphasis on common-sense execution in the inventiveness research on hierarchical does that choice and prepare workers with individual qualities that are conclusive for innovativeness (e.g., imaginative self-adequacy, and imaginative character).

Inspiration rehearses incorporate hierarchical motivators (e.g., pay and execution evaluation) that outwardly propel workers, and such performs are pertinent to specific logical inventiveness influences (example: prizes, and objective set). Chance rehearses depend on hierarchical help hypothesis, work plan speculations and the strengthening writing, and they incorporate great worker inclusion rehearses for representative execution (e.g., group working, position plan, and authoritative (environments for provision). The above-noted rehearses have all been inspected in the inventiveness writing as relevant elements. Next, AMO hypothesis proposes that the intelligent connections among capacity, inspiration, and chance does can produce an optimistic synergistic impact on execution. That is, representatives' motivation makes inventively when they have capacities and helpful characteristics, when they are roused enough, and when they can completely take part in effort progressions. In particular, in the mix ideal, inspiration or chance upgrading rehearses in blend with capacity rehearses add to more significant stages of innovativeness while in the multiplicative exemplary, rehearses from the three aspects are introduced at the same time to such an extent that inspiration and opportunity improving practices together help and support capacity upgrading rehearses in quest for the most elevated level of imagination. We take the character characteristic of transparency an individual indicator in the inventiveness writing that can be credited to a capacity upgrading work on as per our classifications above-as an illustration to represent the two principle intuitive models. In light of the positive direct impact of representatives' receptiveness on their imagination, researchers have tracked down that group variety (attributed to an open door upgrading practice since it gives more open doors to workers to get to new data) initiates the impact of receptiveness to help a more significant level of innovativeness (Baer, M.2010).

Moreover, the exploration demonstrates that when input (an inspiration upgrading practice since it invigorates workers 'inspirations) and a heuristic undertaking (an open door improving practice since it gives open doors to representative commitment) are both present, representatives with receptiveness will accomplish the most elevated level of innovativeness (Zhou, J.; Oldham, G.R. 2001). The accompanying segments primarily mirror the two focuses above to dissect communications in imagination inside AMO hypothesis. We initially give the utilization of AMO hypothesis by looking into the surviving observational examinations on the precursors of inventiveness and arranging the discoveries

following AMO hypothesis. That is, in view of their various capacities, we arrange inventiveness indicators into 3 aspects (i.e., capacity, inspiration, and chance upgrading rehearses). Then, we enticement on the fundamental kinds of HR training packs to give a two-model structure to survey how they cooperate to help an elevated degree of Employee creativity.

### **Research Objectives**

- To study the level of employee creativity and ability, motivation and opportunity in IT sector.
- To identify and measure the effect of employee creativity and ability, motivation and opportunity on learning culture of IT employees

### **Hypothesis**

**Ho1:** There is no significant relationship between employee creativity and AMO on learning culture.

- **HO<sub>1.1</sub>:** There is no significant relationship between ability on learning culture of IT.
- **HO<sub>1.2</sub>:** There is no significant relationship between employee creativity and AMO on learning culture.
- **HO<sub>1.3</sub>:** There is no significant relationship between employee creativity and AMO on learning culture.
- **HO<sub>1.4</sub>:** There is no significant relationship between employee creativity and AMO on learning culture.

### **Statistical Methods**

- Reliability & Validity Test
- Descriptive Statistics
- Exploratory Factor Analysis
- Multiple Linear Regression.

### **Research Methodology**

#### **Research Mechanism**

A questionnaire examination was created to quantify research factors to gather information by the scientist, in light of the audit of instruments utilized in past pertinent investigations. The survey comprised of two sections. The initial segment intended to gauge research factors and comprised of 41 things disseminated among 24 factors. The pointers used to quantify research builds: Employee Creativity, AMO and Learning Culture. Pointers were embraced from earlier associated tasks. The all out total of the markers used to evaluate HR rehearses is 24 things. Members' reactions were coded utilizing a Likert five-point scale. Information assortment The number of inhabitants in this study integrates all representatives of little assistance organizations in the India. 13 IT organizations were singled out with the end goal of the concentrate because of

openness of those organizations and their consent to partake in the review. Because of the chance of conveying the review instrument to those workers, an exhaustive study strategy was led to gather information. An aggregate of 386 surveys were given and 357 questionnaire returned usable for information examination.

### Data Exploration & Results Reliability and Validity Test

Table 1  
Reliability and Validity Test

Factor Name	Number of Items	Cronbach's Alpha
Employee Creativity	4	0.703
Ability	6	0.827
Motivation	4	0.801
Opportunity	4	0.730
Learning culture	6	0.743
Overall items	24	0.911

Reliability analysis's Cronbach's Alpha values were employee creativity (0.703), ability (0.827), motivation (0.801, opportunity (0.730) and overall Items (0.911). The alpha values indicate significant correlation and internal dependability between the statements tested.

### Descriptive Statistics

Table 2  
Descriptive Statistics of employee creativity & AMO

Statements	Min.	Max.	Mean	SD	Skewness	Kurtosis
Understanding an organization's environment culture	1	5	2.57	1.400	.170	-1.546
Attention to the environmental management practices.	1	5	2.91	1.344	.032	-1.313
Raising the level of eco-literacy.	1	5	2.97	1.376	-.063	-1.243
Collecting the relevant waste data	1	5	3.08	1.376	-.012	-1.260
Altruism	1	5	3.26	1.395	-.268	-1.225
Biopherism	1	5	3.16	1.441	-.254	-1.330
Incentives	1	5	3.32	1.398	-.403	-1.155
Compensation scheme	1	5	3.26	1.429	-.315	-1.232
Environmental reward	1	5	3.22	1.423	-.073	-1.407
Being green companies recognition	1	5	3.08	1.439	-.122	-1.356
Using resources efficiently	1	5	3.09	1.339	-.142	-1.185
Reducing waste and pollution from work place.	1	5	3.14	1.299	-.087	-1.121
Encouraging employees to create green job	1	5	3.16	1.415	-.296	-1.264

Extending influence in the work place.	1	5	3.24	1.354	-.304	-1.087
My previous experience makes me more creative in the workplace	1	5	2.97	1.433	-.013	-1.345
The opinion of other work colleagues has a positive effect on my individual creativity	1	5	3.20	1.333	-.183	-1.143
My personal contacts enhance my level of creativity in the workplace	1	5	3.09	1.388	-.049	-1.336
I feel proud and committed in working with my organisation	1	5	3.20	1.431	-.185	-1.311

Employee creativity furthermore, AMO items are estimated utilizing 18, whose mean qualities are in the scope of 2.57 to 3.32, while comparing standard deviations have a scope of 1.299 to 1.441. Skewness and kurtosis values are in the scope of - 0.403 to 0.17 and - 1.546 to - 1.087 individually. The information of the relative multitude of 18 proclamations of Employee Creativity and AMO articulations are showing ordinariness.

### Exploratory Factor Analysis

Table 3

KMO and Bartlett's test of factors contributing to level of Employee Creativity and AMO

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.864
Bartlett's Test of Sphericity	Approx. Chi-Square	2786.005
	Df	153
	Sig.	.000

Prior to continuing for factor investigation the qualification of the information must be tried by leading KMO and Bartlett test. This test is a proportion of inspecting sufficiency and multivariate ordinariness among factors. The KMO esteem in this study is  $0.864 > 0.5$  which says that the example taken is satisfactory. Bartlett's Test of Sphericity esteem is  $0.000 < 0.05$ , show multi ordinariness among factors. Subsequently factor analysis is measured as a suitable method for additional examination of the information.

### Eigen Values

The underlying parts are the quantities of the factors utilized in the factor analysis. Be that as it may, not every one of the 14 factors will be held. In the current exploration, just the 4 elements will be extricated by consolidating the applicable factors. The Eigen values are the fluctuations of the variables. The absolute section covers the Eigen value. The main element will continuously represent the most change and subsequently have the most elevated Eigenvalues. The following component will represent as a large part of the extra change as possible and a similar will go on till the past element. The level of change addresses the part of complete difference represented by each component and the aggregate rate gives the total level of fluctuation explanation by the current and the first elements. In the current exploration, the initial 4 variables make sense of

61.223 percent of the fluctuation. The turn amounts of the formed stacking address the conveyance of the difference after the varimax revolution with Kaiser Normalization. The varimax turn attempts to expand the difference of every one of the element.

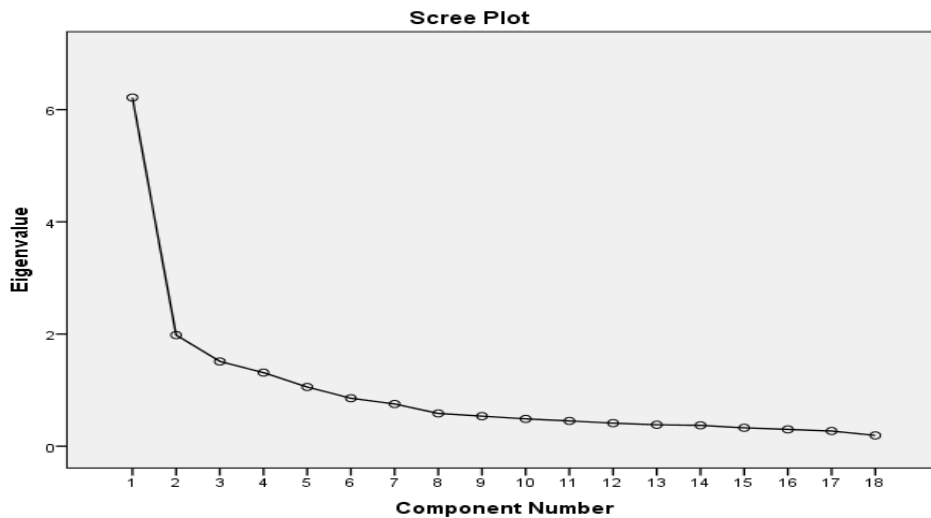
Table 4  
Total Variance Explained of factors contributing to level Employee Creativity and AMO

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.216	34.532	34.532	6.216	34.532	34.532	3.673	20.406	20.406
2	1.981	11.006	45.538	1.981	11.006	45.538	2.694	14.964	35.370
3	1.511	8.396	53.934	1.511	8.396	53.934	2.418	13.434	48.804
4	1.312	7.288	61.223	1.312	7.288	61.223	2.235	12.418	61.223
5	1.056	5.865	67.088						
6	.855	4.752	71.840						
v7	.753	4.183	76.023						
8	.585	3.249	79.271						
9	.536	2.979	82.251						
10	.488	2.709	84.960						
11	.451	2.503	87.463						
12	.411	2.285	89.748						
13	.382	2.125	91.873						
14	.372	2.067	93.940						
15	.328	1.823	95.763						
16	.300	1.664	97.427						
17	.271	1.506	98.933						
18	.192	1.067	100.000						

Extraction Method: Principal Component Analysis.

The table 4 represents four variables have been extricated. Each component is comprised of that large number of explanations that have element loadings more prominent than 0.5. 18 articulations were clubbed into 4 elements. 4 variables were separated from the 18 assertions utilized in the review. These 4 removed factors made sense of 61.223 percent of the inconstancy in employee creativity and AMO.

## Scree Plot



It has been viewed that as despite the fact that there are eighteen head parts just four elements have Eigen values more than one.

## Rotated Component Matrix

The Rotated Component Matrix addresses the turned element loadings, which are the relationships between's the factors and the variables. The element segment addresses the turned variables that have been extricated out of the all-out factor. These are the centre variables, which have been utilized as the last element after information decrease.

Table 5  
Rotated Component Matrix

S. No.	Statements	Eigen Values	Factor Name
1	Understanding an organization's environment culture	0.814	Ability
	Attention to the environmental management practices.	0.803	
	Raising the level of eco-literacy.	0.731	
	Collecting the relevant waste data	0.720	
	Altruism	0.580	
2	Incentives	0.855	Motivation
	Biospheres'	0.828	
	Compensation scheme	0.769	
	Environmental reward	0.544	
	Encouraging employees to create green job	0.802	
	Reducing waste and pollution from work	0.776	

3	place.		Opportunity
	Extending influence in the work place.	0.718	
	Using resources efficiently	0.568	
4	The opinion of other work colleagues has a positive effect on my individual creativity	0.821	Employee Creativity
	My personal contacts enhance my level of creativity in the workplace	0.684	
	My previous experience makes me more creative in the workplace	0.631	
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. a. Rotation converged in 5 iterations.			

- The first factor comprises five statements like; understanding an organization's environment culture, attention to the environmental management practices, raising the level of eco-literacy, collecting the relevant waste data and altruism explains 20.106% of variance and loaded quite well ranging from 0.814 (for understanding an organization's environment culture) and 0.584 (for altruism). It is labelled as **"Ability"**.
- The second factor comprises four statements like; incentives, biospheres', compensation scheme and environmental reward explains 14.964% variance and loaded quite well ranging from 0.855 (for incentives) to 0.544. (for environmental reward) with the variables. So, it is labelled as **"Motivation"**.
- The third factor comprises three statements like; encouraging employees to create green job, reducing waste and pollution from work place, extending influence in the work place and using resources efficiently explains 13.434% variances and loaded quite well with the factor ranging from 0.802 (for encouraging employees to create green job) to 0.568 (for y using resources efficiently). As those variables character is very close to **"Opportunity"**.
- The fourth factor comprises three statements like; The opinion of other work colleagues has a positive effect on my individual creativity, my personal contacts enhance my level of creativity in the workplace and my previous experience makes me more creative in the workplace explains 12.418% variance and loaded quite well ranging from 0.821 (for The opinion of other work colleagues has a positive effect on my individual creativity) to 0.631 (for my previous experience makes me more creative in the workplace) with the variables. The variables are close to **"Employee Creativity"**.

### Multiple Linear Regression

Table 6  
Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R <sup>2</sup>	Std. Error of the Estimate	Durbin-Watson
1	.723 <sup>a</sup>	.522	.517	.578	1.924

a. Predictors: (Constant), Employee Creativity, Opportunity, Motivation, Ability

b. Dependent Variable: Learning culture

**R** denotes the multiple correlations co-efficient with the range deceits between -1 and +1. Since the R-value is 0.723 means that there is a high relationship between the employee creativity and AMO and learning culture. **R<sup>2</sup>**: it signifies the coefficient of determination which lies between 0 and 1. Then the R<sup>2</sup> value is 0.522 i.e. 52.2% of the described deviation is there in the learning culture of IT employees. **Durbin-Watson statistic**: The table 6 states that the Durbin-Watson value is 1.924. It is nearer to the regular value 2. So, that the statement has nearly be met.

Table 7  
ANOVA<sup>a</sup>

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	176.930	4	44.232	96.180	.000 <sup>b</sup>
	Residual	161.883	352	.460		
	Total	338.812	356			

a. Dependent Variable: Learning culture

b. Predictors: (Constant), Employee Creativity, Opportunity, Motivation and Ability.

The table 7 states that Analysis of variance table represents F value of regression model has been significant at 0.05 levels.

Table 8  
Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.543	.164		3.306	.001
	Ability	.194	.046	.217	4.258	.000
	Motivation	.244	.043	.285	5.626	.000
	Opportunity	.253	.037	.269	6.802	.000
	Employee Creativity	.178	.041	.191	4.388	.000

a. Dependent Variable: Learning culture

The table 8 denotes standardized coefficients which represents the effect of creativity and AMO on learning culture of IT employees. The multiple linear regression equation modelling is:

$$Y = 0.217 (\text{Ability}) + 0.285 (\text{Motivation}) + 0.269 (\text{Opportunity}) + 0.191 (\text{Employee Creativity}) + 0.543 (\text{Constant})$$

*H<sub>01.1</sub>*: There is no significant relationship between ability on learning culture.

The above table represent standardised coefficients Beta value is 0.217 which states effect of ability on the learning culture of IT employees. Since the T value is 4.258 and table value is 0.000 which is less than standard significance value 0.05, so the ability has a significant effect on learning culture of IT employees. Therefore, *H<sub>01.1</sub>*: There is no significant relationship between ability on learning culture is rejected.

*HO<sub>1.2</sub>: There is no significant relationship between motivation on learning culture.*

The above table represents standardised coefficients Beta value is 0.285 which states effect of motivation on learning culture of IT employees. Since the T value is 5.626 and table value is 0.000 which is less than standard significance value 0.05, so the motivation has a significant effect on learning culture of IT employees. Therefore, *HO<sub>1.2</sub>*: There is no significant relationship between motivation on learning culture is rejected.

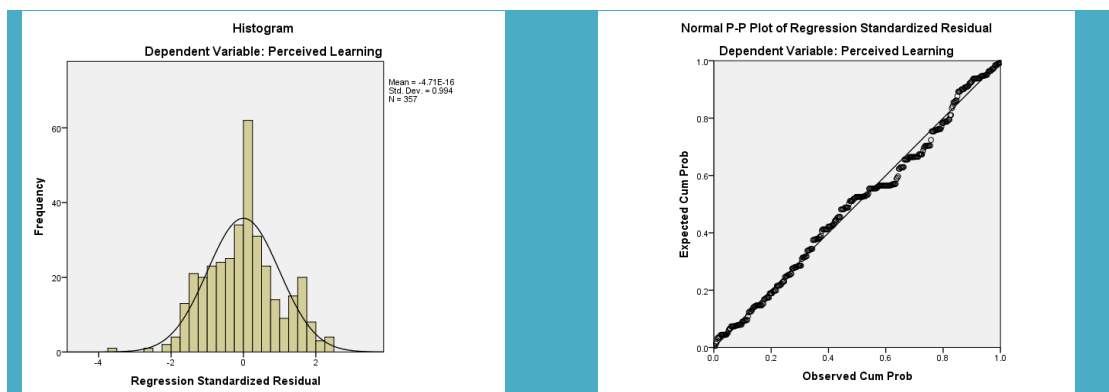
*HO<sub>1.3</sub>: There is no significant relationship between opportunity on learning culture.*

The above table represents standardised coefficients Beta value 0.269 which states effect of opportunity on learning culture of IT employees. Since the T value is 6.802 and table value is 0.000 which is less than standard significance value 0.05, so the opportunity has a significant effect on learning culture of IT employees. Therefore, *HO<sub>1.3</sub>*: There is no significant relationship between opportunity on learning culture is rejected.

*HO<sub>1.4</sub>: There is no significant relationship between employee creativity on learning culture.*

The above table represents standardised coefficient Beta value is 0.191 which states effect of Employee creativity on learning culture of IT employees. Since the T value is 4.388 and table value is 0.000 which is less than standard significance value 0.05, so the employee creativity has a significant effect on learning culture of IT employees. Therefore, *HO<sub>1.4</sub>*: There is no significance relationship between employee creativity on learning culture is rejected.

### Histogram and Normal P-Plot of Regression



### Recommendation

In accordance with trade social hypothesis, the ongoing paper proposes that the standard of social trade ought to be regarded and common assets, which kinds up the substance of this trade like love and belief, ought to be secured. Such assets add to the trading of different assets like data. Obviously, enhancing a sound workplace improves and enacts representative results like innovative thoughts inception. Additionally, according to the point of view of social character hypothesis, the consequences of the ongoing review accentuate the need to keep up with the union of the gathering, a gathering whose individuals have a place

with a similar gathering, and have a typical social personality. At the end of the day, how a singular perspective oneself as an individual from the gathering and which job the person shows. This relates to a gathering that addresses a little gathering, which incorporates connections among the part and the group, and the association that shapes a huge gathering, which portrays the connection among the pioneer and the part. These affirmative common effects cross-over with administrative impacts and at last help the execution of the authoritative systems and creative ways to deal with accomplish hierarchical objectives. Positive social results incorporate superior work commitment, authoritative trust, and hierarchical collaboration, which mitigates work pressure, struggle at work, and assists the worker with creating and advance oneself. This is reflected in their public activity outside the association.

### **Conclusion**

This study aimed to probing the impact of employee creativity, ability, motivation and opportunity improving the learning culture of IT employees concluded that motivation had highest effect on learning culture of IT employees tracked by creativity, ability and opportunity.

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