

## Analyzing the Integration of Manager Creativity in Project Organization by Method from 2014 to 2024 using Bibliometric Method



Muhammed Bah<sup>1</sup>, Meika Kurnia Puji Rahayu<sup>2</sup>

<sup>1,2</sup>Magister of Management Program, Post Graduate Program, Universitas Muhammadiyah Yogyakarta, Indonesia

**ABSTRACT:** This research uses bibliometric analysis to investigate how managerial creativity is incorporated in project organizations from 2014 to 2024. The findings show a consistent rise in research productivity, reaching a high point of 259 publications in 2023, demonstrating increased interest in managerial creativity as a key element for project achievement. The examination focuses on major contributors such as the United States, China, and the United Kingdom and the growing contributions from developing nations. Approaches like agile methodologies and design thinking are crucial for maintaining a balance in organizational structure and encouraging creativity. Advancements in technology, especially in artificial intelligence and data analytics, have been proven to improve managerial decision-making and innovative problem-solving skills. Obstacles to integrating creativity are discussed as challenges in fostering inclusive cultures and breaking down traditional barriers. This research highlights the significance of incorporating creativity in every project stage and provides a detailed structure for promoting innovation in project management. The results lay the groundwork for upcoming studies by highlighting the worldwide importance and diverse aspects of creative management in changing organizational environments.

**KEYWORDS:** Analyzing, Integration, Manager Creativity, organization, project,

### 1. INTRODUCTION

Analyzing the Integration of Manager Creativity in Project Organization by Method From 2014 to 2024 highlights a significant transformation in project management, emphasizing the growing importance of creativity as a strategic asset. Over the past decade, the dynamic business environment has increasingly demanded innovative approaches, compelling organizations to rethink how projects are managed and executed (Yang et al., 2017). The study delves into the integration of creativity within managerial practices, showcasing how creative thinking has evolved from an occasional trait to a fundamental necessity for effective project leadership (Hoang et al., 2021). As organizations grapple with complex challenges, managers' roles have shifted to foster innovation and cultivate a creative culture within their teams. No longer confined to just managing tasks and timelines, managers are now seen as architects of creativity (Hu et al., 2017). They are shaping the direction of projects through imaginative solutions and strategic vision. This evolution has prompted a deeper exploration into how creativity can be systematically integrated into traditional project management methods, making the case that it is not merely a complementary skill but a core component of modern management practices (Imam et al., 2020).

The research further points to the inherent tension between the structured nature of project management and the fluid, unpredictable nature of creativity (Udod et al., 2020). Historically, project management has relied heavily on linear processes, standardized procedures, and a strong focus on metrics and efficiency. However, the past decade has shown that these traditional frameworks often stifle innovation, limiting the ability of teams to adapt to unexpected changes or seize new opportunities. This study highlights the need for new methodologies that balance structure with flexibility, enabling managers to foster an environment where creativity can thrive (Udod et al., 2020). Throughout this period, several methodologies have emerged that emphasize creativity as a critical element of project success. Agile practices, design thinking, and other collaborative approaches have gained traction, reflecting a shift towards more adaptive and innovative project management styles (Lee, 2016). These methods encourage iterative development, cross-functional collaboration, and an openness to experimentation, with all essential components for fostering creativity. The study's introduction emphasizes how these approaches have reshaped the project

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management landscape, allowing for a more dynamic integration of creative thinking at every stage (Kalyar et al., 2020). The research also discusses managers' challenges in integrating creativity into their project management practices (Hu et al., 2017). Encouraging creative thinking often requires breaking down traditional silos and fostering a more open and inclusive culture where diverse perspectives are valued. This is not a simple task; it involves a fundamental shift in how managers approach leadership, moving away from a command-and-control mindset to one emphasizing empowerment, collaboration, and trust. The study explores these challenges in detail, offering insights into the practical steps managers can take to integrate creativity into their teams and processes (Jaiswal & Dhar, 2017).

Moreover, the introduction suggests that creativity in project management should not be limited to the ideation phase but should be embedded throughout the entire project lifecycle. This means that managers must encourage creative problem-solving when brainstorming solutions and planning, execution, monitoring, and evaluation (Mutonyi et al., 2020). By doing so, organizations can better adapt to changes, manage risks more effectively, and drive continuous improvement. The study aims to provide a comprehensive understanding of how this holistic approach to creativity can enhance project outcomes and foster a culture of innovation (Mutonyi et al., 2020). The introduction also sets the stage for examining the impact of technological advancements on integrating creativity in project management. The rise of digital tools, artificial intelligence, and data analytics over the past decade has created new opportunities for creative collaboration and problem-solving (Alhamad et al., 2022). These technologies have enabled managers to visualize complex data, streamline communication, and automate routine tasks, freeing time and resources for more creative endeavors.

The research analyzes how developments, especially in technology, have changed managerial methods and redesigned the importance of creativity in project management. It emphasizes that these advancements allow managers to tackle tasks, promote new solutions, and enhance overall performance (Mutonyi et al., 2020) creatively. Managers can motivate and compensate employees for their critical thinking through innovative methods, improving team productivity and efficiency. The crucial interaction between creativity from managers and innovation from employees is necessary to reach organizational objectives in a quickly changing workplace. In addition, the incorporation of cutting-edge technologies provides fresh opportunities for managers and employees to maximize their responsibilities. Managers receive resources to expedite decision-making, as employees utilize these tools to boost their impact. This collaboration fosters both innovative ideas and a supportive atmosphere for improvement. Consequently, companies can more effectively adjust to fluctuations, stay competitive, and foster a workplace that promotes innovation.

## **2. LITERATURE REVIEW**

A literature review on integrating manager creativity in project organization through various methods from 2014 to 2024 reveals a dynamic and evolving field of study. Over the past decade, the focus on creativity in management has expanded beyond traditional roles, increasingly recognizing creativity's vital role in the successful execution of projects (Kafetzopoulos, 2022). This period has seen an emerging trend where creativity is a desirable trait and a strategic asset that can be systematically cultivated and integrated into project management frameworks. Researchers have progressively explored different methodologies and theoretical models to capture how managers can foster creativity to enhance project outcomes (Hoang et al., 2021). Early studies in the 2014-2016 period primarily focused on establishing creativity's importance in project management. They highlighted that creative thinking among managers leads to innovative problem-solving and more effective decision-making processes, which are crucial in navigating the complexities of modern projects (Lee et al., 2019). This initial body of research laid the groundwork by suggesting that creativity could be cultivated through specific managerial practices, such as encouraging open communication, fostering a collaborative environment, and promoting a culture that values diverse perspectives. These foundational insights underscored the need for a more structured approach to integrating creativity within project management practices (Lee et al., 2019). Between 2017 and 2019, literature focused more on the specific methods and tools that managers could use to enhance creativity within their teams. This period marked a shift from conceptual discussions to practical applications, with researchers exploring various frameworks such as design thinking, agile methodologies, and brainstorming techniques tailored to the project environment (Lee, 2016). The role of technology also became more prominent, with studies examining how digital tools and platforms could support creative processes in project management (Hoang et al., 2021). During this time, the integration of creativity was seen to drive innovation, adaptability, and competitive advantage in rapidly changing industries (Lee, 2016). From 2020 onwards, the global challenges posed by the COVID-19 pandemic prompted a renewed focus on creativity as a critical component of project management. The pandemic accelerated the need for creative solutions to unprecedented problems, forcing managers to rethink traditional approaches and adapt to remote work, supply chain disruptions, and evolving market demands. Literature from this period emphasizes the role of creativity in crisis management and resilience building, highlighting how creative leadership can

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inspire teams to navigate uncertainty and drive project success in turbulent times. This shift underscores the growing recognition of creativity as an essential skill for managers in a volatile and complex world. Recent studies from 2022 to 2024 continue to build on these themes, particularly emphasizing the integration of artificial intelligence and data analytics in enhancing managerial creativity (Alhamad et al., 2022). Researchers have explored how AI can augment creative decision-making by providing insights from large datasets, predicting project outcomes, and suggesting innovative solutions. This integration of technology and creativity represents a new frontier in project management, where managers are equipped with advanced tools that expand their creative capabilities (Stojcic et al., 2018). However, the literature also highlights potential challenges, such as the need for ethical considerations and the risk of over-reliance on technology at the expense of human intuition and judgment (Shen et al., 2020). Throughout the decade, a recurring theme in the literature is the importance of organizational culture in fostering manager creativity (Chen et al., 2020). Studies consistently point to the need for a supportive environment that encourages risk-taking, experimentation, and the free exchange of ideas. This involves not only adopting specific creative methodologies but also embedding creativity into the organizational DNA (Jaiswal & Dhar, 2017). Leaders play a crucial role in setting the tone, as their attitudes toward creativity can either empower or stifle their teams (Li et al., 2018). The literature suggests that for creativity to flourish truly, it must be championed at all levels of the organization, from top management to frontline employees.

Another significant aspect explored in the literature is the role of diversity in enhancing manager creativity (Li et al., 2018). Research has shown that diverse teams, whether in terms of gender, cultural background, or professional experience, tend to produce more creative outcomes. This is because diversity brings a broader range of perspectives and problem-solving approaches, which can lead to more innovative solutions (Shen et al., 2020). The integration of manager creativity in project organizations, therefore, benefits significantly from inclusive practices that leverage the unique strengths and viewpoints of all team members (Trong Tuan, 2020). Looking ahead, the literature suggests that the integration of manager creativity in project organizations will continue to evolve, driven by technological advancements, shifts in workplace dynamics, and the ongoing need for innovative solutions to complex challenges (Stojcic et al., 2018). Future research is likely to explore new methodologies, such as hybrid models that combine different creative frameworks and deeper investigations into the psychological aspects of creativity in management (Li et al., 2018). As the field progresses, the emphasis is expected to remain on practical applications that help managers think creatively and implement creative strategies effectively in their projects (Hu et al., 2017).

### **3. RESEARCH METHOD**

To analyze the comprehensive involvement of manager creativity in physical work environments which promote manager creativity, and to examine them in the work environments of the innovation used to creativity in project organizations. The study used a research method called content and visual analysis to establish the list. Content and visual analysis is a research method, frequently used in social science and behavioral studies, that analyzes the content of written or visual material systematically (Sommer & Wurtz, 2000). This method is generally utilized to find patterns that may be underlying in written or visual language to identify the categories of search words or visual images that appear repeatedly (Harwood & Dohr, 2015). This study's content and visual analysis examined broad and in-depth literature of published articles and visual images to identify the components of only the physical work environment that were linked to the enhancement of manager creativity in the workplace. Such a method was used due to a limited amount of literature that links the physical work environment to creativity in the workplace from the available scientific literature database and publishers (Martens et al., 2011). Thus, the content and visual analyses expanded the search beyond peer-reviewed articles and used various sources, focusing on the attributes broadly used and implemented in practice. The search of written and visual materials used various keywords including manager creativity in project organization, high-performing and productive in addition to creativity, as these words were simultaneously used to describe creativity in workplace-related literature. This is because creativity is considered as an indicator of manager creativity and performance in knowledge-based economies (Lukersmith & Burgess-Limerick, 2013). The keywords in the search also included workplace, (physical) work environment and office design to find literature published in various resources. Published articles included many designs professional/expert articles. The visual images elaborate on the method used in this article to explain the steps at the workplace which are seen in Figure 1 below.

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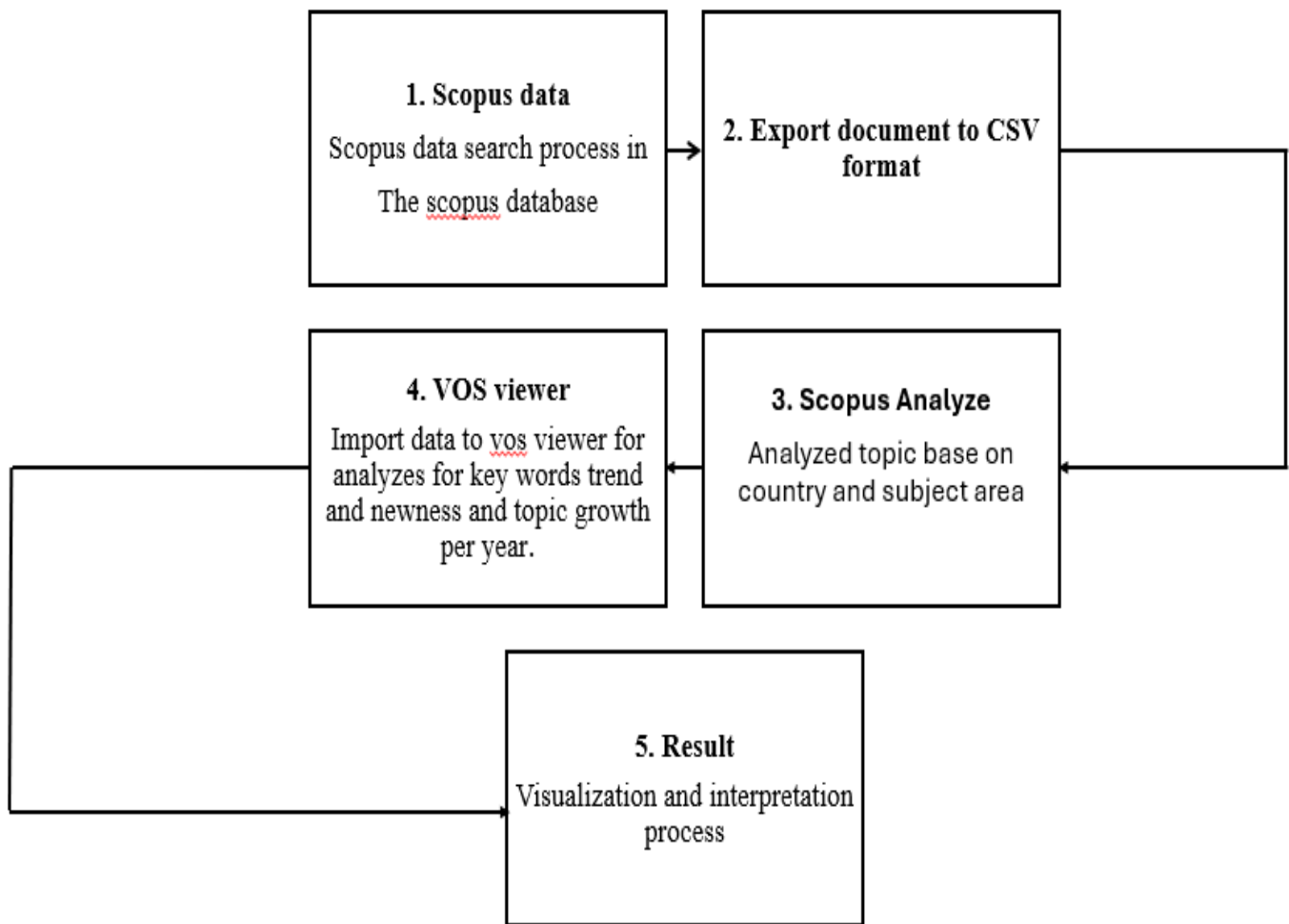


Figure 1 Vos viewer process stages

## 4. RESULTS AND DISCUSSION

### 4. 1 Analysis of Published Documents

The information shown in Table 1 and Figure 1 sheds essential light on the pattern of scholarly articles from 2014 to 2024 that address the incorporation of manager creativity in project organization. This data is essential to comprehend how this field has changed over the last ten years.

The data shows that the annual quantity of documents issued generally increases, with a few notable outliers. The number of documents released expanded steadily from 105 in 2014 to 146 in 2017. There was a slight decrease in 2018 with 122 documents, but there was an essential rise in the following years. The number of documents rose from 178 in 2019 to a peak of 259 in 2023, indicating an enormous rise in research output between those two years. This noticeable rise indicates that the academic and professional communities are becoming more aware of the value of manager innovation in project organizations.

It is interesting to see a slight decline in 2024 with 178 documents, which may be due to changes in research priorities or deadlines for data collecting. Comparing this amount to the earlier years of the research period, it still shows a substantial body of work. The integration of manager creativity in project organization has grown in importance and relevance over the past few years, as seen by the overall upward trajectory in publication numbers. The increasing understanding of the vital role creative management plays in effective project outcomes and organizational performance is probably reflected in this trend. For various reasons, this bibliometric analysis is crucial to the study. Firstly, it offers a quantitative synopsis of the field's development, enabling scholars to pinpoint spikes in interest and possible paradigm changes. Second, it aids in comprehending the study field's level of maturity and current momentum. Thirdly, the information can be utilized to spot areas needing more research or literature gaps Figure 2.

Document per Year

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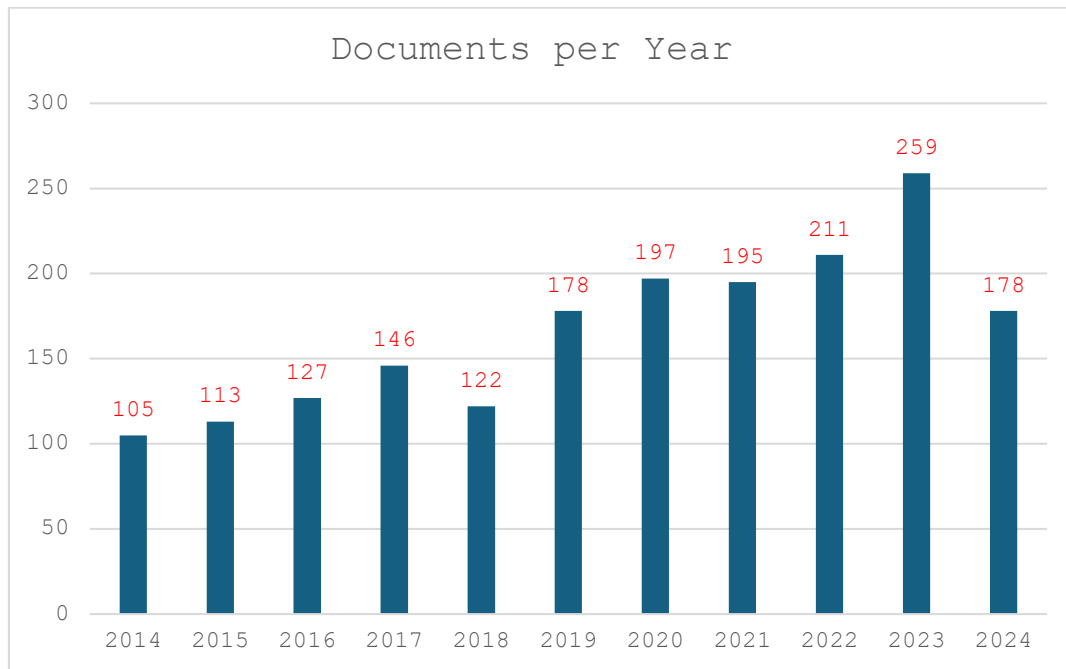


Figure 2 Document Per Year

Furthermore, by highlighting the most productive scholarly eras and establishing a connection between these patterns and more general advancements in organizational theory and project management, this analysis helps lead future research directions. In addition, it provides insightful background information that helps scholars, professionals, and decision-makers interested in the nexus between creativity, management, and project organization to place their work in the larger context of the area.

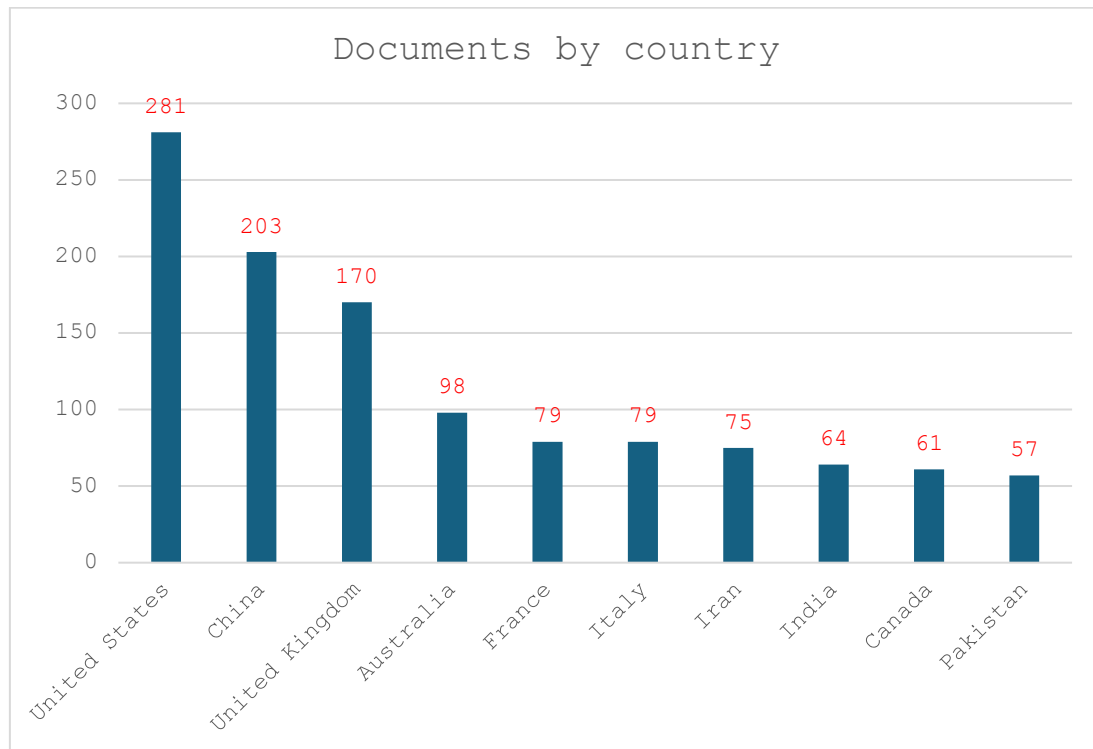
### Document by Country

Figure 2 provides an extensive global picture of research document distribution on manager creativity integration in project organizations from 2014 to 2024. This data offers fascinating details about the geographic distribution of this field's scholarship. With 281 documents, the United States is the most significant donor, closely followed by China with 203 and the United Kingdom with 170. The fact that these three countries constitute many study outputs shows that they influence the discussion around manager creativity in project organizations.

Significant contributions are also made by Australia and several European nations, such as France, Italy, and Germany, underscoring the international scope of this field of study. Including developing nations like Pakistan, India, and Iran in the top rankings indicates that academics outside traditional powerhouses are becoming more interested in this subject. The list's range of nations, which includes those in North and South America, Europe, Asia, Africa, and Oceania, highlights how vital manager creativity is to project organization everywhere. This international research dissemination suggests that the subject is relevant in various cultural and economic situations. Remarkably, certain smaller nations, the Netherlands, Norway, and Singapore, contribute significantly compared to their size, indicating robust research ecosystems or a focus on this area within these countries. The inclusion of nations in this study offers various viewpoints on manager creativity in project contexts, ranging from highly industrialized nations to emerging economies. This variability can show how various organizational, cultural, and economic contexts affect innovative project management techniques. First, it validates the significance of this research field worldwide by showing how vital manager creativity is globally recognized globally in project organizations. Second, the representation of various nations facilitates cross-cultural and comparative research, which may shed light on how different national or regional settings affect creative management techniques in projects. Thirdly, it assists in identifying the top nations and organizations in this subject, which can direct prospects for collaboration, draw attention to centers of excellence, and influence policy choices about research funding and priority areas. Moreover, the worldwide distribution of research contributions guarantees diverse viewpoints, approaches, and case studies, augmenting the profundity and scope of understanding within this field. A more thorough and nuanced knowledge of how manager creativity fits into project organizations in various contexts can result from this diversity

### Figure 3

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**Figure 3 Document by country**

Finally, the spatial data may highlight areas of research deficiency, suggesting avenues for research expansion in marginalized areas or promoting cross-border cooperation to tackle worldwide issues related to project management and organizational innovation. To sum up, this bibliometric analysis of papers broken down by nation not only charts the existing knowledge about manager creativity in project organization but also lays the groundwork for future research, partnerships, and strategic choices.

### Document by Author

The supplied table offers significant insights into project organizations' manager creativity research environment between 2014 and 2024. This bibliometric study provides a clear image of the most active scholars in the field by highlighting significant contributors and their publication output. With eight publications, Liu, H. is the most prolific author, closely followed by Szostak, M. with seven. This suggests that the two scholars have contributed significantly to the subject and most likely have much experience incorporating management innovation into project organizations. A secondary group of exceptionally productive writers, Dhar, R.L., Gu, J., and Sułkowski, Ł., each with five articles, indicates a persistent dedication to this field of study. Their continuous output suggests that they significantly influence the conversation around management innovation in project settings. A robust mid-level of research activity is indicated by numerous authors, including Alyahya, M., Appuhami, R., and Chang, Y.Y., who have each published four papers. This team of investigators contributes substantially to the field's richness and diversity of viewpoints. A larger group of scholars with three publications apiece are also shown in the table; these researchers include Adeel, A., Agnihotri, R., and Ahmed, Z. This increased involvement points to a growing interest in the subject and can point to new directions or emerging voices in the research.

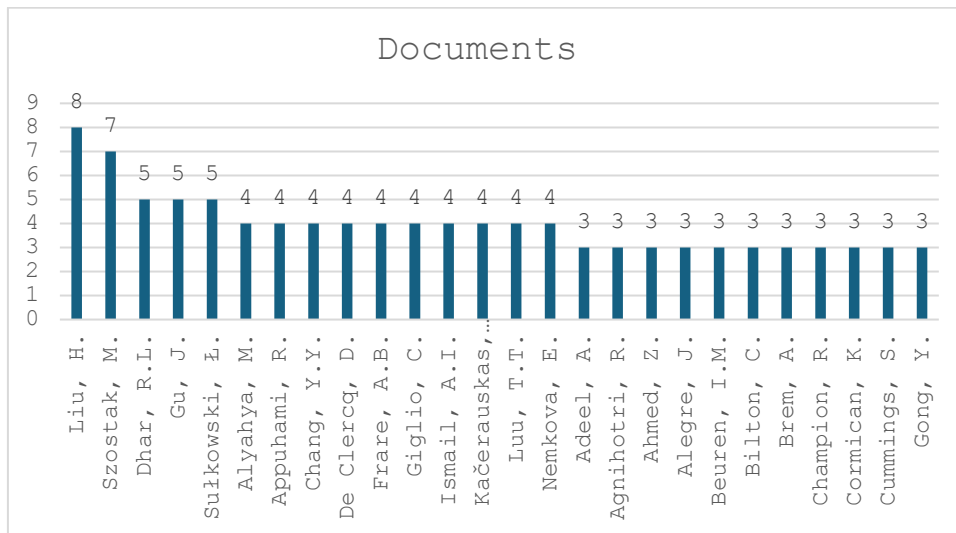
This bibliometric analysis has several implications for the study of manager creativity in project organizations: Finding the main influences, It provides a starting point for comprehending the primary theoretical and empirical contributions to the subject by highlighting the most active researchers. Research trends: One may follow the development of concepts and techniques in manager creativity research within project contexts by looking at the writings of these well-published authors. Opportunities for collaboration: Researcher networks and opportunities for cross-institutional or cross-national cooperation can be found in the data

### Figure 4.

### Document by Authors



**Analyzing the Integration of Manager Creativity in Project Organization by Method from 2014 to 2024 using Bibliometric Method**



**Figure 4 document by Authors**

**Gap analysis:** Knowing who is publishing often can also be used to pinpoint likely understudied regions, which can assist in determining the course of future study. **Research quality:** Although there is no such thing as a high-quality study, writers who have published frequently are likely to have accumulated a substantial body of knowledge, which may result in high-caliber, influential research.

**Multidisciplinary insights:** The varied list of writers might point to the exchange of ideas between many fields, enhancing management creativity in project organizations. This bibliometric analysis provides a map of the intellectual terrain in this topic, making it an invaluable tool for researchers. It gives researchers a starting point for thorough literature evaluations and aids in locating foundational publications. It directs them toward the most influential academics in the field of manager creativity in project organizational contexts.

**Documents per year by sources**

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**Documents per year by sources**

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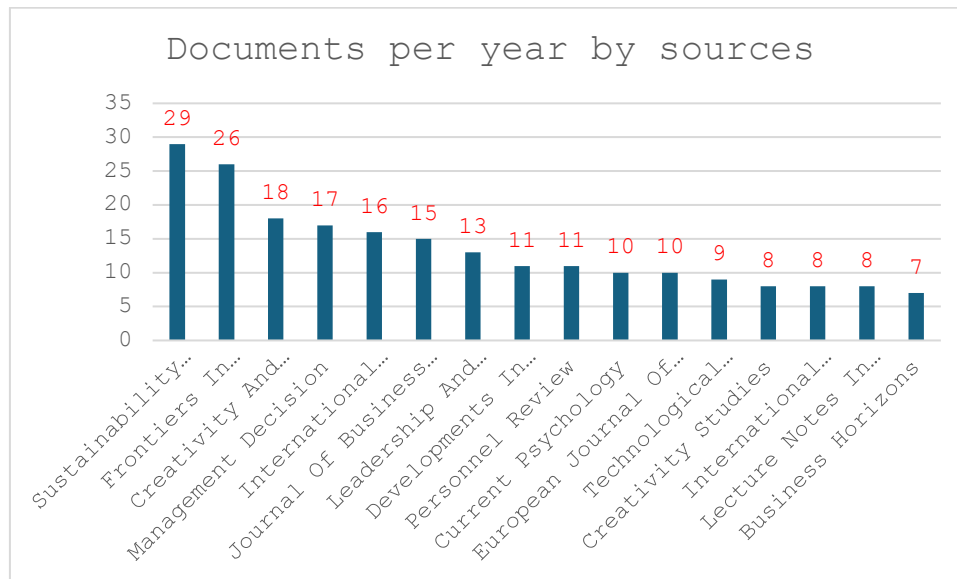


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**Multidisciplinary insights:** The varied list of writers might point to the exchange of ideas between many fields, enhancing management creativity in project organizations. This bibliometric analysis provides a map of the intellectual terrain in this topic, making it an invaluable tool for researchers. It gives researchers a starting point for thorough literature evaluations and aids in locating foundational publications. It directs them toward the most influential academics in the field of manager creativity in project organizational contexts.

### 5. CONCLUSION

The bibliometric analysis indicates a notable increase in studies on the creativity of managers in project organizations between 2014 and 2024, reaching its highest point in 2023. This trend highlights the increasing importance of creativity in the success of projects. Global contributions come from the United States, China, and the United Kingdom, with emerging nations showing more involvement. This worldwide reach promotes varied viewpoints and encourages creative approaches within different cultural and economic settings.

The results underscore the significance of incorporating creativity across all stages of projects, pinpointing agile techniques and design thinking as crucial facilitators. Advancements in technology, like artificial intelligence and data analytics, increase creativity in management, allowing for better problem-solving and decision-making. The research also points out obstacles, such as breaking down organizational barriers and promoting diverse cultures. This study closes the divide between academic theory and practical application by offering a guide to incorporating creativity into project management, leading to innovative, flexible, and prosperous project settings. Future studies should investigate cross-disciplinary methods and enhance the comprehension of how creativity influences organizational resilience and performance.

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