Introduction
The study attempts to quantify several concepts, described in Table 1 and identify those climate factors that most enhance innovativeness. Ultimately, the goal is to determine how these concepts impact firm performance (Figure 1).

Results
Innovativeness is positively correlated with a creative work climate. A creative climate is characterized by high levels of supervisor encouragement, team cohesion, autonomy, and openness to innovation. A creative climate is positively correlated to job satisfaction and organizational commitment. A positive, but weak correlation exists between innovativeness and financial performance. A company having innovation embedded in its strategy shows higher levels of innovativeness, creative climate and financial performance. A differentiation strategy is positively associated with innovativeness. Seniority is positively correlated with people’s perception of innovativeness and creative climate (Figure 2). Overall, employees think their opinion is not sufficiently considered and feel left out of decision making processes. The studied companies do not have a very structured system to track new product performance. A high consistency was observed in the way that supervisors and hourly employees see the dominant cultures at the workplace, with a homogeneous mix of the four cultures being the norm. Supervisors tended to see it as a more familiar and supportive place (Clan) but this difference was not significant (figure 3). Likewise, job satisfaction is higher within this group (Figure 4).

Managerial Implications
The degree of innovativeness shown by a company is related to the dominant climate in the workplace. A creative climate is characterized by high levels of supervisor encouragement, team cohesion, autonomy, and openness to innovation.

More opportunities for employee participation can be pursued. Companies must go beyond the classical suggestion box. Systems where open communication is the norm yield better outcomes and result in higher morale than more formal systems. Monetary incentive programs may be useful in companies where organizational commitment is not the highest. Companies with higher organizational commitment may be better off by relying on intrinsically motivated incentive systems (e.g. the common good, innovation as a value and culture trait).

Conclusions
Programs aimed at developing creativity-friendly work climates will likely result in higher levels of job satisfaction and organizational commitment as measured by loyalty, identification and involvement. Excessive bureaucracy should be avoided as it is perceived by employees as a factor preventing the creativity of people and the innovativeness of a company. Addressed and improved to overcome the high turnover rates that affect the industry.
Respondents mentioned low wages as a factor of job instability and low loyalty. Nonetheless, the results of this study suggest that there is plenty of room to improve identification of employees with their organizations and hence indirectly improve loyalty. Likewise, there is plenty of room to improve innovativeness, especially in the form of processes and business systems as evidenced by the low values reported (4.6 for both in a 1-7 scale).

This, and the moderate levels of ‘interest in innovation’ and high levels of ‘involvement’ present opportunities to pursue by these companies if innovativeness is to be fostered.

Research using a larger sample size is needed to further study the link between innovativeness and financial performance and to make the results more suitable for generalization to a broader population. The second stage of this study is designed to accomplish this objective.