

## **Abstract**

Novelty, inventive step, and industrial applicability are three essential patentability criteria to be attained by a creation. Thus, creativity is executed through the attainment of these in the context of both individuals and organizations. However, in Sri Lanka, the yearly patent grants for creations by residents were lower compared to non-resident applicants. This continued negative impact on the level of creativity was the central problem in the study. Purpose of the study is to interpret organizational creativity as a process combining the individual and the work environment from a creative managerial decision-making perspective; and to empirically explore the influence of managerial decisions between factors influencing creativity and organizational creativity in the apparel industry of Sri Lanka.

The researcher conducted a qualitative study in three independent strategic business units of MAS Holdings. The participants were executive grade employees representing the domains of technology, business, legal and entrepreneurship. The study administered fifty seven in-depth interviews, which was designed to invoke the creative ideas of innovation team members and innovation managers. Then focus group discussion and observations were used to corroborate the expert evidence obtained. Thereafter, the interview responses were interpreted, coded for themes, and content analysed. Pattern matching technique and explanation building was used to develop commonalities (replica) and differences (contrast) across the cases.

The study found a positive association between extrinsic task motivation and organizational creativity. A negative association was found between social environment and organizational creativity. Managerial decision making moderated these two impact relationships and the strength of moderation varied. Certain findings were being replicated across the cases, whereas some findings were contrasting. Further, rivalry explanations were built based on instances of each case. The present study seeks to explain the impact of creative managerial decisions on organizational creativity. However, theory of creativity (1983) has not explicitly established the influence of managerial decisions on creativity. In practice, managers intervene in innovation teams by facilitating creative ideas. This study is of value for researchers and innovation managers with creative ideas, insights, and intentions.