

Organizational Creativity: The Moderating Role of Managerial Decision-Making

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Abstract

The present study seeks to explain the impact of creative managerial decisions on organizational creativity in Sri Lanka. Such an attempt is needed, as in practical business environments managers intervene in the innovation teams by facilitating creative ideas. However, the extant theory has not explicitly established the influence of managerial creative decision-making on organizational creativity. The subject was approached through cross case synthesis and comparison of multiple case studies. Three strategic business units of a Sri Lanka based multinational in the apparel industry were selected. The data was gathered through in-depth interviews; focus group discussions, and observations supported by secondary data sources. The study reveals that organizational creativity results from a combination of individual-specific and work environment-specific factors. Furthermore, managerial decision-making has a direct moderating impact on organizational creativity. The study indicates that the creative intentions of managers enable a work environment that is conducive to fostering organizational creativity, while facilitating its execution.

Keywords: Organizational creativity, Extrinsic task motivation, Social environment, Managerial decision-making, Prior art

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