

ABSTRACT

Prior research has shown that employee creativity stems not merely from individual attributes, but also from organizational support for creativity. Organizations need to unleash the creative potential of their employees for achieving long-term sustenance and growth. From the effectiveness angle, this enables the successful and timely learning and adaptation of the organization to fast changing environmental conditions, and results in the development of a sustainable competitive advantage for the organization over time. From the efficiency angle, it enhances the employees' willingness to contribute to organizational goals. Apart from enhancing creativity in the workplace, organizational support for individual creativity also influences salient employee attitudes in the work setting.

Organizational support for individual creativity (OSC) is particularly significant for the present viability and future growth of knowledge-intensive organizations such as in the computer software industry. While previous studies did investigate the relationship of leadership, team and task variables to organizational support for creativity, our understanding of what enhances organizational support for creativity is at best rudimentary, particularly in the context of knowledge-intensive organizations in India's software sector, as they seek to move up the value chain. Further, the impact of support for individual creativity on employee attitudes has not been adequately explored. It is therefore of immense value, both from a theoretical and practical standpoint, to identify the antecedents and consequences of OSC.

In this study, OSC is viewed as being influenced by variables operating at three different levels – organizational, group and individual task, and in turn is expected to influence job and organization related attitudes and behaviors of the employee. The

antecedent variables proposed at the organizational level are Customer Orientation, Entrepreneurial Posture and Organizational Politics; the variables at the group level are Leader Member Exchange and Team Member Support; the variable at the individual level is Task Uncertainty. Task Interdependence was suggested to moderate the relationship between OSC and its antecedents. The proposed influence of OSC is on Job Involvement, Intrinsic Job Satisfaction, Affective Organizational Commitment and Organizational Citizenship Behavior, an influence which is moderated by the Intrinsic Motivational Orientation of the Employee. A number of hypotheses are developed linking OSC to the various antecedent and consequent variables.

For empirical verification data was gathered through a field study using a questionnaire. The data were then analyzed and the hypotheses verified through multiple regression and structural equation modeling using LISREL. Results indicate that Organizational Politics is the most significant predictor of OSC, followed by Entrepreneurial Posture and the quality of Leader Member Exchange. Further, Task Interdependence (TI) was found to have a moderating effect on the relationship between OSC and its antecedents, such that under low TI, Customer Orientation, Entrepreneurial Posture, Organizational Politics and Task Variety are strongly significant predictors of OSC, while under high TI, Organizational Politics and Leader Member Exchange are the strongly significant predictors. Interestingly, Organizational Politics ceased to be a significant predictor of OSC under conditions of moderate TI. Coming to the consequences of OSC, results show that OSC leads to higher intrinsic job satisfaction, greater affective organizational commitment and behaviors that are reflective of loyal boosterism. The implications of these findings in enhancing OSC are then discussed, along with some limitations of the current study and suggestions for future research.