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OBJECTIVES

HYPOTHESES

RESEARCH METHODOLOGY

RESULTS & DISCUSSION

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FACTORS AFFECTING MANAGERIAL CREATIVITY**DR. RISHU ROY****PRINCIPAL****SCHOOL OF UNDER GRADUATE STUDIES****SANGHVI INSTITUTE OF MANAGEMENT & SCIENCE****RAU****SUPRIYA GUPTA****RESEARCH SCHOLAR****DEVI AHILYA VISHWAVIDYALAYA****INDORE****ABSTRACT**

As the world advances and becomes more complex, creativity is desired in many situations, including the workplace. An instrumental component of any viable strategy to attain and sustain competitive advantage in a changing market context is achieving the ability to innovate consistently and create profitable growth. In order to maximize creativity in the workplace, it is important to understand the factors that affect creativity. This paper reports the factors affecting managerial creativity. This idea is illustrated by conducting a survey of 100 employees that were selected from different Print and Electronic media. Factor Analysis was applied to find factors affecting managerial creativity. The study reveals the fact that several factors encourage creativity.

KEYWORDS

Managerial Creativity, Divergent Thinking, Learning Culture, Career Management.

INTRODUCTION

In an era where competition demands that organizations should develop new products, processes and revolutionize the ways of thinking and doing tasks, there are increasingly frequent calls to pursue creativity as a source of competitive advantage. Creativity is critical for success in the workplace because organizations are in constant competition as a result of technological advances and economic uncertainty. However, it appears that few large companies have attained the competency to build and sustain new markets through a consistently high rate of commercially-successful innovations. One possible reason for this low success rate may be the failure of many of these big companies to foster a core competency in creativity when it comes to the development of new, relevant products and the reinvention of corporate structures and processes necessary to deliver positive results. A creative manager gives organizations an edge in a competitive market because creative individuals are more successful at solving ill-defined problems, allowing organizations to thrive in a competitive market. With this idea in mind, organizations are striving to determine how to maximize employee creativity.

CONCEPTUAL FRAMEWORK

Creativity refers to the phenomenon whereby an individual creates something new (a product, a solution, a work of art etc.) that has some kind of value. Creativity has always been at the heart of business, but until now it hasn't been at the top of the list in entrepreneurship. It is through creativity and innovation, entrepreneurs, leaders and managers can untapp the hidden opportunities at global scale. Creativity is considered a vital asset for any individual who is at the managerial position. Creative managers are actively involved in finding optimal solutions for problems and are especially successful in handling new challenges which demand solutions through out of the box thinking rather than following the orthodox strategies. Creativity is defined as an effort to make an to take their roles, leaving only limited rules to define objective change in social or economic power of common work process in organization. Clarkson (2005) has mentioned that there are many traits which have been associated with creativity, such as divergent thinking, introversion, self-esteem, tolerance for ambiguity, willingness to take risks, behavioral flexibility, emotional variability and ability to absorb imagery. The process of creativity includes the ability to change one's approach to a problem, to produce ideas that are both relevant and unusual, to see beyond the immediate situation, and to redefine the problem or some aspect of it (Kneller, 2005).

Creative managers are effective in their modus operandi and are efficient in handling day to day operations (Barron, 1988). They tend to be characterized by following group of traits like hunger for knowing, sensitivity, complexity, venturing, independence and courage, reality contact, self-sufficiency. A creative individual is one who is open, curious and imaginative to find solutions or designs that are useful and novel for the process of planning, organizing, implementing and controlling to determine and achieve the organizational goals in a changing and dynamic environment. Managerial creativity involves creative behavior and expression on managers who produce interesting and novel solutions to the problems. Researchers revealed that certain stable sets of core personal characteristics like broad interests, attraction to complexity, intuition, aesthetic sensitivity, tolerance of ambiguity, and self-confidence are positively and consistently related to creative performance.

REVIEW OF LITERATURE

Managing creativity at workplace is a major challenge for business organizations. Simon (2003) described creative managers as individual who by their own propensities or through learnings can receive great satisfaction from creative outcomes even when their role in producing these outcomes has been an indirect one. Edwards and Sproull (1984) indicated that generally organizations embarking on an effort to become more creative give due attention in improving motivation and improving self esteem, changing the organizational climate to make it more compatible with creative functioning and making jobs more challenging and interesting. Research on the impact of work environment can be classified into two categories based on proximal and distal factors. Proximal factors are those that are related to daily work of employees and distal are those, which are associated with the organization. Andrews and Farris (1972) while studying the impact of distal factors on creativity concluded that there is a positive correlation between participative culture and creativity. They found that time pressures in imperative and urgent projects gave the impression of work being crucial and thus enhanced creativity. Zhou & Jorge (2003) in their studies came to conclusion that presence of creative coworkers has a positive impact upon the other people in organization and when organization managers do not directly control organization employees and express more supportive behaviors this positive effect is more significant upon employees with less creative power.

Burns and Stalker (1961), who compared electronics firms with more established industrial enterprises and made the distinction between mechanistic and organic forms of organizing. Mechanistic organizations were characterized as hierarchical, highly structured organizations with well-defined, formal roles and positions relative to others in the organization, with communication flowing primarily vertically. Organic organizations, by contrast, were typified by their fluid organizational design, with departments and teams forming and reforming to address new problems and opportunities, with communication flowing primarily laterally. Burns and Stalker's concluded that organic organizations form to deal with unpredictability and volatility in an organization's environment and as compared to a mechanistic organization, an organic one facilitated greater creativity and innovation. Amabile (1988), opined that intrinsic motivation is a primary driver of creativity because it leads to employees being interested in and enjoying their work for the sake of the work itself. Domain-relevant skills,

involving job-relevant knowledge and abilities, would provide a strong foundation for creative work. Additionally, creativity relevant processes, involving one's ability to generate creative ideas, would directly influence creativity. Shalley (1995) viewed that when individuals were intrinsically motivated, then their energy was channelized in one direction with a focus on looking for many alternatives.

RATIONALE OF THE STUDY

Today's business scenario is characterized by uncertainty, so manager need to act as a change agent by being creative and effective. Thus, whether the outcome of an effort is going to be creative or not is likely to depend upon various factors. Creative problem solving is a crucial dimension to managerial activity. Rapidly changing business environments produce problems which managers have not previously encountered. Tried and tested methods of approaching new problems can meet with failures. As organizations strive to maximize creativity among managers researchers attempt to get a better understanding of creativity and an understanding of possible influences on the creative process. Managerial creativity in organizational settings is relatively far less researched, but is of great importance in a world of huge collective challenges and fierce competition.

OBJECTIVES OF THE STUDY

1. To identify factors that affects Managerial Creativity.
2. To compare managerial creativity in print media and electronic media.
3. To open up new vistas of research and develop a base for application of the findings in terms of implications of the study.

PROBLEM

Based on review of literature and past studies, the following Hypotheses were formulated for this study through empirical investigation.

There is no significant difference in managerial creativity in print and electronic media.

Hypothesis

- H₀₁: There is no significant difference in managerial creativity in print and electronic media in terms of Divergent Thinking.
 H₀₂: There is no significant difference in managerial creativity in print and electronic media in terms of Learning Culture.
 H₀₃: There is no significant difference in managerial creativity in print and electronic media in terms Career Management.
 H₀₄: There is no significant difference in managerial creativity in print and electronic media in terms of Visionary Leadership.
 H₀₅: There is no significant difference managerial creativity in print and electronic media in terms of Organizational Change.
 H₀₆: There is no significant difference in managerial creativity in print and electronic media in terms of Progressive Approach.
 H₀₇: There is no significant difference in managerial creativity in print and electronic media in terms of Empowerment.
 H₀₈: There is no significant difference managerial creativity in print and electronic media in terms of Perpetual Challenging.

RESEARCH METHODOLOGY

THE STUDY

The present study is an exploratory research. It is an attempt to examine the factors affecting Managerial Creativity in print and electronic media.

THE SAMPLE

The sample of the study consisted of 50 respondents from print and electronic media companies each. The respondents were selected on the basis of convenience sampling technique.

THE TOOLS

THE TOOLS FOR DATA COLLECTION: The research was carried out through survey method. A well structured, close ended and well designed questionnaire Developed by Sangeeta Jain, Rajnish Jain and Upinder Dhar was utilized to get clear idea of respondents' perception. The respondents were asked to respond on 'Likert Scale' (Five Point Scale) ranging from "Strongly Disagree" to "Strongly Agree". It consists of 25 items. Its reliability and validity was found to be 0.826 and 0.909 respectively.

THE TOOLS FOR DATA ANALYSIS: The analysis of collected data was carried out using MS Excel 2007 and Statistical Package for Social Science (SPSS 19.0). The final scale was subjected to principle component method of factor analysis using varimax rotation. As a result of factor analysis, 8 factors emerged out viz **Divergent Thinking, Learning Culture, Career Management, Visionary Leadership, Progressive Approach, Empowerment, Perpetual Challenging, and Organizational Climate**. On the basis of these factors, problem for the research design was formulated setting eight hypotheses and z-test was applied to test these hypotheses.

RESULTS AND DISCUSSIONS

The scale was administered on 100 respondents and the scores obtained were subjected to factor analysis and eight factors were identified. These are - **Divergent Thinking, Learning Culture, Career Management, Visionary Leadership, Progressive Approach, Empowerment, Perpetual Challenging, and Organizational Climate**.

1. Divergent Thinking: This was measured by items 05, 2, 13, 06. These items are "To solve a specific problem various alternatives are preferable (Factor Load: 0.820)"; "New methods of orientation should be adopted for the new entrant to an organization (Factor Load: 0.744)"; "Innovative ideas should be employed in solving problems (Factor Load: 0.672)"; "Innovative methods of performance appraisal help in the development of subordinates (Factor Load: 0.631)". The total factor load was found to be **2.867**.

The factor 'Divergent Thinking' is exhibiting highest factor load and thus contributing most in managerial creativity. Divergent thinking, the ability to make many associations to a problem and generate many ideas (Russ, 1998), may result in greater motivation to play, as divergent thinking has been linked to playfulness, spontaneity, and joy in play (Lieberman, 1965). Divergent thinking is one of the defining qualities of creative and high ability people. One's attitude towards divergent thinking may be largely determined by openness to experience. Open individuals tend to be more receptive to novel and unconventional ideas. (McCrae & Costa, 1997). Openness to experience is a personality trait that relates to divergent thinking and therefore is expected to be related to creative performance in organizations. Carson et al. (2003) found that performance on divergent thinking tasks is positively correlated with high creative achievement in real world settings.

It is evident from Table 4.1 and 4.2 that t test failed to reveal a statistically reliable difference the mean number of divergent thinking that print media has ($M=3.4570, SD=.74031$) and that the electronic media has ($M=3.6950, SD=.81487$); $t(98)=1.529, p=.130, a=.05$; thus null hypothesis H₀₁ stands Accepted.

2. Learning Culture – This was measured by items 23, 24, 22, 21. These items are "Generally speaking, executives absorb new ideas best by contrasting them to other ideas (Factor Load: 0.827)"; "Executives prefer to learn through free exploration (Factor Load: 0.712)"; "While preparing for new or difficult tasks, an executives absorb new ideas best by contrasting them to other ideas (Factor Load : 0.671)"; "Executives prefer to summarize readings than to outline them (factor Load: 0.470)". The total factor load was found to be **2.68**.

The factor 'Learning Culture' is exhibiting second highest factor load and therefore plays a key role in managerial creativity. Creativity, as an outcome of organizational learning, involves the recognition of patterns and possibilities inherent in streams of experience and the explanation of these new concepts and insights to others through close collaboration (Leonard & Sensiper, 1998).

According to Watkins and Marsick (1997), the construct of organizational learning culture consists of seven sub-constructs: continuous learning, dialogue and inquiry, team learning, embedded system, empowerment, system connection, and strategic leadership. Senge (1994) argues that for creating a learning organization, individual and groups should be encouraged to learn five disciplines, namely personal mastery, mental models of personal learning and growth,

shared vision for organization, commitment to learning and system thinking. Senge argued that companies need team learning and a shared vision. These concepts can be attained only with a shift of mind that departs considerably from the perspective of organizations in the past that relied on fixed, predictable principles. Thus, HRD can play a pivotal role in enhancing employee creativity and building a more appropriate contextual environment for creativity by providing employees with learning and development and by changing organizational culture and practices.

It is evident from the Table 4.3 and 4.4 that t test failed to reveal a statistically reliable difference the mean number of learning culture that print media has ($M=3.57$, $SD=.6082$) and that electronic media has ($M=3.700$, $SD=.557$); $t(98)=1.114$, $p=.268$, $a=.05$; thus H_{02} stands Accepted.

3. Career Management - This was measured by items 20, 08, 25, 18. These items are "While planning activities of the day, executives usually picture he places where they will go, people they will meet and things they will do (Factor Load: 0.735)"; "One's performance should be distinguishable from those of peers (Factor Load: 0.725)"; "It is more fun for executive to dream about the future (factor Load: 0.624)"; "An executive may respond more to people, when they appeal to his/her emotional being (factor Load: 0.577). The total factor load was found to be 2.66.

The factor '**Career Management**' is exhibiting total factor load 2.66. Over the last few decades there has been a profound shift in perceptions of work careers by employers and employees. Careers in 21st century are more boundary less (Arthur & Rousseau, 1996) and as such organizations have been focusing more of their efforts on developing formal career management processes. The processes are based on the belief that mobility and continuous development are integral to the success of an organization. They represent a strategy of focusing on developing workforce flexibility, where employees can meet changing demands for knowledge, skills and abilities. This approach implies that career stagnancy is inherently bad for the organization, for the employee or both. Indeed, an employee's career adaptability – one's resilient and exposure to career related development activities- has been positively linked with affective commitment and reduced turnover intentions (Ito & Brotheridge, 2005). Recently, career management processes are beginning to involve participation on the part of an employee and his or her manager. Pazy (1988) argues that an employee's career development is the joint responsibility of both the organization and the employee.

It is evident from the Table 4.5 and 4.6 that t test reveal a statistically reliable difference the mean number of career management that print media has ($M=3.515$, $SD=.435$) and that electronic media has ($M=3.745$, $SD=.372$); $t(98)=2.836$, $p=.006$, $a=.05$ therefore null hypothesis H_{03} stands Rejected.

This indicates that managers of electronic media believe in career management as compared to print media. Managers in electronic media companies are increasingly taking the seemingly obvious step of asking their employees what their career aspirations are before mapping out a career path.

4. Visionary Leadership – This was measured by items 07, 16, 14, 17. These items are "To solve a day to day problem at work place flexible approaches are desirable (factor Load: 0.750)"; "People in creative organizations first visualize and then communicate whatever they experience (Factor Load: .0738)"; "The existing norms/ policies/ procedures should not be accepted without evaluation (Factor Load: 0.543)"; "Executives prefer to concern themselves with hidden possibilities, uncertainties and potential (factor Load: 0.473)". The total factor load was found to be 2.504.

The factor '**Visionary Leadership**' is exhibiting total factor load 2.504. As per Peter Cook (1998), a fundamental challenge leaders face in the 21st century is how to profit from individual potential and then leverage it so that it produces organizational innovation and excellence. Cook (1998) proposes that leaders must effectively communicate a vision conducive to creativity through any available formal and informal channel of communication and constantly encourage employees to think and act beyond current wisdom. This vision must be communicated from the highest to the lowest levels of management (Delbecq & Mills, 1985; Kimberley & Evanisko, 1981). In other words, the leader must abide by all aspects of vision concerning creativity in the organization, even in informal settings, because every action is observed and interpreted by subordinates (Andriopoulos, 2001). The leader's vision is therefore a key factor when managing creative individuals. In a study completed in Australia, another group of researchers examined the role of transformational leadership and innovative work behavior and the roles that gender may play in this relationship (Reuvers, van Engen, Vinkenburgh, & Wilson-Evered, 2008). The results of the study suggested that teams who were led by more transformational leaders rated themselves as being more innovative than teams who were led by leaders who were less transformational.

It is evident from the Table 4.7 and 4.8 that t test reveal a statistically reliable difference the mean number of visionary leadership that print media has ($M=3.665$, $SD=.478$) and that electronic media has ($M=3.965$, $SD=.515$); $t(98)=3.018$, $p=.003$, $a=.05$; thus null hypothesis H_{04} stands Rejected.

This indicates that there is more visionary leadership in electronic media as compared to print media. This because managers of electronic media encourage creativity by facilitating open interactions with subordinates Cooper (2000) suggests that the openness of managers can increase local initiatives and creative contributions of the employees. Leadership styles conducive to creativity are participative leadership, leader's vision for creativity and ability to develop effective groups.

5. Organizational Change- This was measured by items 04, 03, 10. These items are "Status quo situations are not comfortable, if there persist for a long time (Factor Load: .0835)"; "Job rotation may result in novel ideas (Factor Load: .0507)"; "An executive should try to make his work unique and distinctive (Factor Load: 0.431)". The total factor load was found to be 1.773.

The factor '**Organizational Change**' is exhibiting total factor load 1.773. As per Zang and Cao (2002) for achieving competitive advantage both continuous innovation and radical innovation are important. While continuous innovation becomes possible by continuous improvement, for radical innovation business process reengineering becomes necessary. In order to succeed in BPR the organization must change the structure from hierarchical to flat, management goal to change from functional to global, and individual work needs change to team work. Peters and Waterman (1982) see innovative companies as characterized by creative people developing new products and services under continuously changing environment. A belief in one's ability to overcome constraints by situational forces and to affect changes in the environment (Bateman & Crant, 1993) that involves "challenging the status quo rather than passively adapting to present conditions" leads to creative performance. (Crant, 2000). According to Judge and Elenkov (2005) a capability of organizational change is a broad and dynamic organizational capability that allows the enterprise to adapt old capabilities to new threats and opportunities as well as create new capabilities.

It is evident from the Table 4.9 and 4.10 that t test failed to reveal a statistically reliable difference the mean number of organizational change that print media has ($M=3.826$, $SD=.513$) and that electronic media has ($M=4.013$, $SD=.508$); $t(98)=1.826$, $p=.071$, $a=.05$; thus null hypothesis H_{05} stands Accepted.

6. Progressive Approach – This was measured by items 19, 15. These items are "One should persist and set the problem aside temporarily without closing one's mind to it or giving it up (Factor Load: 0.842)"; "Being restricted to one or few ideas is not satisfying (Factor Load: 0.801). The total factor load was found to be 1.643.

The factor '**Progressive Approach**' is exhibiting total factor load 1.643. Creativity literature suggests that creative individuals tend to see themselves as self-confident, ambitious, and achievement-oriented (Ford, 1995). Not only are they emotionally expressible, energetic, and capable of self-management, but also they are comfortable with ambiguous situations and enjoy learning from new challenges and approaches (Ford, 1995). Zahra and George (2002) opined that organizations seek for opportunities in areas where they have had past successes. Therefore, in the face of prior success, a firm may be unwilling to risk sacrificing current performance to allow its employees to gain other knowledge beyond existing domains of expertise (Cohen & Levinthal, 1990). So, even though acquiring basic knowledge and experience could lead to greater competence in the current arena of activity and perhaps even result initially in a greater volume of innovation (Gupta, 2006), firms—once vested in their past success— experience limited flexibility and a constricted range of exploration making future innovation less likely (Sorensen & Stuart, 2000). Senior management must provide sufficient resources and training, encouragement for developing new concepts, time to work on projects and/or financial support (Jones & McFadzean, 1997). Brand (1998) who proposes that organizations should hire people who are knowledgeable, intelligent, creative in their thinking processes and willing to work tenaciously to attain their goals. In general, creative organizations should focus on employing people with broader interests, who are eager to learn and prepared to take some risks (Andriopoulos, 2001).

It is evident from the Table 4.11 and 4.12 that t test reveal a statistically reliable difference the mean number of progressive approach that print media has ($M=3.490$, $SD=.883$) and that electronic media has ($M=3.850$, $SD=.822$); $t(98)=2.109$, $p=.037$, $a=.05$; thus null hypothesis H_{06} stands Rejected.

This indicates that managers of electronic media believe in progressive approach as compared to (Mean = 3.850) print media (Mean= 3.490). Managers in electronic media are proactive individuals who look for opportunities and act on them, show initiative, take action, and are persistent in successfully implementing change. Proactive behavior is more crucial than ever because of the changing nature of work (Parker, 1998). Research has reported positive

relationships between proactivity and individual job performance (Crant, 1995), career outcomes (Seibert et al., 1999), leadership (Crant & Bateman, 2000), and organizational innovation (Parker, 1998).

7. Empowerment- this was measured by items 01, 09. These items are "Executives should use novel ways to achieve organizational goals (Factor Load: 1.485)"; "Original ideas of subordinates should be encouraged (Factor Load: 0.646). The total factor load was found to be 1.485.

The factor '**Empowerment**' is exhibiting total factor load **1.485**. Autonomy within processes fosters creativity because it gives people freedom in how they approach their activities, heightens their intrinsic motivation, and increases their sense of challenge (Bailyn, 1985). Creativity is fostered when organizational members have relatively high autonomy in carrying out their activities (Zhou, 1998). Appropriate management support should allow risk-taking whether successful or not (Amabile, 1998), and provide an atmosphere where innovation is prized and failure is not fatal (West, 1990). The lack of risk-taking prevents individuals to share useful ideas (Cooper, 2000), decreases contributions. (Stenmark, 2005). Ghorbani and Azmadi (2011) found that there is significant positive relationship between employees empowerment dimensions and creativity increase. They proposed that proposed that the director of organization tries his or her best to increase the empowerment of employees so that the organization can survive and improve creativity and innovation.

It is evident from the Table 4.13 and 4.14 that t test failed to reveal a statistically reliable difference the mean number of empowerment that print media has ($M = 4.550, SD = .231$) and that electronic media has ($M = 4.460, SD = .332$); $t(98) = 1.571, p = .120, a = .05$; thus null hypothesis **H₀₇ stands Accepted**.

8. Perpetual Challenging – This was measured by items 12, 11. These items are "Innovative procedures should be worked out for organizational effectiveness and efficiency (factor Load: 0.776)"; "Problems can also be perceived as opportunities (factor Load: 0.536). The total factor load was found to be 1.312.

The factor '**Perpetual Challenging**' is exhibiting total factor load **1.312**. Andreopoulos and Lowe (2000) mention '**perpetual challenging**' as a method to enhance organizational creativity. The process of perpetual challenging in creative organizations occurs through *adventuring, overt confronting, port folioing* and *opportunising*. Through three processes of adventuring, namely, introspecting, scenario making and experimenting, individuals are encouraged to explore uncertainty so that they can generate innovative solutions. Incremental risk taking and mistake making are part of experimenting. Overt confronting refers to the deliberate set of work related debates used among employees so that their creative thinking is fully utilized. In port folioing, creative employees are encouraged to get involved in a diverse range of projects or teams related to projects. Opportunising refers to the process through which creative employees identify and get involved in projects, which are considered as commercially or creatively interesting. Creative organizations need to be skilled at creating, acquiring and transferring knowledge and modifying behaviors by using these methods to reflect new knowledge and insights. When jobs are complex and challenging, individuals are likely to be excited about their work activities and interested in completing these activities in the absence of external controls or constraints (Hackman & Oldham, 1980; Oldham & Cummings, 1996).

It is evident from the Table 4.15 and 4.16 that t test failed to reveal a statistically reliable difference the mean number of perpetual challenging that print media has ($M = 3.950, SD = .573$) and that electronic media has ($M = 4.140, SD = .452$); $t(98) = 1.839, p = .069, a = .05$; thus null hypothesis **H₀₈ stands Accepted**.

IMPLICATIONS

The organization has to value excellence that is place priority on doing an excellent job in the long run, even if this involves taking a loss in short term results. An organization should provide a safe environment, where mistakes are tolerated or even encouraged, promote learning and risk taking for the sake of the long term goal. Possible future research based on some of the results of this study may be better able to focus on a way to build a work environment more conducive to creativity and innovation. For the practitioner, the results of this study may help industrial and organizational managers create training and development programs geared to aid organizations in building such environments that foster creativity. Along with the obvious financial benefits that accrue when a firm is successful at innovation, such an organization may also experience other strategic advantages when it institutionalizes an environment that is conducive to creativity, dynamic growth, and change (e.g., higher employee morale, lower turnover, more external business focus, and stronger market orientation). Managers should undertake a creative audit of the organization to establish the facts and enable tracking of improvement to occur.

CONCLUSION

The study revealed that individual factors like capability, personality attributes, cognitive style, intelligence and challenging, directly, and organizational factors like leadership style, organization structure, organization reward system, organization atmosphere and organization resources, indirectly, influence creativity. It is argued that creativity is an important human resource (Barron, 1988) which exists in all organizations. Organizations have to try to make use of their resources by devising settings which permit creative talents to thrive.

In the present study, eight factors viz. *Divergent Thinking, Learning Culture, Career Management, Visionary Leadership, Progressive Approach, Empowerment, Perpetual Challenging, and Organizational Climate* were identified that affect managerial creativity. Out of which Divergent Thinking was found to have maximum influence on managerial creativity. Also, comparison was made between print and electronic media based on these 8 factors. Out of eight hypotheses formed, 3 null hypotheses were found to be rejected. Print and electronic media differ in terms of *Career Management, Visionary Leadership and Progressive Approach*.

The present study has limitations of limited geographical area of investigation, hence may not be true representative of the whole population of the country. So, before generalization, there is a need to conduct an in-depth study covering broader geographical area. However, the findings may be helpful in improving organizational efficiency and effectiveness through encouraging creativity among managers of print electronic media.

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ANNEXURE

ANNEXURE 1: ROTATED COMPONENT MATRIX

	Component							
	1	2	3	4	5	6	7	8
VAR00005	.820	.139	-.184	-.027	-.042	-.308	-.145	.032
VAR00002	.744	.069	.241	.092	.135	-.096	-.368	-.082
VAR00013	.672	.039	.021	.275	-.107	.141	.310	.192
VAR00006	.631	.423	.059	-.017	.157	-.221	.032	-.193
VAR00023	.238	.827	.045	-.111	.051	.024	.053	.076
VAR00024	.252	.712	.090	.113	.059	-.063	-.049	-.144
VAR00022	-.201	.671	-.045	.273	-.084	.125	.252	.223
VAR00021	.073	.470	.248	-.205	.291	.161	-.403	.202
VAR00020	.138	.272	.735	-.058	.032	.011	-.147	.021
VAR00008	.120	.136	.724	.084	.035	.376	-.167	.134
VAR00025	.345	.303	.624	.300	-.107	-.077	.152	.198
VAR00018	.259	.390	-.577	-.037	-.275	-.045	.270	.063
VAR00007	.059	-.123	-.230	.750	-.160	.083	.221	.078
VAR00016	.103	.217	.126	.738	.031	-.254	-.132	-.109
VAR00014	.068	.037	.365	.543	.165	.344	.227	.038
VAR00017	.438	.301	.220	.473	.383	.076	-.027	.244
VAR00019	-.110	.138	-.069	-.090	.842	-.002	.142	.176
VAR00015	.156	-.057	.094	.097	.801	.135	.026	.056
VAR00001	.219	.095	.015	.090	-.071	-.839	.015	.115
VAR00009	-.091	.268	-.282	.112	.107	.646	.154	.100
VAR00012	-.133	.133	-.047	.112	.143	-.040	.776	-.137
VAR00011	.077	.001	.111	-.054	.106	.336	.536	.310
VAR00004	.045	.151	.048	.022	.215	-.057	.027	.835
VAR00003	-.010	-.144	-.239	.507	.357	.019	-.120	.507
VAR00010	.332	.228	.150	.000	.321	-.400	.124	-.431
Extraction Method: Principal Component Analysis.								
Rotation Method: Varimax with Kaiser Normalization.								
a. Rotation converged in 13 iterations.								

ANNEXURE 2: COMPARATIVE ANALYSIS

FACTORS	NAME OF THE FACTORS	ITEMS	FACTOR LOADS	EIGEN VALUES	% OF VARIANCE
F1	DIVERGENT THINKING	05, 02, 13, 06	2.867	4.744	19.016
F2	LEARNING CULTURE	23, 24, 22, 21	2.68	3.169	12.677
F3	CAREER PLANNING	20, 08, 25, 18	2.66	2.334	9.334
F4	VISIONARY LEADERSHIP	07, 16, 14, 17	2.504	2.072	8.286
F5	ORGANIZATIONAL CHANGE	04, 03, 10	1.773	1.836	7.344
F6	PROGRESSIVE APPROACH	19, 15	1.643	1.402	5.610
F7	EMPOWERMENT	01, 09	1.485	1.169	4.674
F8	PERPETUAL CHALLENGING	12, 11	1.312	1.068	4.273

ANNEXURE 3: COMPARATIVE ANALYSIS

FACTORS	HYPOTHESIS	PRINT		ELECTRONIC		p VALUE p	REJECTED/ NOT REJECTED
		Mean	S.D.	Mean	S.D.		
DIVERGENT THINKING	H ₀₁	3.457	.740	3.695	.814	.130	NOT REJECTED
LEARNING CULTURE	H ₀₂	3.570	.608	3.700	.557	.268	NOT REJECTED
CAREER MANAGEMENT	H ₀₃	3.515	.435	3.745	.372	.006	REJECTED
VISIONARY LEADERSHIP	H ₀₄	3.665	.478	3.965	.515	.003	REJECTED
ORGANIZATION CHANGE	H ₀₅	3.826	.513	4.013	.508	.071	NOT REJECTED
PROGRESSIVE APPROACH	H ₀₆	3.490	.883	3.850	.822	.037	REJECTED
EMPOWERMENT	H ₀₇	4.550	.231	4.460	.332	.120	NOT REJECTED
PERPETUAL CHALLENGING	H ₀₈	3.950	.573	4.140	.452	.069	NOT REJECTED

α at 5% level of significance = .05

ANNEXURE 4: SPSS T TEST OUTPUT RESULTS

TABLE 4.1: GROUP STATISTICS

	Media	N	Mean	Std. Deviation	Std. Error Mean
DT	Print	50	3.4570	.74031	.10470
	Electronic	50	3.6950	.81487	.11524

TABLE 4.2: INDEPENDENT SAMPLES TEST

		Levene's Test for Equality of Variances		t-test for Equality of Means					
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference Lower Upper
DT	Equal variances assumed	1.196	.277	-1.529	98	.130	-.23800	.15570	-.54697 .07097
	Equal variances not assumed			-1.529	97.111	.130	-.23800	.15570	-.54701 .07101

TABLE 4.3: GROUP STATISTICS

	Media	N	Mean	Std. Deviation	Std. Error Mean
Learning	Print	50	3.5700	.60828	.08602
	Electronic	50	3.7000	.55787	.07890

TABLE 4.4: INDEPENDENT SAMPLES TEST

		Levene's Test for Equality of Variances		t-test for Equality of Means					
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference Lower Upper
Learning	Equal variances assumed	.204	.653	-1.114	98	.268	-.13000	.11672	-.36163 .10163
	Equal variances not assumed			-1.114	97.276	.268	-.13000	.11672	-.36166 .10166

TABLE 4.5: GROUP STATISTICS

	Media	N	Mean	Std. Deviation	Std. Error Mean
CM	Print	50	3.5150	.43569	.06162
	Electronic	50	3.7450	.37283	.05273

TABLE 4.6: INDEPENDENT SAMPLES TEST

		Levene's Test for Equality of Variances		t-test for Equality of Means					
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference Lower Upper
CM	Equal variances assumed	2.378	.126	-2.836	98	.006	-.23000	.08110	-.39093 -.06907
	Equal variances not assumed			-2.836	95.714	.006	-.23000	.08110	-.39098 -.06902

TABLE 4.7: GROUP STATISTICS					
	Media	N	Mean	Std. Deviation	Std. Error Mean
Leadership	Print	50	3.6650	.47812	.06762
	Electronic	50	3.9650	.51510	.07285

TABLE 4.8: INDEPENDENT SAMPLES TEST									
		Levene's Test for Equality of Variances		t-test for Equality of Means					
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference
									Lower Upper
Leadership	Equal variances assumed	.510	.477	-3.018	98	.003	-.30000	.09939	-.49724 -.10276
	Equal variances not assumed			-3.018	97.461	.003	-.30000	.09939	-.49725 -.10275

TABLE 4.9: GROUP STATISTICS					
	Media	N	Mean	Std. Deviation	Std. Error Mean
OrgChange	Print	50	3.8267	.51393	.07268
	Electronic	50	4.0133	.50825	.07188

TABLE 4.10: INDEPENDENT SAMPLES TEST									
		Levene's Test for Equality of Variances		t-test for Equality of Means					
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference
									Lower Upper
OrgChange	Equal variances assumed	.077	.782	-1.826	98	.071	-.18667	.10222	-.38952 .01619
	Equal variances not assumed			-1.826	97.988	.071	-.18667	.10222	-.38952 .01619

TABLE 4.11: GROUP STATISTICS					
	Media	N	Mean	Std. Deviation	Std. Error Mean
Approach	Print	50	3.4900	.88346	.12494
	Electronic	50	3.8500	.82220	.11628

TABLE 4.12: INDEPENDENT SAMPLES TEST									
		Levene's Test for Equality of Variances		t-test for Equality of Means					
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference
									Lower Upper
Approach	Equal variances assumed	1.743	.190	-2.109	98	.037	-.36000	.17068	-.69870 -.02130
	Equal variances not assumed			-2.109	97.498	.037	-.36000	.17068	-.69872 -.02128

TABLE 4.13: GROUP STATISTICS					
	Media	N	Mean	Std. Deviation	Std. Error Mean
Empower	Print	50	4.5500	.23146	.03273
	Electronic	50	4.4600	.33258	.04703

TABLE 4.14: INDEPENDENT SAMPLES TEST									
		Levene's Test for Equality of Variances		t-test for Equality of Means					
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference
									Lower Upper
Empower	Equal variances assumed	3.321	.071	1.571	98	.120	.09000	.05730	-.02372 .20372
	Equal variances not assumed			1.571	87.445	.120	.09000	.05730	-.02389 .20389

TABLE 4.15: GROUP STATISTICS					
	Media	N	Mean	Std. Deviation	Std. Error Mean
Challenging	Print	50	3.9500	.57366	.08113
	Electronic	50	4.1400	.45221	.06395

TABLE 4.16: INDEPENDENT SAMPLES TEST

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Challenging	Equal variances assumed	1.553	.216	-1.839	98	.069	-.19000	.10330	-.39500	.01500
	Equal variances not assumed			-1.839	92.933	.069	-.19000	.10330	-.39514	.01514

ANNEXURE 5: MANAGERIAL CREATIVITY SCALE

I am approaching you with a scale to know your opinion about certain experiences in the organizational context. There are 25 statements given in the scale and there is no right or wrong answer in the scale. You have to read each statement carefully and mark your choice by putting cross(x) on any of the five alternatives.

S No.	Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	Executives should use novel ways to achieve organizational goals					
2	New methods of orientation should be adopted for the new entrant to an organization					
3	Job rotation may result in novel ideas					
4	Status quo situations are not comfortable, if there persist for a long time.					
5	To solve a specific problem various alternatives are preferable.					
6	Innovative methods of performance appraisal help in the development of subordinates.					
7	To solve a day to day problem at work place flexible approaches are desirable.					
8	One's performance should be distinguishable from those of peers					
9	Original ideas of subordinates should be encouraged					
10	An executive should try to make his work unique and distinctive					
11	Problems can also be perceived as opportunities					
12	Innovative procedures should be worked out for organizational effectiveness and efficiency					
13	Innovative ideas should be employed in solving problems					
14	The existing norms/ policies/ procedures should not be accepted without evaluation.					
15	Being restricted to one or few ideas is not satisfying					
16	People in creative organizations first visualize and then communicate whatever they experience					
17	Executives prefer to concern themselves with hidden possibilities, uncertainties and potential					
18	An executive may respond more to people, when they appeal to his/her emotional being					
19	One should persist and set the problem aside temporarily without closing one's mind to it or giving it up.					
20	While planning activities of the day, executives usually picture the places where they will go, people they will meet and things they will do					
21	Executives prefer to summarize readings than to outline them					
22	While preparing for new or difficult tasks, an executives absorb new ideas best by contrasting them to other ideas					
23	Generally speaking, executives absorb new ideas best by contrasting them to other ideas					
24	Executives prefer to learn through free exploration					
25	It is more fun for executive to dream about the future					

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