CHAPTER VI
SUMMARY OF RESULT, MANAGERIAL IMPLICATION AND LIMITATIONS

6.1 Summary of Results

This study was conducted:

A) To do a comparative analysis of highly creative and less creative associates in organization in relation to their Interpersonal skills, Conflict Resolution Styles, Decision making Styles, Motivation level, Commitment level and performance.

B) To find out how Creativity influenced various variables like Conflict Resolution Styles (consisting of Competing, Collaborating, Compromising, Accommodating and Avoiding), Interpersonal Relations (Inclusion needs, Affection needs and Control needs), Motivation of employees, Decision Making Styles (Directive decision making, Thinking decision making, Analytical decision making style, Impulsive decision making style and Rational decision making), Commitment and Performance.

For testing the above variables, following testes were used:

a) MANOVA

b) Stepwise regression analysis

The results obtained after the analysis are summarized below:

1. Creativity and Conflict Resolution Styles – Step wise regression analysis show that, employees scoring high on competing style have shown a strength of association with total creativity. The results on conflict resolution styles for different creativity level shows that highly creative employees have scored highest on Collaborative style of resolving conflict and lowest on Competing style of conflict resolution. On the other hand, less creative employees have scored highest on Compromising style of resolving conflict and lowest on Competing style of conflict resolution.
2. **Creativity and Interpersonal Relations** – The results show that, employees scoring high on need for inclusion have shown a strength of association with CR creativity and total creativity with negative coefficient score. Further, the results show that highly creative employees have scored high on need for affection, need for control and total interpersonal behavior need, whereas less creative employee have scored high on need for inclusion. Analysis of the mean table shows that highly creative employees of all the sectors except IT have scored high on need for affection, need for control and total interpersonal need. The results show that less creative employee of all the sectors except Automobile have scored high on need for inclusion. Also, the managerial level and in all the sectors (except senior managerial level employees in automobile sector) have scored high on need for inclusion. The result show that highly creative employees at all the managerial level in automobile sector have shown a higher score on need for affection. A very nice pattern can be seen, if we analyze the result of control need. It can be observed that highly creative employees at all managerial level in all the sectors, except IT have shown a high score on need for control. If we look at the results of total interpersonal behavior, we observe that highly creative employees at all managerial levels in automobile sector have scored high on total interpersonal need.

3. **Creativity and Motivation** – The results show that, employees scoring high on total integration have shown a strength of association with NR creativity and total creativity. Also, employees scoring high on personal interest score have shown a strength of association with NR creativity and total creativity. Whereas, employees scoring high on total conflict have shown a strength of association with total creativity only. Finally, the mean table shows that less creative employees have scored higher on total integration and personal interest score, whereas highly creative employees have scored higher on total conflict score. Analysis of the mean table shows that less creative associates in all the sectors except FMCG have shown a higher score on total integration. Further, analysis of the mean table shows that less creative managers from all the sectors (except FMCG), and at all the managerial level (except middle level in automobile sector) have scored high on total
integration score. The results also show that less creative employees at all the managerial levels (entry, middle and senior) and in all the sectors (Automobile, IT, FMCG and Petroleum), have a higher score on personal interest dimension.

4. **Creativity and Decision Making** – The results show that, employees scoring high on DDM have shown a strength of association with CR creativity, NR creativity and total creativity. Also, employees scoring high on TDM have shown a strength of association with total creativity. The results show that, employees scoring high on ADM have shown a strength of association with CR creativity, NR creativity and total creativity. The results also show that, employees scoring high on IDM have shown a strength of association with CR creativity. Also, the results show that, employees scoring high on RDM have not shown any strength of association with total creativity, NR creativity and CR creativity. Analysis of the mean table shows that highly creative associates have scored high on Thinking Decision Making Style (TDMS), Analytical Decision Making Style (ADMS) and Impulsive Decision Making Style. Less creative associates have shown a higher score on Directive Decision Making Style (DDMS) and Rational Decision Making Style (RDMS). Analysis of the mean table shows that less creative associates of all the sectors except FMCG have scored high on DDMS. The results show that highly creative employees of all the sectors have scored high on TDMS. Also, highly creative employees of all the sectors except Petroleum have scored high on ADMS. Further, the results show that highly creative employees in all the sectors have scored high on IDMS except for the employees of FMCG sector. The results also reveal that less creative associates in all the sectors except FMCG, have scored high on RDMS. The results show that highly creative managers at all the three level (entry, middle and senior) have scored high on TDMS, ADMS and IDMS. The results show that less creative employee at all levels of management have scored higher on RDMS. The analysis of the table shows that less creative associates in automobile, IT and petroleum sectors at all the managerial levels (except senior level in automobile, IT and entry level in petroleum sector) have shown a high score on ADMS. The analysis shows that highly creative
associates in all the sectors at all the managerial levels (except senior level managers in automobile sector) have scored higher on IDMS. Further, results show that less creative associates at the three managerial levels in Automobile and Petroleum sector have scored higher on RDMS.

5. **Creativity and Commitment** – The results show that, employees scoring high on commitment have shown a strength of association with CR creativity. The results shows that commitment of employees is significantly related to their creativity level. The mean table shows that highly creative employees are more committed in comparison to low creative employees. Further analysis shows that entry level managers are highest on commitment in comparison to middle and senior level. Also, employees of FMCG sector have higher commitment level in comparison to the employees of other sectors.

6. **Creativity and Performance** – The results show that, employees scoring high on performance have shown a strength of association with CR creativity. If we see the results of Analysis of variance, it shows that performance of employees is not effected by creativity of employees. But, the mean table shows that at entry and middle level highly creative employees have performed better than less creative though the difference is small. Also, highly creative employees of all the sectors except FMCG have scored low on performance. The post hoc table shows that senior level employees have scored highest on performance in comparison to other two levels on management. The post hoc table also shows that Petroleum sector employees have scored highest on performance.
Table 6.1: Summary of Findings

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Results</th>
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<tbody>
<tr>
<td>H1: Decision making capability, motivation level and management of interpersonal relationships will be better for highly creative associates as compared to less creative associates.</td>
<td>The hypothesis is partially accepted</td>
</tr>
<tr>
<td>H2: Highly creative associates will show better performance as compared to less creative associates.</td>
<td>The hypothesis is rejected as highly creative associates do not show better performance</td>
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<tr>
<td>H3: Highly creative associates will take competing, collaborating mode of conflict resolution in contrast to accommodating, avoiding and compromising modes of conflict resolution taken by less creative associates.</td>
<td>This hypothesis is partially accepted as highly creative associates follow a collaborative style of conflict resolution</td>
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<tr>
<td>H4: Highly creative associates will be highly committed to the organization as compared to less creative associates.</td>
<td>This hypothesis is accepted as highly creative associates have scored high on commitment</td>
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<tr>
<td>H5: Highly creative associates will show more of affectionate needs as compared to less creative associates who will show more of inclusive and control needs.</td>
<td>This hypothesis is partially accepted as highly creative employees have shown high score on affection, also they have high score on control.</td>
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6.2 Managerial Implications

The results of this study have important managerial implication. As the companies have started realizing that developing employees on their creative front is the only solution which can steer their companies ahead of others. Employee creativity is tough to imitate and will go a long way in solving a lot of problems of the present
competitive and dynamic as employees’ creativity in a general sense adds to hierarchical advancement, viability and survival.

Since, this study has been done with regard to four different sectors and these sectors have a major contribution in our economy. So, these sectors can derive a lot of inferences in particular and other sectors in general.

Employee creativity at organizational level should be encouraged and supported because of following important implications.

1. Creativity of employees should be developed as according to the results highly creative employees of almost all the sectors and at all the managerial levels follow a more collaborative style of resolving conflict which is believed to be a more balanced approach towards resolving conflict.

2. The results show that highly creative employees at all managerial level in all the sectors, except IT have shown a high score on need for control. This result shows that except IT sector, all other sectors like to or have been working in a well defined structure, they may have a desire to direct or they themselves love to be directed. This approach needs to change with the changing work culture, the way it has been changing in IT sector. So, management of these sectors can start thinking on these lines to be more effective and productive.

3. We can see from the result that highly creative associates at all the managerial levels (entry, middle and senior) and in all the sectors (Automobile, IT, FMCG and Petroleum) have a higher score on total conflict dimension which means that the highly creative managers are high on frustration and low on satisfaction level. The management should try to ensure that highly creative employees are provided with diversified work profile which satisfies them.

4. The results show that commitment of employees is significantly related to their creativity level and highly creative employees are more committed in comparison to low creative employees. Management can try and ensure that they are able to develop creative ability with the help of training amongst the employees, which will also ensure their commitment to the organization.
5. The results show that highly creative employees of FMCG sector only have scored high on performance, rest of the sectors have scored low on performance. Management can make a comparative study of these sector to see why only in FMCG sector creativity and performance are directly related to each other and why not other sectors display the same result.

6. 3 Limitations

1) The study is limited to Delhi NCR area so the results cannot be generalized.

2) The study is limited to only four sectors of the economy, for a detailed and complete picture other sectors of the economy could have been studied.

3) In the result regression analysis of data could explain only 11% of variance, further research in this area will be fruitful in contributing to the knowledge base.

4) Top level managers have not been included instead senior managers have been taken, further research can be done by including top level managers.