ABSTRACT

The present research was conducted to make a comparative analysis of highly creative and less creative associates in relation to Interpersonal skills, motivation level, decision making styles, conflict resolution modes, commitment and performance. The sample consisted of 400 associates from four different sectors which included IT, Petroleum, Automobile and FMCG. The sample was taken in the ratio of 1:3:5 from senior, middle and entry levels and the number amounted to 5, 15 and 30 associates from four sectors and three levels. The technique of ‘Stratified Systematic Sampling’ was adopted in selecting samples from middle level managers and lower level, but for senior level management sample was drawn only randomly. Motivational analysis test, conflict resolution mode, organizational commitment questionnaire, FIRO-B instrument, Abbreviated Torrance test for creativity and performance index were administered to all the associates individually. A 2 X 4 X 3 factorial design (with unequal numbers) was applied to compare the less creative and highly creative associates. Two levels of creativity (highly and less), four levels of sector (IT, FMCG, Automobile and Petroleum) and three levels of management (entry, middle and senior) were taken. Stepwise Regression Analysis was applied to study the impact of creativity on conflict resolution, interpersonal behavior, decision making style, commitment, performance and motivation. Also, the technique of multivariate analysis of variance (MANOVA) was applied to bring out systematic differences amongst the employees. 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.

As far as Creativity and Interpersonal Relations is concerned, 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 behaviour 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 analyse 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 behaviour, we observe that highly creative employees at all managerial levels in automobile sector have scored high on total interpersonal need.

For 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.

For 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.

For 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.
For Creativity and Performance, employees scoring high on performance have shown a strength of association with CR creativity. The Analysis of variance show that, the performance of employees is not effected by creativity of employees. An analysis of the mean table shows that highly creative employees of all the sectors except FMCG have scored low on performance. Further, the mean table shows highly creative employees at entry and middle level have scored high 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.