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The Impact of Personal Characteristics and Intrinsic Motivation on Creative Behavior among Indonesian Radio Station Managers

Nugroho J. Setiadi, Anees Janee Ali and Rehana Aafaqi

The main purpose of the article is to increase understanding in some personal characteristics affecting creative performance among Indonesian radio station managers' leadership context. Using creativity-relevant personal characteristics and motivation as input model, the authors identified that both of these two variables are positively related to creative performance. The study hypothesized that Leader-member exchange (LMX) moderate the relationship between personal characteristics and creative performance. Among a sample of 283 Indonesian radio station managers, results found that creativity-relevant personal characteristics and intrinsic motivation were positively related to creative performance when managers' perception of followers' work contribution toward them (as the second dimension of LMX) was high.

Keywords: *Creativity; Personal characteristics; Motivation; Leader-member exchange.*

Introduction

As the largest archipelago country in the world, radio is arguably the most important communication medium in Indonesia. Their voices are heard everywhere: in the market, in the village, in the rice paddy, and also in the mini-bus. Indonesian commercial radio has reemerged from the New Order era (starting 1967) with a legal and economic framework with a purpose to resist the monopoly control by government that centralized only in Jakarta. Radio, being a verbal medium and relatively cheap agency to run, is continuously developing as a communication tool at a grass roots level in Indonesia. The rapid growth of radio broadcasting business imposes specific challenges on the development of competitive

advantage through excellence and unique organizational elements such as speed, mobility (activity), learning ability, and individual or team work capabilities, which to represent global competition (Satria, 2002).

In today's rapidly growth of radio broadcasting business, it is critical for managers to do their best to ensure and realize that creativity is one of the most important elements in order to achieve high performance. Considering this, researchers (for examples: Amabile and Gyskiewicz, 1988; Feist, 1998; Cooper et al., 1999; Ford and Gioia, 2000; Conti et al., 2001; Baer et al, 2003; Farmer et al., 2003; DeVoe and Iyengar, 2004) have focused on the understanding of how the myriad of interacting potential creators (i.e., managers) and managers' operating context which can

foster their performance. Much of researchers' works have examined the effects of personality by using either Gough's (1979) Creative Personal Scale (CPS) or the Five Factor Model (FFM) of personality (Costa and McCrae, 1992). The CPS measure is intended to provide an index of an individual's overall creative potential, whereas the FFM is intended to provide important sets of characteristics that are expected to affect individuals' creativity. Results of previous studies provided some support of the expected positive relationship between CPS and creativity (Oldham and Cummings, 1996; Feist, 1998), but all of the FFM dimensions have several components that they hang together as five relatively stable factors (Feist, 1998). In addition, additional inquiry into the intrinsic motivation-creativity dynamic in organizational setting would also be fruitful (Afdhal, 2003). Intrinsic motivation refers to the extent to which an individual is excited about a work activity and engaged in it for the sake of the activity itself.

Indonesian radio channels have been producing many programs. These programs range from entertainment to education with target audience ranging from children to old folks. Radio channels in Indonesia have unique ability to target and reach very specific audiences. Thus, interesting programs are needed in order to capture the interest of listeners. In today's rapidly changing environment, creativity is not only necessary for a competitive advantage, but is also contributing to organizational innovation, effectiveness and survival (Amabile et al., 1996). A large body of literature has examined the possibility that creativity is affected by a variety of individual characteristics, such as demographic and biographic variables (Rodan and Galunic, 2004; Tierney and Farmer, 2002) and intrinsic motivation (Amabile, 1997; Tierney et al., 1999). Although a few previous studies have shown significant relationship between measures of personality (Gelade, 2002; Kwang and

Rodrigues, 2002; Miron et al., 2004) and intrinsic motivation (Amabile, 1997; Deci et al., 1999), the roles of operating managers of radio station in presenting new ideas and developing support behavior among subordinate become crucial. When the leaders' (managers) quality of the interpersonal relationship is seen as the level of his/her affection for the follower, and his/her perception of follower's work contribution toward him/her is high (Bhal and Ansari, 2000), it is likely that he/she will use his/her personal characteristics and motivation as inputs to the ongoing evaluation of his/her current efforts with regard to creative performance. Therefore, the questions that would be answered in the present study are:

- Do radio station managers' creativity-relevant personal characteristics and their intrinsic motivation positively relate to their creative performance?
- Does the above mentioned relationship depend on the quality of their interpersonal relationship with the employees?

Realizing the importance of extending creativity study, hence, this article will focus on an empirical evidence of individual creativity in order to explain the relationship among creativity-relevant variables.

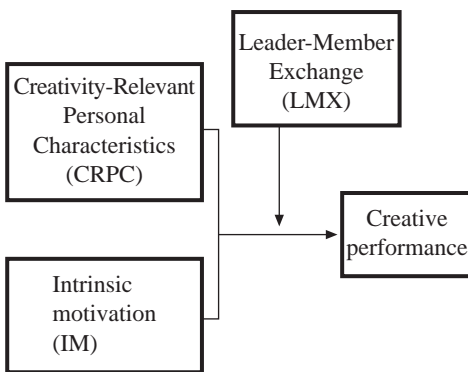
Conceptual Framework and Hypotheses

A review of the published studies on creativity showed that enhancing the individual creative performance is a necessary step when organizations are to achieve competitive advantage (Oldham and Cummings, 1996). Woodman et al.,(1993) have proposed an interactionist model of creative behavior at the individual level. In their model, Woodman et al.,(1993) suggested

that creativity is the complex product of a person's behavior in a given situation. The situation is characterized in terms of the contextual and social influences that either facilitate or inhibit creative accomplishment. A person is influenced by various antecedent conditions, and he or she brings to bear traits (personality). Within the person, personality aspects of the mind are related to creative behavior.

Therefore, we will adopt the Interactionist model of Organizational Creativity (Woodman et al., 1993) and will make use some of the influencing variables, such as creativity-relevant personal characteristics and intrinsic motivation (see Figure 1).

Figure 1. Posited relationships among all variables



In this article, we will discuss all the components that are believed to be the determinants of creative performance. Two main aspects related to creativity performance are highlighted. They are the creativity-relevant personal characteristics and intrinsic motivation that are related to the creative performance. In short, two important findings of previous studies (Woodman et al., 1993; Tierney et al., 1999) have helped to create the foundation of the present research.

The first predictor of the proposed model is Creativity-relevant personal characteristics (CRPC). A large body of literature has focused

on determining a set of personal characteristics and attributes associated with creative achievement (Barron and Harrington, 1981; Martindale and Dailey, 1996). This is a potential to examine personal characteristics ranging from biographical factors to measures of cognitive styles and intelligence. Further research needs to demonstrate that a stable set of core personal characteristics, including broad interests, attraction to complexity, intuition, aesthetic sensitivity, toleration of ambiguity, and self-confidence, relate positively to measures of creative performance. A number of measurements have been developed that attempt to reliably assess these personal characteristics. One of the most widely used and respected measurement is Gough's Creative Personality Scale (CPS; Gough, 1979).

The second predictor of the present research is Intrinsic Motivation (IM). Intrinsic Motivation has been cited as one of the most prominent personal qualities for the enhancement of creativity (Amabile and Gryskiewicz, 1988). Motivational orientation may be partially shaped by the environment, but there is also evidence suggesting that motivation orientation is a stable trait like nature (e.g. Amabile, Hill et al., 1994). Intrinsic motivation energizes and sustains activities through the spontaneous satisfactions inherent in effective volitional action. It is manifested in behaviors such as playing, exploration, and challenge seeking that people often do for no external rewards. It is prototypic instance of human freedom or autonomy in that people engage in such activity with a full sense of willingness and volition (Deci et al., 1999). According to cognitive evaluation theory, intrinsic motivation is an inherent motivational tendency that has evolved because it entails many adaptive advantages, but it still requires environmental supports (Ryan and Deci, 2000). In addition, cognitive evaluation theory proposed that the necessary supports are opportunities to satisfy the innate needs for

competence and self-determination (Ryan and Deci, 2000). The present research will measure the intrinsic motivation by using a 5-item instrument developed by Amabile (1985) and Tierney et al. (1999).

Leader-member exchange (LMX) is posited as a moderator of the relationship between personal characteristics and creative performance. The moderating effect of LMX on these relationships is based on the Fiedler's (1967; as cited in Yukl, 2002) contingency model. The model described how the situation moderated the relationship between creativity and traits. Creativity was posited to be a consequence of personal characteristics when condition, that is LMX, is conducive to come up with new and useful ideas as a response to exist personal characteristics. With its strong focus on supervisor-employee dyadic interactions, the LMX model position leadership as a relational phenomenon serving as a conduit for a number of relevant organization criteria (Graen and Uhl-Bien, 1995). As defined by Graen and colleagues (for example, Graen and Scandura, 1987; and Graen and Uhl-Bien, 1995), the critical issue of interest concerns the question; "What is the proper mix of personal characteristics and leader behavior to promote desired outcomes?" Based on this viewpoint, Bhal and Ansari (2000) suggested that future studies should include measures that focus on leader behaviors and characteristics. The present research, therefore, will measure the moderating effect of LMX from two dimensions, namely affect and perceived contribution. Furthermore, we postulate that the offer to build a partnership in LMX is based on these two factors. An offer will not be made and accepted without the combination of the level of affection the leader has for the follower, and the leader's perception of follower's work contribution toward leader (Bhal and Ansari, 2000). A number of measurements have been developed that attempt to reliably assess the LMX. One of the most widely used and

respected is a version of Bhal and Ansari's (2000) measurement. There are three perspectives of measuring LMX: leaders' perspective, members' perspective and relationship perspective. The present research will measure the LMX from leader's perspective.

Hypotheses Development

In this section, hypotheses are developed in order to test on the relationships as posited in the theoretical framework. The following sub-section discusses the relationship among the constructs of the present research, and introduces several hypotheses based on those relationships.

Creativity-relevant personal characteristics and managers' creative performance

Much of the early studies examining the effects of personality used Gough's (1979) Creative Personality Scale (CPS). The 30-item CPS was used to assess creativity-relevant personal characteristics. The CPS measure is intended to provide an index of an individual's overall creative potential. Among the CPS item are broad interests, attraction to complexity, intuition, aesthetic sensitivity, toleration of ambiguity, and self-confidence. Those who have high score on the measure are expected to approach problems with broad interests that enable them to recognize divergent information and opinions (Barron and Harrington, 1981). In addition, these individuals are thought to possess the self-confidence and tolerance for ambiguity to be patient with competing views, and to persist in developing their own original ideas.

Results of previous studies provide some support for the expected positive relation between CPS and creativity (Feist, 1998; Oldham and Cummings, 1996; Zhou and George, 2001). The results of their studies indicated a positive and significant correlation between the CPS and creativity. These findings imply that when the score index of

creativity-relevant personality characteristic is high, so does their creative performance. On the contrary, if the score index of creativity-relevant personality characteristic is low, thus, their creative performance tends to decrease. Based on these premises, the following hypothesis is formulated:

H1: *Creativity-relevant personal characteristics are positively related to managers' creative performance.*

Intrinsic motivation and managers' creative performance

An intrinsic motivation orientation has been postulated by many researchers as a key element in creativity (Amabile and Gryskiewicz, 1988, Barron and Harrington, 1981). Amabile and Gryskiewicz, (1988) postulated that a necessary component of intrinsic motivation is the individual's orientation or level of enthusiasm for the activity. Because it affects a manager's decision to initiate and sustain creative effort over time, intrinsic motivation has been cited as one of the most prominent personal qualities for enhancement of creativity (Amabile and Gryskiewicz, 1988). The expected positive relationship between intrinsic motivation and creativity was supported by Tierney's et al (1999) study. They found that when someone enjoys creative-related tasks, his or her level of creative output is high. In view of the above discussion, the following hypothesis is formulated:

H2: *Intrinsic motivation is positively related to managers' creative performance.*

Moderating effects of leader-member exchange

The previous literature revealed that the role of LMX as a moderator is limited. Kozlowski and Doherty's (1989), Dunegan, Duchon and Uhl-Bien's (1992), and Kim and Organ's (1982) studies have begun to test

LMX as a moderator. These findings imply that when a manager has a higher-quality LMX relationship, the relationship between some personal characteristics and their creative performance is likely to be stronger than when the quality of LMX is low. Results of previous studies provide some support for the expected of LMX that it posited as a moderator of the relationships among some personal characteristics to the managers' creative performance. Based on dimensionality of LMX measurement by Bhal and Ansari (2000), the following hypotheses are formulated:

H3.a: *When managers have high quality of affect, the positive relation between creativity-relevant personal characteristic and their creative performance is likely to be stronger.*

H3.b: *When managers have high quality of affect, the positive relation between intrinsic motivation and their creative performance is likely to be stronger.*

H3.c: *When managers' perception of followers' work contribution toward them is high, the positive relation between creativity-relevant personal characteristic and their creative performance is likely to be stronger.*

H3.d: *When managers' perception of followers' work contribution toward them is high, the positive relation between intrinsic motivation and their creative performance is likely to be stronger.*

Methods

Research setting, Participants and Procedures

Radio station managers need to be creative in order to produce interesting radio programs. This is crucial since interesting creative programs would attract more listeners and thus the popularity of the radio channel is high. Because the nature of work of radio

program managers requires high creativity, thus, we selected this group as our respondent.

The present study addressed individual operating managers in the Indonesian radio broadcasting industry. Therefore, unit analysis of the present research is individual, that is, the radio station operating managers. The sample unit is respondents who are reported as operating managers that are engaged in reporting news, producing entertainment programs, creating advertisements, and developing new media areas. Although the population of radio broadcasting industries in Indonesia consists of 1217 radio stations (see Davis, 2005 at <http://www.asiawaves.net/indonesia>), due to time constraint, convenience sampling was employed. A total of 283 operating managers (samples) and 95 top managers of the representative of 95 radio stations in Indonesia participated in the present research.

We collected data from two sources. The respondents of the present study were top managers and radio station operating managers (such as, news managers, music managers, technical managers, advertising managers, and program managers). Operating managers completed a questionnaire that included measures of intrinsic motivation, creativity-relevant personal characteristics, leader's LMX quality, and demographics. Each operating manager's supervisor (top managers) completed a separate rating-form for the operating manager evaluating their creative performance. To ensure that the responses of operating managers match with the rating-form by top manager's evaluation, each of these two sets of questionnaires were numbered with the matching code. Based on the instruction of the questionnaire guideline, the procedure of answering questionnaire was employed as follows. Firstly, a questionnaire was distributed to the top manager of radio station. Secondly, another set of questionnaires were then distributed to the radio operating managers. These 2 sets of questionnaires are different in nature since

the top manager would evaluate their operating managers' creativity. The questionnaire for the radio station operating managers would measure all the dependent and independent variables of the present study. The the radio station's operating managers (that are, respondents) are required to write their names and job positions for the purpose of relating their questionnaires to their rating form. They were assured that all information provided will be kept completely confidential. The questionnaire was designed into two languages that are, Indonesian and English (original version).

Measures

The focus of the present study is to assess creativity. Consistent with prior research, creative performance was assessed by supervisor ratings (e.g., Madjar et al., 2002; Oldham and Cummings, 1996; Scott and Bruce, 1994). Specially, creative performance was measured with a 13-item scale completed by the supervisors (George and Zhou, 2002); each of the operating managers was rated by his or her top manager (Cronbach's $\alpha = .98$). We assume that the top managers were very familiar with the work behavior of the operating managers that they were rating. On a 5-point scale ranging from 1 (strongly disagree) to 5 (strongly agree) top managers were asked to indicate the characteristic of each of the 13 behaviors in the scale. Their responses were averaged for an overall score. Examples of the items are, "He/she always comes up with creative solutions to problems" and "He/she always suggests new ways of performing work tasks". George and Zhou (2002) reported Cronbach's α of this measurement of .98.

Next, the radio operating managers' creativity (that is, the respondents of the present study) were assessed by a questionnaire which was incorporated into 3 sections. The 3 sections consist of creativity-relevant personal characteristics, intrinsic motivation, and leader-member exchange.

Creativity-relevant personal characteristics.

The 30-item Creative Personality Scale (CPS; Gough, 1979) was used to assess managers' creativity-relevant personal characteristics. The CPS is a 30-item adjective describing different feelings and emotions. Participants were asked to check mark next to each adjective that they think describes them. Of the 30 adjectives, 18 adjectives describe highly creative people, that are, capable, clever, confident, egotistical, humorous, informal, individualistic, insightful, intelligent, interests-wide, inventive, original, reflective, resourceful, self-confident, sexy, snobbish, and unconventional. Each of these checked adjectives was given a value of +1. The remaining 12 adjectives describe less creative people, that are, cautious, commonplace, conservative, conventional, dissatisfied, honest, interests narrow, mannerly, sincere, submissive, suspicious, and phony. Each of these checked adjectives was assigned a value of -1. The values were then summed to form a CPS index. The formula that was used to calculate the CPS index as follow:

where, n = the total number of scale items; n^+ = the number of positive subscale items; n^- = the number of negative subscale items; and r = the correlation between positive and negative subscales. Reliability of the CPS index will be calculated via a weighted composite technique (Guilford, 1954). The reliability of the CPS index was .70 as reported by Oldham and Cummings (1996).

Intrinsic motivation. The present research has adopted the intrinsic motivation measurement of Tierney's et al., (1999) study, which consist of 5 items based on the work of Deci and Ryan (1985). Participants respond on a 5-point Likert type scale ranging from

strongly disagree (1) to strongly agree (5). Items targeted are enjoyment for activities related to generating new ideas. Examples of the items are, "I enjoy coming up with new ideas for products" and "I enjoy creating new procedures for work tasks". Tierney et al., (1999) have presented extensive evidence demonstrating that the scales are highly reliable, with an alpha of .74.

Leader-member exchange. Two related issues that have caused ambiguity in the measurement of LMX are the clarity of the construct and the perspective from which it is to be measured. Throughout the history of research on LMX, the way of operationalizing LMX has been in terms of leader behaviors (and behavioral intentions) directed at the subordinate (Bauer and Green, 1996; Gerstner and Day, 1997; Graen and Uhl-Bien, 1995; Liden and Maslyn, 1998; Liden et al., 1997; Schriesheim et al., 1999). The present study focused on measuring LMX from a single (leader) perspective. Leaders' LMX quality was treated as separate constructs and conceptualized as perceptions that reside within the individual independently of the perceptions of the dyadic partner. This conceptualization of LMX is not radical in the sense that it conforms to the empirical study conducted by Heneman et al. (1989).

The LMX questionnaire (Bhal and Anshari, 2000) was into two dimensions, namely, affect and perceived contribution. Bhal and Ansari (2000) reported an alpha level of .95 and .93 for the perceived contribution and affect dimensions, respectively, when LMX was measured from manager's perspective. Therefore, the present research used these two aspects of the exchange. For instance, on a 5-point scale of (1) not at all to (5) very much, the operating

$$\text{CPS index} = \frac{[(n^+ / n)(\alpha^+) + (n^- / n)(\alpha^-) + 2r(n^+ / n)(n^- / n)]}{(n^+ / n) + (n^- / n)(\alpha^-) + 2r(n^+ / n)(n^- / n)}$$

Table 1. Means, Standard Deviations, and Inter-correlations of Research Variables

Variable	Mean	Std Dev	1	2	3	4	5
1. Intrinsic Motivation (IM)	4.11	.52	.78				
2. Creativity-Relevant Personal Characteristics (CRPC)	.72	.03	.44**	.81			
3. Affect (AFF)	3.14	.53	.21**	.17**	.69		
4. Perceived Contribution (PC)	3.53	.46	.28**	.22**	.33**	.72	
5. Creative performance (CP _{hytop})	3.87	.63	.35**	.36**	.01	.01	.91

Note: N = 283

Internal consistency reliabilities are in parentheses along the diagonal

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

managers of radio station responded to the following questions: “How much do you interact with each other off the job?” and “How much is his/her contribution to the quantity of solutions on the jobs that are to be done together by you and him/her?”.

Results

Table 1 contains means, standard deviations, and intercorrelations among all variables. The correlation analysis was also conducted on all of the main independent variables to check the presence of multicollinearity (if any, especially for among explanatory variables), and to test the relationships between the variables. Multicollinearity is indicated when the inter-correlation among the main independent variables is very high. The presence of high correlations (generally .90 and higher) is the first indication of substantial collinearity (Hair, et al., 2006). The Bivariate correlation procedure was subject to a two-tailed test of significance from two difference levels: highly significant ($p < .01$), and significant ($p < .05$). Although most of the intercorrelations among research variables were statistically significant ($p < .01$), it is obvious that the overall results of the inter-correlations show that among the main independent variables are considerably low.

Thus, there is no multicollinearity occurred in the multiple regression model of the present study.

Hypothesis Testing

Hierarchical multiple regression analyses was conducted to determine the variance of creative performance explained by intrinsic motivations and creativity-relevant personal characteristics (see Table 2). We conducted moderated regression analysis to test these hypotheses. Specifically, in a regression equation with creativity as the dependent variable, at the first hierarchical step, intrinsic motivation and creativity-relevant personal characteristics were entered into the equation. At the second step, the first and second dimensions of LMX (Affect and Perceived contribution) were entered into the equation. Finally, the two-way interaction terms was entered into the equation. Result showed that intrinsic motivation and creativity-relevant personal characteristics explained 17% of the variance. Two variables were found positively and significantly associated with creative performance, which were, intrinsic motivation ($\beta = .24, p < .01$), and creativity-relevant personal characteristics ($\beta = .25, p < .01$). The condition indexes, VIF, and tolerance were found to be within acceptable readings, thus ruling out the potential problem of multicollinearity. Therefore, hypotheses H1 and H2 are accepted.

Hypotheses H3a and H3b predicting the moderating effect of the ‘Affect of leaders’ LMX quality on the relationship between creativity-relevant personal characteristics, intrinsic motivation and creative performance. The R^2 change and the F-change were significant from step 1 to 2 and from step 2 to 3 at 5% level, and then, the ‘Affect of leaders’ LMX quality’ was not significant at step 2. These results indicated that the ‘Affect of leaders’ LMX quality’ potentially plays a role as moderator of the relationship between creativity-relevant personal characteristics, intrinsic motivation and creative performance. However, from the interaction terms, results indicated that none of the interaction terms were significant at step 3. Thus, none of the hypotheses were supported. It can be concluded that H3a and H3b were rejected.

The present research also tested hypotheses H3c and H3d that predicted the moderating effect of the Perceived Contribution on the relationship between creativity-relevant personal characteristics, intrinsic motivation and creative performance. The R^2 change and the F-change are

significant from step 1 to 2 and from step 2 to 3 with the introduction of the interaction terms. The results indicate that the perceived contribution significantly influences the impact of creativity-relevant personal characteristics and intrinsic motivation on creative performance.

For the moderating effect, the results indicated that all of these two hypothesized moderating relationships were empirically supported (see Step 3 in Table 3). The parameter estimates for the interaction term between Perceived Contribution and Intrinsic motivation (PC x IM), and between Perceived Contribution and Creativity-Relevant Personal Characteristics (PC x CRPC) were significant. Therefore, it can be concluded that the moderating effect of Perceived Contribution support these two hypotheses. When these interactions are significant then graphs are needed to explain the moderating effects, which is as shown as below.

The plot of the intrinsic motivation by LMX (Perceived Contribution) interaction shows a pattern that is consistent with the prediction of Hypothesis 3.d, but not in the

Table 2. Hierarchical Regression Results

	Dependent variable: Creative Performance		
	Std Beta Step 1	Std Beta Step 2	Std Beta Step 3
Independent variable:			
Intrinsic Motivation (IM)	.24 ^{***}	.28 ^{***}	-.56 ^{***}
Creativity-Relevant Personal Characteristics (CRPC)	.25 ^{***}	.27 ^{***}	1.86 ^{***}
Moderating variable:			
Affect (AFF, as the first dimension of LMX)		-.05	.07
Perceived contribution (PC, as the second dimension of LMX)		-.12 ^{**}	3.45 ^{**}
Interaction terms:			
AFF x IM			-.07
AFF x CRPC			-.09
PC x IM			1.39 [*]
PC x CRPC			-5.02 ^{***}
R^2	.17	.19	.22
Adj R^2	.17	.18	.20
R^2 Change	.17	.02	.03
Sig. F Change	.00	.04	.06

* $p < .1$, ** $p < .05$, and *** $p < .01$

same way as hypothesized (refers to Figure 2.a). This hypothesis predicts that the positive relationship between intrinsic motivation and radio station managers' creative performance are likely to be stronger, when the Perceived Contribution is high. However, the line representing the relationship between intrinsic motivation and managers' creativity shows different slope in the different level of Perceived Contribution. Although radio station managers with strong intrinsic motivation were rated as highly to present creative performance, the low Perceived Contribution appears to be more of influencing their creative performance.

This can be explained by individuals in low Perceived Contribution that need strong intrinsic motivation for creativity tasks to present creative, concrete and practical ideas. The same goes with the individuals with highly Perceived Contribution. Individuals who have strong intrinsic motivation for creativity tasks will present creative, concrete and practical ideas in terms of creative performance. Therefore, the higher level of the intrinsic motivation, the higher the creative performance will be.

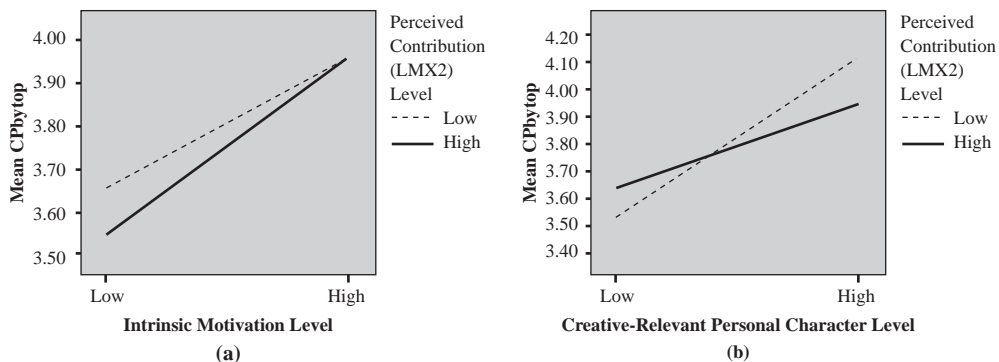
The plot of the creativity-relevant personal characteristics by LMX (Perceived Contribution) interaction (Figure 2.b) shows a pattern that is contrary with the prediction

of Hypothesis 3.c. This hypothesis predicts that the positive relationship between creativity-relevant personal characteristics and radio station manager's intention to present creative performance is likely to be stronger when the Perceived Contribution is high. Perceived Contribution seems to have more of an enabling effect for less creativity-relevant personal characteristics. Interestingly, low Perceived Contribution provides a positive benefit for managers to present creative performance. This can be explained by individuals with low Perceived Contribution that need certain individual characteristics such as capable, self-confident, sexy, insightful, reflective, interest-wide, and humorous in order to present creative performance.

Discussion

The present research has succeeded in highlighting a few determinants that contributed to operating managers' creativity. Creativity-relevant personal characteristics were found to play important roles in presenting creative, concrete and practical ideas. The results of the present research showed that creativity-relevant personal characteristics were significantly correlated

Figure 2. The Moderating Effects of "Perceived Contribution" on the Relationship between Predictor Variables and Creative Performance



with creative performance, which was consistent with the findings of Oldham and Cummings (1996), and Feist (1998). Interesting to note that, of the 18 positive adjectives of creativity-relevant personal characteristics, there were seven typical adjectives that mostly characterized by Indonesian radio managers, namely, capable, self-confident, sexy, insightful, reflective, interest-wide, and humorous. On the other hand, of the 12 negative adjectives of creativity-relevant personal characteristics, there were five typical adjectives that mostly characterized by Indonesian radio managers, namely, cautious, sincere, honest, mannerly, and submissive. These findings are almost similar with the findings of Barron and Harrington (1981), Gough (1979), and Martindale and Dailey (1996). They demonstrated that a stable set of core personal characteristics, including broad interest, attraction to complexity, intuition, aesthetic sensitivity, toleration of ambiguity, and self-confidence that related positively and consistently to measure creative performance across a variety of domains. However, interesting to note that findings of the present research demonstrated distinct personal attributes which are associated with creative achievement, namely sexy, capable, insightful and humorous that provided empirical contribution on how a set of individual characteristics shape creative behavior among Indonesian radio station operating managers.

Consistent with our hypothesis, results in examining the relationship between intrinsic motivation and all dimensions of creative performance indicated that when managers enjoy carrying out creativity-related tasks, their level of creative output is high. However, this evidence is only occurred in presenting creative, concrete and practical ideas when managers possess a high intrinsic motivational orientation. One possible explanation is that Indonesian radio station managers' intention to come up with new and useful ideas really needs a strong intrinsic motivation for creative

activities. This is consistent with findings of the present research. It was showed that most of the respondents agreed with the following statements. "I enjoy engaging in analytical thinking" and "I enjoy improving existing processes or products". These statements reflect people who have a strong intrinsic motivation for creativity tasks. This is consistent with the findings of Amabile and Gyskiewicz (1988), and Tierney et al. (1999). Moreover, Hennessey and Amabile (1998) mentioned that intrinsic motivation has also been recognized as a key predictor in individual creativity because the challenge and enjoyment of the work itself promote persistence, exploration, and experimentation that often lead to creative outcomes. These results provide significantly theoretical and practical implications on how individual characteristics shape creative behavior among Indonesian radio station operating managers.

The leader's perception of follower's work contribution (Perceived Contribution) had moderated the relationships between intrinsic motivation and creative performance. On the other hand, Perceived Contribution had also moderated on the relationships between creativity-relevant personal characteristics and creative performance. Among Indonesian radio station managers who perceived low in Perceived Contribution, the positive relationship between creativity-relevant personal characteristics and presenting creative performance was stronger than when their Perceived Contribution was high. These findings are consistent with the opinion of Vecchio and Gobdel (1984). They mentioned that the LMX model recognized the importance and nature of specific leader-follower relationships and emphasized the differences in the manner in which a leader behaved toward each follower. These findings provide support for our theoretical contention that the managers' perception of follower works contribution may serve as an anchor point from which to interpret the managers' personality.

Conclusions

In this article, we have attempted to develop a model of individual creativity. We have revealed the importance of personal characteristics and intrinsic motivation influence managers' creative performance. Consequently, it is justified to conclude that theories are needed in the investigation of the relationship between personal characteristics and creativity in order to encourage our knowledge. Through the discussion of major theories on leadership will make a better understanding of a basic foundation of theories in explaining the relationship in the model of individual creativity.

The results of the present study are also applicable to other industries that emphasis on creativity. Such industries that can benefits from the results of the present study are Biotechnology Company where fifty percent of the employee are scientists, financial services company that is constantly innovating in service and marketing strategies, and consulting firm that is continuously striving to develop new analytical tools.

The present research manages to shed light on a number of determinants on creativity among radio operating managers in Indonesia. The strength of the present research is that it exhibits the widest coverage sampling in the largest archipelago country

in the world that has several hundred diverse linguistic and ethnic groups across the country. Nevertheless, for future research, we would like to recommend the researchers to divide participants according to the participants' geographic locations and cultures. In terms of future research directions, a number of recommendations can be made. It would be beneficial to conduct a longitudinal study permitting both causality assessment and results generalizability to diverse industrial settings and functions. For example, we would like to recommend creativity research to be carried out in the television broadcasting stations. In August 2006, it was recorded that there were 13 TV stations with national coverage and 84 TV stations with local coverage in Indonesia, which will serve as a big potential to conduct research in creativity context among the TV station providers.

To conclude, this article has discussed major findings of studies in the creativity field. This article has also introduced the theoretical framework and it is clear that both leaders' affection and leaders' perception of the followers' work contribution towards their leaders play important roles in enhancing creativity. It seems very important to acknowledge these roles in both theorizing and taking managerial decisions on how to recognize and reward creativity.

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