

# Dual Tuning in a Supportive Context: Joint Contributions of Positive Mood, Negative Mood, and Supervisory Behaviors to Employee Creativity

1. [Jennifer M. George](#)<sup>1</sup> and
2. [Jing Zhou](#)<sup>1</sup>

10.5465/AMJ.2007.25525934 ACAD MANAGE J June 1, 2007 vol. 50 no. 3 605-622

± Author Affiliations

1. *Rice University*

## Abstract

We develop a dual-tuning perspective concerning how positive and negative moods interact to influence creativity in supportive contexts. Using data on employees in an oil field services company, we hypothesized and found that when supervisors provided a supportive context for creativity and positive mood was high, negative mood had a strong, positive relation to creativity, with creativity being the highest when the context was supportive and both positive and negative moods were high. We explored three alternative ways in which supervisors can provide a supportive context: by providing developmental feedback, by displaying interactional justice, and by being trustworthy.

## Assessing the Work Environment for Creativity

1. [Teresa M. Amabile](#)<sup>1</sup>,
2. [Regina Conti](#)<sup>2</sup>,
3. [Heather Coon](#)<sup>3</sup>,
4. [Jeffrey Lazenby](#)<sup>4</sup> and
5. [Michael Herron](#)<sup>5</sup>
6. doi: 10.2307/256995 ACAD MANAGE J October 1, 1996 vol. 39 no. 5 1154-1184

± Author Affiliations

1. <sup>1</sup>*Harvard University*
2. <sup>2</sup>*Colgate University*
3. <sup>3</sup>*University of Michigan*
4. <sup>4</sup>*University of Southern California*
5. <sup>5</sup>*Personnel Decisions International*

## Abstract

We describe the development and validation of a new instrument, KEYS: Assessing the Climate for Creativity, designed to assess perceived stimulants and obstacles to creativity in organizational work environments. The KEYS scales have acceptable factor structures, internal consistencies, test-retest reliabilities, and preliminary convergent and discriminant validity. A construct validity study shows that perceived work environments, as assessed by the KEYS scales, discriminate between high-creativity projects and low-creativity projects; certain scales discriminate more strongly and consistently than others. We discuss the utility of this tool for research and practice.

### **The Roles of Supervisory Support Behaviors and Environmental Policy in Employee “Ecoinitiatives” at Leading-Edge European Companies.**

1. [Catherine A. Ramus<sup>1</sup>](#) and
2. [Ulrich Steger<sup>2</sup>](#)
3. doi: 10.2307/1556357 *ACAD MANAGE J August 1, 2000 vol. 43 no. 4 605-626*

#### **+ Author Affiliations**

1. <sup>1</sup>*University of California, Santa Barbara*
2. <sup>2</sup>*International Institute for Management Development*

#### **Abstract**

We assessed the relationships of environmental policy and supervisory support behaviors to employee environmental initiatives in leading-edge companies. We developed a behaviorally anchored rating scale instrument based on “learning organization” behaviors. In a survey conducted in European companies, employees used the scale we developed to assess their supervisors' daily behaviors. We analyzed the results using logit econometric analysis and other statistical tools to determine which environmental policy factors and management support behaviors positively related to employee “ecoinitiatives.”

## Influences of Organizational Culture and Climate on Individual Creativity

1. PAUL E. TESLUK<sup>1,\*</sup>,
2. JAMES L. FARR<sup>2,\*</sup> and
3. STEPHANIE R. KLEIN<sup>3,\*</sup>

Article first published online: 22 DEC 2011

DOI: 10.1002/j.2162-6057.1997.tb00779.x

1997 Creative Education Foundation

Issue

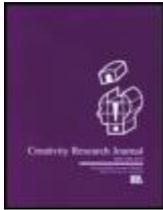


### The Journal of Creative Behavior

[Volume 31, Issue 1](#), pages 27–41, March 1997

#### ABSTRACT

This paper provides a framework for conceptualizing and reviewing the literature on the influences of organizational culture and climate on individual creativity. Although often treated interchangeably, culture and climate are distinct constructs operating at different levels of meaning; yet at the same time, they are closely interrelated. Culture is the beliefs and values held by management and communicated to employees through norms, stories, socialization processes, and observations of managerial responses to critical events. The beliefs and values that typify a culture for creativity become manifested in organizational structures, practices, and policies. In turn, these structures, practices, and policies guide and shape individual creativity by creating a climate that communicates both the organization's goals regarding creativity and the means to achieve those goals. The paper concludes with a discussion of issues relating to the development of cultures and climates for creativity and potential new directions for future research.



## Personality, Cognitive Skills, and Creativity in Different Life Domains

[PreviewDownload full text](#)

[Access options](#)

### DOI:

10.1207/S15326934CRJ1302\_3

Keith James & Cheryl Asmus

pages 149-159

### [Publishing models and article dates explained](#)

- Published online: 08 Jun 2010

**Article Views:** 310

[Alert me](#)

### Abstract

A preliminary effort was made to integrate personality and cognitive-skill approaches to understanding the sources of creativity. It was proposed that personality and cognitive skill each have differential predictive power for different types (i.e., domains) of creativity. Further, it was proposed that cognitive skills at least partially mediate personality effects on creativity and that personality and cognitive skills may interact to shape creativity. Both personality and divergent thinking measures were used to predict 3 types of creativity-problem solving, artistic, and social-among 41 students in a creativity course. Results of bivariate correlational, analysis of variance, and regression analyses provided some support for the ideas that (a) different types of creativity are somewhat independent of each other, (b) personality and divergent thinking have somewhat different relations to creativity of different types, (c) originality of thinking partially mediates the relations of personality to creativity in different domains, and (d) personality and divergent thinking have some interactive, as well as some main effect, impacts on creativity.

- [Download full text](#)