

Role of Creative Climate, Manager Attitude, and Financial Constraint on Creative Deviance at Workplace

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Abstract

Examining factors that lead employees to engage in creative deviance is important to provide valuable insights for organizations aiming to foster a culture of innovation, adaptability, and sustained success in the competitive business environment. As a source of competitive advantage in today's global market, employees are encouraged to be creative when performing their work. Encouragement of creativity, however, may lead to employees' creative deviance. By theorizing and testing the situational factors that lead to this behavior, we explain the phenomenon of creative deviance that has not yet been much studied. Based on the Social Information Processing Theory and the Strain Theory, we examine the relationships between creative climate, manager attitude, and financial constraint on creative deviance. Quantitative approach was used in this study to test the proposed hypotheses. Partial least squares structural equation modeling (PLS-SEM) was used to analyze the 225 usable data from private-sector employees in Malaysia. Findings showed that creative climate is related to creative deviance both directly and indirectly through manager attitude and financial constraint. Further research should extend our study by including other predictors, mediators, and moderators to enhance the understanding of creative deviance phenomenon.

Keywords: Creative Climate, Creative Deviance, Financial Constraint, Manager Attitude, Partial Least Squares Structural Equation Modeling

Introduction

In the globalized economy, employees' creativity becomes crucial in augmenting innovation performance and solving business-related problems (Romero et al., 2016; Lim et al., 2022). Although it is necessary for an organization to support and facilitate employees' creativity, forecasting the success of novel ideas can be difficult Berg (2016), especially when the

organization has limited resources to support all proposed creative ideas (Mainemelis, 2010). At the managerial level, juggling between encouraging creativity and rejecting creative ideas could be cumbersome (Lin et al., 2016). The bulk of creative ideas are often narrowed down to only a few ideas. As a result, employees whose ideas are rejected may react in various ways, including engaging in creative deviance (Mainemelis, 2010).

Creative deviance refers to ‘the violation of a managerial order to stop working on a new idea’ (Mainemelis, 2010: p. 560). Since their seminal work, only a few numbers of studies have investigated this phenomenon (e.g., Lin et al., 2016; Sarpong et al., 2018; Tenzer & Yang, 2020). According to Mainemelis (2010); Lin et al (2016), the consequences of creative deviance may possibly benefit or jeopardize the organization. Regardless of the double-edge consequences, creative deviance is a misbehavior that should be curb because its engagement reflects a case of disobedience. Furthermore, Liu et al (2021) suggested that business leaders and organizations should be aware that there is a challenge for them in order to harness the benefits of creative deviance while at the same time minimizing the negative consequences of creative deviance. Thus, more efforts are needed to investigate the factors that often lead employees to engage in this behavior. To address this gap, our study focuses on examining the effects of situational factors on creative deviance. Hence, the objective of this study was to examine the relationship between creative climate and creative deviance directly and indirectly through manager attitude and financial constraint.

This study provides several contributions. First, our study elaborates on Mainemelis’ (2010) framework by investigating a specific set of predictors that are commonly assumed to be related to creative deviance. Previous studies have looked at organizational support Tenzer & Yang (2019), organizational commitment Tenzer & Yang (2020), prosocial motivation (Shukla et al (2020), and personality traits e.g. Martin & Ismail (2019) as factors that often lead employees to engage in creative deviance. Despite the common assumption, the effects of creative climate, manager attitude, and financial constraint on creative deviance have not received any empirical support so far.

Second, we underpin our argument for the relationship between creative climate and creative deviance with the Social Information Processing Theory (Salancik & Pfeffer, 1978). Previous studies have found that the Social Information Processing Theory supports the relationship between managers’ attitudes and employees’ engagement in creative deviance (Liu et al., 2021). Nevertheless, the effect of managers’ attitudes as an underlying mechanism between creative climate and creative deviance remains unknown and demands empirical evidence. Therefore, our study contributes to a better understanding of how the theory can be applied in explaining creative deviance factors.

Third, there are only a few studies that examine creative deviance using Malaysia as a research context (e.g., Martin & Ismail, 2019). Whereas creativity and continuous improvement are important elements in business and organizations in Malaysia Lim et al (2022), employees’ creative activities may lead to their creative deviance (Kimura, 2022; Mainemelis, 2010). The results of this study will provide substantial evidence that creative deviance is not uncommon among Malaysian employees. The results of this study also are important for future researchers as a point of reference in understanding whether creative deviance is a global phenomenon. It happens across various occupational levels and

industries. Therefore, management should address this problem at both individual and organizational levels.

Theory and Hypotheses

Drawing from the Social Information Processing Theory (Salancik & Pfeffer, 1978) and the Strain Theory (Merton, 1968), we developed a hypothesized model as shown in Figure 1. The model illustrates the relationships among creative climate, financial constraint, manager attitude and creative deviance. Next section describes justifications for hypothesis development.

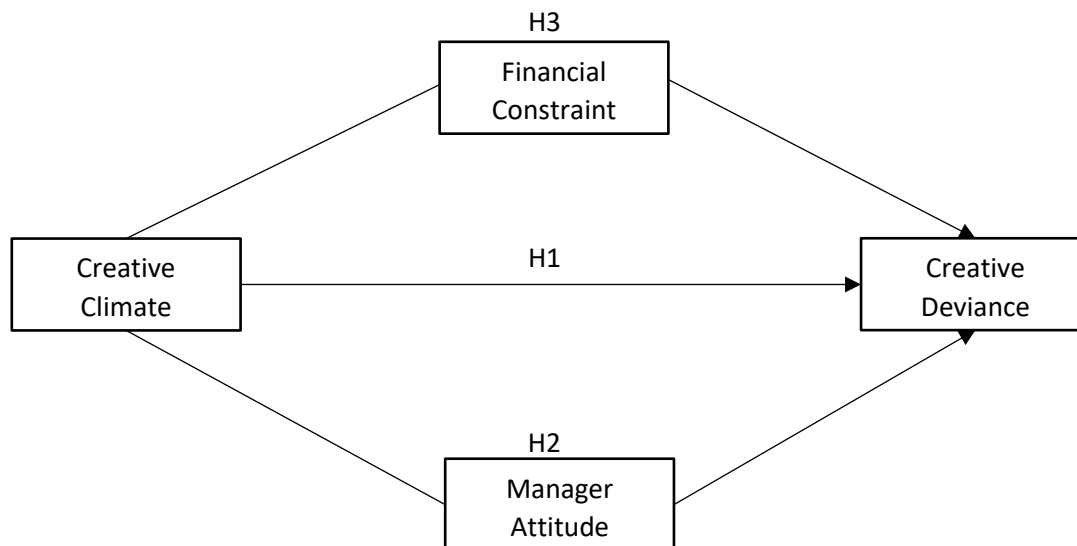


Figure 1: Hypothesized model

Creative Climate and Creative Deviance

Creative deviance was introduced in 2010 by Mainemelis with the intention to demonstrate that creativity and deviance are somewhat intertwined. Although creativity has a positive connotation as opposed to deviance, the development of creative ideas engenders deviant behavior among employees who regard highly the potential success of their ideas. In this situation, employees may use unconventional practices and work against existing rules and procedures (Globocnik & Salomo, 2015). They may intentionally choose to disobey the managerial instructions to stop working on the ideas, albeit with the possibility of being reprimanded. This phenomenon is still insufficiently researched; hence, it provides many interesting avenues to be explored. For example, employees who engage in creative deviance are putting a risk on their employment relationships through insubordination and wasting organization's resources (Mainemelis, 2010; Tenzer & Yang, 2019). However, questions remain about why they act as such. In order to add to the existing body of knowledge, this study proposes that creative climate, manager attitude, and financial constraint predict creative deviance.

Creative climate is defined as the feelings, attitudes, and behaviors that appear on a daily basis within the environment of the organization that could enhance creativity (Ekvall, 1996). At workplace, organizations that uphold creativity will provide appropriate institutionalized mechanisms such as giving autonomy, creating conducive learning environment, and providing technology facilitation (Cirella et al., 2016; Globocnik & Salomo, 2015; Hong et al.,

2014; Sundgren et al., 2005; Tien & Cheng, 2017), which support and facilitate creativity among the employees. Surrounded by peers and other organizational members in such supportive creative environment on daily basis, employees' social interaction will influence and help them to attach meaning to what they are observing and experiencing (Isaksen, 2007; Schneider et al., 2013). As a result, employees will engage in creativity consistent with the creative climate.

Previous scholars have assumed climate as employees' perception of their work environment, which includes social, psychological, and physical interaction (e.g., Altman, 2000). This perception incorporates the entirety of their working environment. Creative climate encompassing the environment conducive to creativity is more likely to rise in creative activities among employees in order to gain competitive advantages (Ye et al., 2012). Even though some of them may accomplish their creative activities in ways different from other employees in the organization (Kimura, 2022).

According to the Social Information Processing Theory (Salancik & Pfeffer, 1978), individual's attitude and behavior are not only influenced by personal needs or goals but also by an array of social cues within the workplace. When employees have to decide how to act, they frequently seek cues and support from other employees in the same organization. In organizations that encourage creativity, employees studied that the environment of their workplace is positive with creative activities. Creative activities ambient provide employees with social cues that any forms of creative activities are permissible. Some of them may be willing to go beyond managerial instructions and existing rules when managers reject their creative ideas. Apart from being inherently motivated to seek initiatives in elaborating their creative ideas (Globocnik & Salomo, 2015), creative climate provides employees with opportunities to engage in creative activities with various approaches to accomplish creative output including creative deviance (Mainemelis 2010). The absence of specific guidance on how employees should pursue their creative ideas, especially when the ideas are rejected by managers, is a plausible justification for employees to engage in creative deviance. Thus, the following hypothesis is proposed:

Hypothesis 1. Creative climate has a positive relationship with creative deviance.

Manager Attitude as a Mediator

Managers play an important role in business operations Ye et al (2021) and organizational environment (Huhtala et al., 2013). They provide employees with autonomy to be creative Liu et al (2021), and raise employees' satisfaction and job performance (Susanto et al., 2022). When an organization facilitates employees with a supportive environment that enhances creativity Woodman et al (1993), employees will experience a positive creative climate. Consequently, it influences employees' work performances (Crespell & Hansen, 2008), especially when employees perceive that their managers have a positive attitude towards creativity. As creative climate also shapes and regulates manager attitude and behavior by being part of the organizational members Chatman & O'Reilly (2016), employees may perceive that their managers have a positive attitude towards creativity through managers' actions and behavioral modeling. As a result, employees believe that their managers encourage and inspire them to involve in creative behaviors.

Based on the Social Information Processing Theory Salancik & Pfeffer (1978), which specifies that individuals' attitudes and behavior are not only influenced by their personal needs and

goals, but also by various social cues within the workplace. Employees may encounter various choices in organizations on how they are supposed to behave while carrying out their job tasks. They may often look into cues and support from their manager Boekhorst (2015) because managers' attitude is an important source of information for employees to engage in creative activities, including creative deviance (Liu et al., 2021). Despite supporting employees' creativity, managers have to decide which creative ideas can be elaborated (Lin et al., 2016). When managers accept a few ideas and reject others, they often instruct employees to stop working on rejected ideas. In this situation, some employees may give up on their creativity, whereas some other employees may continue working on the ideas, believing that rejection does not mean that the ideas are not good. It is because the employees perceive that their manager, in general, wants them to be creative. They think Globocnik & Salomo (2015) that the way managers seem to treat employees' creative ideas indicates that working on ideas that have been turned down is not a sign of disobedience.

Previous scholars found that manager attitude have a positive relationship with creative deviance (Liu et al., 2021). Nevertheless, the role of manager attitude as an underlying mechanism still remains unknown. Indirect empirical evidence provides sufficient support for the hypothesized mediated relationship based on previous studies that illustrated the positive relationship between creative climate and employee attitude (e.g., Amabile, 1996; Chatman & O'Reilly, 2016; Ekvall, 1996). Other scholars e.g., Bos-Nehles & Veenendaal (2017); Globocnik & Salomo (2015) found that encouragement from and autonomy conferred by managers encourages employees to approach their work creatively. Based on the Social Information Processing Theory (Salancik & Pfeffer 1978), creative climate will enhance manager attitude in supporting creative activities, which, in turn, provide social cues for employees to engage in creative deviance. Thus, the following hypothesis is proposed:

Hypothesis 2. Manager attitude mediates the relationship between creative climate and creative deviance.

Financial Constraint as a Mediator

Mainemelis (2010) proposed that specific organizational conditions cause structural strain, which then leads to creative deviance. In this study, we propose that a structural strain (i.e., financial constraint) acts as a mediator between a specific organizational condition (i.e., creative climate) and creative deviance. Creative climate indicates to employees that creativity is encouraged by the organization. As a result, more employees will work towards generating creative ideas. In support to this contention, previous studies showed that there is an increase in creative idea generation among employees when there is organizational encouragement of creativity (Crespell & Hansen, 2008; George, 2007; Woodman et al., 1993).

With the production of creative ideas, more organizational resources are required if the ideas are to be visibly expressed and implemented (Amabile, 1996). In an organization, however, there are insufficient organizational resources to elaborate on all proposed creative ideas. For example, organizations often have limited financial resources that otherwise could be used to fund the purchase of new equipment, research and development, and provide extra pay for employees during the creative idea translation stage (Hoegl et al., 2008; Hottenrott & Peters, 2012; Gorodnichenko & Schnitzer, 2013; Mateut, 2018; Staw & Boettger, 1990). Defined as scarce resources in terms of monetary provided by organizations to run creative

tasks or projects (Hoegl et al., 2008), financial constraint becomes the stumbling block to creative idea elaboration, known as a structural strain (Mainemelis, 2010). With the presence of structural strain as a limiting parameter, managers are often required to decide which ideas to be accepted or rejected. Consequently, managers often instruct employees to stop working on the rejected ideas.

Nevertheless, previous studies e.g., Globocnik & Salomo (2015); Sarpong et al (2018) showed that some employees might violate the manager's instruction and engage in creative deviance. It is aligned with the Strain Theory Merton (1968), which specifies that a lack of access to legitimate means to attain socially accepted goals becomes a strain that pressures individuals to engage in nonconforming conduct. Drawing from this assumption, employees are expected to engage in creative deviance when they want to materialize their creative ideas despite being told by the managers to stop working on them. Therefore, the following hypothesis is proposed:

Hypothesis 3. Financial constraint mediates the relationship between creative climate and creative deviance.

Method

Quantitative approach was used in this study in order to test the proposed hypotheses. Data were obtained from 236 employees using an online survey questionnaire. Judgmental and snowball sampling techniques were used to select the respondents for the study. Each respondent must have been working in a private organization in Malaysia for at least one year during the survey period. An e-mail was sent out to a group of 80 employees who are working in private organization and, at the same time, registered as part-time MBA students at a public university in Malaysia. It contained a cover letter and an attached link to the online survey. The e-mail recipients were invited to respond to the survey and then were asked to forward the same e-mail together with the attached link to their colleagues.

Out of 236 responses received, 11 responses were removed due to two major reasons. First, seven responses were removed due to the presence of outliers. Second, four responses were removed because the respondents did not have jobs during the survey period. This study intends to investigate creative deviance among employees; thus, having the right respondents is important for study validation. The total usable number of responses for the final data analysis was 225.

Measures

Creative deviance was measured using a nine-item measure developed by (Lin et al., 2016). Respondents were asked to rate their creative deviance in the past two months using a seven-point Likert-type scale ranging from 1 (strongly disagree) to 7 (strongly agree). A sample item is "I continued to improve some of the new ideas, although they did not receive my supervisor's approval". The internal reliability consistency for this measure was 0.952.

Creative climate was measured using three adapted items taken from the Work Environment Inventory developed by (Amabile and Grysiewicz, 1989). Respondents were asked to rate their organizational atmosphere in which creativity is encouraged and mechanisms exist to foster the expression and development of creative ideas using a four-point Likert-type scale

ranging from 1 (never or almost never true of your current work environment) to 4 (always or almost always true of your current work environment). A sample item is "New ideas are encouraged in this organization". The internal reliability consistency for this three-item measure was 0.861.

Manager attitude was measured using a six-item leader encouragement of creativity scale developed by (Zhang and Bartol, 2010). Respondents were asked to rate their agreement on manager's encouragement of creativity using a five-point Likert-type scale ranging from 1 (strongly disagree) to 5 (strongly agree). A sample item is "My manager allows employees to try to solve the same problem in different ways". The internal reliability consistency for this measure was 0.889.

Financial constraint was measured using a single item, which is "How often do you find it difficult or impossible to work on your creative ideas because of financial constraint?" This item was developed based on Spector and Jex's (1998) Organizational Constraint Scale. Adopting their Likert-scale anchors, we asked our respondents to rate the question based on a five-point option ranging from 1 (less than once per month or never) to 5 (several times per day).

Procedure

Partial least squares structural equation modeling (PLS-SEM) using SmartPLS 3 Ringle et al (2015) was used to analyze the 225 usable data. This statistical technique was used because the objectives of this paper are mainly to identify the effects of creative climate, manager attitude, and financial constraint on creative deviance and to identify the magnitude of the variance explained in creative deviance by this set of predictors. Assessment for the path model followed the two-stage procedure as suggested by (Hair et al., 2017). First, the measurement model was assessed. In this study, all variables except financial constraint were modeled reflectively. Therefore, only the reflective measurement model assessment was used. Once the reliability and validity of the model have been established, the structural model is evaluated. In addition, we also tested the mediation path between creative climate and creative deviance.

Findings

Descriptive Results

Majority of the respondents were female (60%), Malay (61.8%), aged between 25 and 30 years old (43.1%), and had a Bachelor's degree (60.3%). A large number of respondents worked as executives (20%) in various private sectors in Malaysia. Most respondents had one to three years of working experience (36%), and their nature of jobs required them to work on both individual and team basis (45.3%). Almost all respondents reported that they had come out with new ideas during their employment (97.3%) because of passion and interest (20.4%), followed by interest only (11.6%). Out of this number, 207 respondents (92%) reported that they had discussed their new ideas with their respective managers, and only 10 respondents (4.4%) reported that the managers accepted their ideas. Majority of the respondents rated that their new ideas were rejected by the managers at least once (95.6%). Results also revealed that 166 respondents (73.8%) continued working on the rejected ideas despite being told to stop working on them. Thus, the results indicate that there is substantial evidence that Malaysian employees engage in creative deviance.

Inferential Results

Following the recommendation by Hair et al. (2017) on reflective measurement model assessment criteria and suggested threshold values, we assessed the reflective measurement model using indicator loading, internal consistency reliability, convergent validity, and discriminant validity. Table 1 shows the reflective measurement model results.

Table 1
Reflective measurement model results

Construct	Item	Indicator loading	Indicator reliability	Internal consistency	Average variance extracted	
				reliability Cronbach's alpha		Composite reliability
Creative climate	CCL1	0.883	0.780	0.861	0.915	0.783
	CCL2	0.905	0.819			
	CCL3	0.867	0.752			
Manager attitude	MGA1	0.835	0.697	0.889	0.916	0.645
	MGA2	0.823	0.677			
	MGA3	0.819	0.671			
	MGA4	0.729	0.531			
	MGA5	0.769	0.591			
	MGA6	0.836	0.699			
Creative deviance	CDE1	0.729	0.531	0.952	0.959	0.724
	CDE2	0.807	0.651			
	CDE3	0.814	0.663			
	CDE4	0.886	0.785			
	CDE5	0.899	0.808			
	CDE6	0.851	0.724			
	CDE7	0.910	0.828			
	CDE8	0.901	0.812			
	CDE9	0.845	0.714			

Note. CCL = creative climate, MGA = manager attitude, CDE = creative deviance.

Inspection on the indicator loadings of all variables showed that the values range from 0.729 to 0.910. It indicates that the outer loading for all items exceeds the cut-off value of 0.707. As a result, the items had good reliability, ranging from 0.531 (CDE1) to 0.828 (CDE7). Similarly, all latent constructs had higher values of internal consistency reliability than the recommended threshold of 0.70. Cronbach's alpha values range from 0.861 to 0.952, and the values of composite reliability range from 0.915 to 0.959. As shown in Table 1, the average variance extracted (AVE) values for creative climate, manager attitude, and creative deviance were 0.783, 0.645, and 0.724, respectively. Hence, it indicates the presence of convergent validity in the reflective measurement model.

Table 2

Discriminant validity of the measurement model

	Creative climate	Manager attitude	Financial constraint	Creative deviance
Creative climate				
Manager attitude	0.702			
Financial constraint	0.273	0.249		
Creative deviance	0.291	0.311	0.107	

Discriminant validity was measured using the heterotrait-monotrait (HTMT) ratio of correlations. This criterion measures what the true correlation between the two constructs would be if they were perfectly reliable; hence, a value of 1 indicates the absence of discriminant validity (Hair et al., 2018). In this study, all HTMT values were less than the conservative threshold value of 0.85 Henseler et al (2015) as shown in Table 2. It indicates that the measurement model has good discriminant validity.

The structural model assessment was carried out at the second stage according to the recommendation by (Hair et al., 2017). Each predictor construct has a variance inflation factor (VIF) value less than 5; hence indicating that there was no issue of collinearity. The level of coefficient of determination, R^2 , for manager attitude, financial constraint, and creative deviance were 0.383, 0.064, and 0.140, respectively. Although the values were relatively low, especially for financial constraint, these low values were expected. Creative deviance is an emerging research phenomenon, whereby most attention is still directed at identifying possible creative deviance predictors. A related research conducted by Lin et al (2016) on the effects of leaders' responses to creative deviance showed that the R^2 values range from 0.01 to 0.20. Therefore, the level of R^2 values in this study was considered satisfactory. The effect sizes, f^2 , were obtained from the PLS Algorithm to assess the relative impact of a predictor construct on an endogenous construct. Results showed that all but one effect sizes were small, ranging from 0.026 to 0.068. Only creative climate on manager attitude has a large effect size, $f^2 = 0.620$.

A bootstrapping procedure with 5,000 resampling was used to assess the structural model path coefficients and its significance. Table 3 shows the results of the path coefficients of the study. Results revealed that there was a significant relationship between creative climate and creative deviance ($\beta = 0.191$, $t = 1.973$). Therefore, Hypothesis 1 was supported. On the mediation relationships, both manager attitude and financial constraint were found to mediate the relationship between creative climate and creative deviance significantly. Specifically, results showed that manager attitude significantly mediated the path between creative climate and creative deviance ($\beta = 0.139$, $t = 2.284$), and financial constraint also significantly mediated the path between creative climate and creative deviance ($\beta = -0.051$, $t = 2.342$). Therefore, Hypothesis 2 and Hypothesis 3 were supported. Using the guidelines on identifying the type of mediation Hair et al (2017); Zhao et al (2010), we found that the mediated path between creative climate and creative deviance was complimentary when it was mediated by manager attitude, and it was competitive when mediated by financial constraint.

Table 3

Results of the path coefficients

Relationship	Std. Beta	t-value	Result
H1: Creative climate → creative deviance	0.191	1.973*	Supported
H2: Creative climate → manager attitude → creative deviance	0.139	2.284*	Supported
H3: Creative climate → financial constraint → creative deviance	-0.051	2.342*	Supported

Note: * $t > 1.96$

The last assessment for our hypothesized structural model involved examining the model's predictive relevance. Stone-Geisser's Q^2 value and PLS predict Q^2 were referred to using the blindfolding and PLS prediction procedures, which were intended to assess the model's predictive accuracy. In this study, Stone-Geisser's Q^2 and PLS predict Q^2 for all constructs were above 0.

Discussion

Creativity is an important source of competitive advantage in today's global market. With the increasing emphasis on creativity, many employees engage in the expression and elaboration of creative ideas. A drawback to intense encouragement of creativity is the emerging phenomenon at workplace known as creative deviance. A framework explaining the factors influencing creative deviance and its outcomes was proposed by Mainemelis (2010), but few attempts were made to test the proposed links. In order to fill the theoretical gap, this study examined the effects of creative climate, manager attitude, and financial constraint on creative deviance.

We tested the direct relationship between creative climate and creative deviance. In line with the Social Information Processing Theory Salancik & Pfeffer (1978) this relationship was statistically supported. Employees who perceive that their organizations encourage creative ideas generation, for example, through institutionalized mechanisms, are more likely to engage in creative deviance. Institutionalized mechanisms that support creative ideas generation form the organization's creative climate, which, in turn, gives the impression to employees that creativity is valued. As a result, they are motivated to work on their creative ideas even when managers have rejected the ideas and instructed them to stop working on the ideas. Furthermore, organizations typically do not provide detailed guidance and explanation of how creative ideas should be pursued. In this situation, employees have more opportunities to decide if their ideas are worth pursuing. When managers encourage creativity in organization, it provides cues that any forms of creative activities are permissible, thus employees are more likely than not to engage in creative deviance.

Our mediated hypotheses involving manager attitude and financial constraint as mediators between creative climate and creative deviance were also established. Therefore, this study provides empirical support not only to the proposed mediated relationships but also to the

utility of the Social Information Processing Theory Salancik & Pfeffer (1978) and the Strain Theory Merton (1968) as underpinning theories in this study. Employees who engage in creative deviance not only perceive that there is an encouraging creative climate through their observations and experiences but also perceive that their managers have a positive attitude towards creativity mainly because managers are part of the organizational members who manage and supervise them. In this situation, having perceived that managers have a positive attitude towards creativity, employees are more likely to continue working on rejected creative ideas even when managers instruct them to stop working on the ideas.

The mediating role of financial constraint is more intriguing. When employees perceive that there is an encouraging creative climate in the organizations, they will engage in creative ideas generation. Contradictory to the expectation that the higher the creative climate is the higher financial constraint will be, our results revealed that there would be less financial constraint. Respondents did not find it difficult or impossible for them to work on their creative ideas because of financial constraint. Nevertheless, the presence of financial constraint will drive them to engage in creative deviance. In sum, employees engage in creative deviance when they perceive the presence of creative climate as well as when they perceive that their managers have a positive attitude towards creativity and in the presence of financial constraint.

Study Implications

This study has both theoretical and managerial implications. First, this study adds to the body of knowledge on creative deviance construct by showing that creative climate increases the likelihood of employees to pursue creative ideas even without managerial approval. Second, this study found support for the links between manager attitude and financial constraint as well as creative deviance using the Social Information Processing Theory Salancik & Pfeffer (1978) and the Strain Theory (Merton, 1968). Specifically, the Social Information Processing Theory (1978) describes that individuals' attitude and behavior are not only based on their specific needs and goal, but also are based on various social cues from other employees in the same organization. As for the Strain Theory, it posits that with specific organizational condition, deviance is likely to occur when employees lack legitimate means to attain specific goal. Both theories are found to support the hypothesized links.

Practically, this study informs the management in organizations that creative deviance occurrence is a global phenomenon. Our study shows that creative deviance is also common among employees in Malaysia. Specifically, the results substantiated that employees who are encouraged to be creative are keen to engage in creative ideas generation. Most of them will discuss their ideas with respective managers, and some even indicate that they will pursue their ideas even when the managers instruct them to stop working on the ideas. Although creative deviance could produce innovative products or services, the behavior itself is a form of personal deviance. If the management intends to put a stop to the deviant behavior, appropriate actions should be taken. As illustrated in this study, creative climate plays an important role in forming employees perceived creativity encouragement. Because the employees are more likely to engage in creative ideas generation, management should provide sufficient financial supports to elaborate on their ideas. Alternatively, the management should make it clear to its employees that not all creative ideas could be sponsored when financial constraint exists. This action also includes telling the managers to

be clear with the employees on the instructions following idea rejections. In drafting appropriate policies on this issue, the management should consider to balance between encouraging creativity among employees and suppressing their engagement in creative deviance.

Limitation and Future Research

The interesting findings of this study also come with several limitations that provide future research avenues. First, the results provide some theoretical generalizations to the new emerging phenomenon. Using judgmental sampling, the results were not generalizable to the population at large. Therefore, we recommend that future studies replicate our study by using different populations and probability sampling techniques, whenever possible. Second, we also encourage future researchers to extend our study by including other predictors, mediators, and moderators to enhance the understanding of creative deviance. Future researchers may look for study variables based on Mainemelis' (2010) framework. Because the framework is not fully tested, more research attention by scholars is required to validate its utility. Third, this study also tapped into the employees' motives in engaging in creative ideas generation. Nevertheless, we did not include and test the relationships of different motives in our proposed model. Hence, future studies could also examine the moderating effect of different motives in explaining employees' engagement in creative deviance. Finally, we also call for future researchers to identify the views concerning creative deviance—is it good or bad? In order to do so, interested researchers should pursue a qualitative study.

Conclusion

This study enriches the understanding of creative deviance in the workplace. It demonstrates that creativity encouragement, which is manifested in employees' perception about creative climate in an organization, can drive employees to engage in creative deviance. Moreover, creative climate also influences manager attitude towards creativity, which then affects employees believe in pursuing their creative ideas even when their managers instruct them to stop working on the ideas. Employees also engage in creative deviance in the absence of sufficient financial resources. By examining the relationships among creative climate, manager attitude, financial constraint, and creative deviance, we add to the existing body of knowledge on creative deviance. Our study also provides important implications for managers on how best to encourage creativity among employees while ensuring that they do not engage in creative deviance.

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