

THE IMPACT OF LEADER-MEMBER EXCHANGE ON THE RELATIONSHIP BETWEEN INTRINSIC MOTIVATION AND CREATIVE BEHAVIOR AMONG INDONESIAN RADIO STATION MANAGERS

Nugroho J. Setiadi

Widyatama University, Indonesia, e-mail: nugroho.ed04@student.usm.my

Anees Janee Ali

Universiti Sains Malaysia, Malaysia, e-mail: aneesali15@yahoo.com

Rehana Aafaqi

University of Lethbridge, Canada, e-mail: rehana_mahfooz@yahoo.com

Abstract

The main purpose of the article is to investigate the impact of Leader-member exchange (LMX) on the relationship between intrinsic motivation and creative performance among Indonesian radio station managers. Using intrinsic motivation as input model, the authors identified that this variable is positively related to creative performance. The study hypothesized that Leader-member exchange (LMX) moderate the relationship between intrinsic motivation and creative performance. Among a sample of 269 Indonesian radio station managers, results found that intrinsic motivation was positively related to creative performance when the two dimensions of LMX (Affect and Perceived contribution) were high.

Keywords: Creativity; Intrinsic Motivation; Leader-member exchange.

INTRODUCTION

Since the emerging of the Reformation era in 1998, the Indonesian radio landscape has undergone important changes. One new development has been the emergence of so-called community radio, which is meant as an alternative to state radio and commercial radio. Community radio practitioners have struggled for legal acceptance of their activities in the new Broadcasting Law. As a consequence, commercial private broadcasting in Indonesia has expanded rapidly and at the same time saturated the radio frequencies, especially in big cities, e.g. Jakarta, Bandung, Surabaya, Semarang and Yogyakarta. Therefore, community radio operators merely select a free frequency and broadcast on it, using homemade low-powered transmitters and cheap broadcasting equipment. Interestingly, they were operating without applying for government permission (Senevirantne, 2003). Within two years since the Reformation era, the number of independent radio stations grew by more than 30 percent, from about 750 to more than 1000 stations (see, Davis, 2005 at <http://www.asiawaves.net>). The amount has indicated that this industry faces high competition. Since the appearance of information technology revolution, radio broadcasting business faces various challenges from the continuously renewal of information and news, and to create new and creative entertainment programs.

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 & Gryskiewicz, 1988; Cooper, Clasen, Silva-Jalonen, & Butler, 1999; Ford & Gioia, 2000; Conti, Collins & Picariello, 2001; Baer, Oldham & Cummings, 2003; Farmer, Tierney & McIntyre, 2003; and DeVoe & 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. As being stated by Amabile (1997), when people were primarily motivated by their interest in the work and the

enjoyment of that activity, they were more creative than they were primarily driven by some goal imposed on them by others. To be motivated means to be moved to do something. A person who feels no impetus or inspiration to act is thus characterized as unmotivated, whereas someone who is energized or activated toward an end is considered motivated. Most everyone who works or plays with others is, accordingly, concerned with motivation, facing the question of how much motivation those others, or oneself, has for a task, and practitioners of all types face the perennial task of fostering more versus less motivation in those around them. Intrinsic motivation refers to the extent to which an individual is excited about a work activity and engages in it for the sake of the activity itself. Therefore, inquiry into the intrinsic motivation-creativity dynamic in organizational behavior research would be fruitful (Afdhal, 2003).

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 has unique ability to target and reach very specific audiences, then, need interesting programs 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, Conti, Coon, Lazenby, & Herron, 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 (Tierney & Farmer, 2002) and intrinsic motivation (Amabile, 1997; Tierney, Farmer & Graen, 1999). Although a few previous studies have shown significant relationship between intrinsic motivation and work performance (Amabile, 1997; Deci, Ryan & Koestner, 1999), additional inquiry into the role of operating managers in presenting new ideas and creating helping behaviors among members would be interesting. 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 & 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 are:

- Do managers' intrinsic motivation positively relate to their creative performance?
- Does it depending 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 study on creativity showed that enhancing the individual creative performance is a necessary step when organizations are to achieve competitive advantage (Oldham & Cummings, 1996). Woodman, Sawyer and Griffin (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. The person is influenced by various antecedent conditions, and he or she brings to bear motivation. Within the person, intrinsic motivation aspect is related to creative behavior.

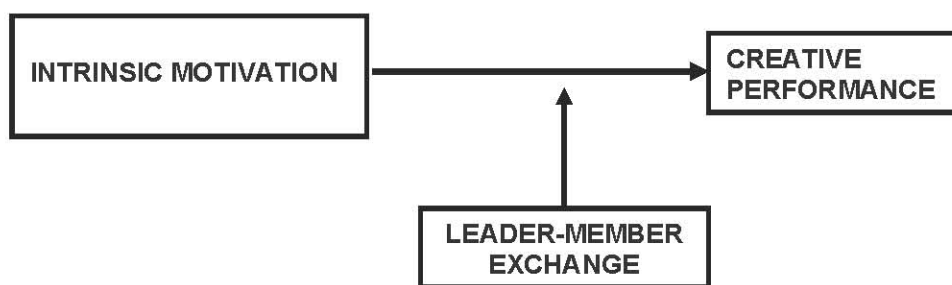


Figure 1 Posited relationships among all variables

The framework (Figure 1) summarizes the ideas, variables, and relationships that will be explored in this article. The model will explore the direct relationships between the independent variable, that is, intrinsic motivation with the dependent variable, creative performance.

The predictor of the present research is intrinsic motivation. Intrinsic motivation has been cited as one of the most prominent personal qualities for the enhancement of creativity (Amabile & 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, Hennessey, & Tighe, 1994). Most theories of motivation reflect this attention by perceiving motivation as a unitary phenomenon. People are not only different in the levels of motivation but also different in the kinds of motivation. People are not only different in motivating level (that is, how much is the motivation), but also in the orientation of that motivation (that is, what type of motivation). Orientation of motivation relates to goal and based on attitude that give rise to action. For the sake of learning motivation, we will make use of Self-Determinant Theory (SDT; Deci & Ryan, 1985).

Self-Determination Theory distinguishes between different types of motivation based on the different goals and considerations that give rise to an action. The most basic distinction is between intrinsic motivation which refers to doing something because it is inherently interesting or enjoyable, and extrinsic motivation which refers to doing something because it leads to a separable outcome (Deci & Ryan, 1985). Interestingly, intrinsic motivation has emerged as an important phenomenon to be investigated. Since intrinsic motivation results in high-quality of learning and creativity (Amabile, 1985, 1997; Conti et al., 2001; Durik & Harackiewicz, 2003; Hennessey & Amabile, 1998; Oldham & Cummings, 1996; and Tierney et al., 1999), it is especially important to detail the factors and forces of creative performance. In the present research, this notion will be stated in the intrinsic motivation hypothesis of creativity. An intrinsically motivated state is conducive to creativity, whereas an extrinsically motivated state is detrimental (Amabile, 1985). People are said to be intrinsically motivated to engage in a particular task if they view their task engagement as motivated primarily by their own interest and involvement in the task. By contrast, people are said to be extrinsically motivated to engage in a task if they view their task engagement as motivated primarily by external goals such as the promise of reward or the expectation of evaluation. Self-Determination theory (Deci & Ryan, 1985) proposes that intrinsic motivation can be undermined by the imposition of salient extrinsic constraints on performance.

Self-Determination Theory uses an organismic-dialectical metatheory which is quite different from the more mechanistic metatheories underlying most current theories within the empirical psychological tradition (Deci & Ryan, 1985). Deci and Ryan (1985) stated that SDT assumes that people are active organisms, with innate tendencies toward psychological growth and development, who strive to master ongoing challenges and to integrate their experiences into a coherent sense of self. This natural human tendency does not operate automatically, however, but instead requires ongoing nutrients and supports from the social environment in order to function effectively. That is, the social context can either support or thwart the natural tendencies toward active engagement and psychological growth. Thus, it is the dialectic between the active organism and the social context that is the basis for SDT's predictions about behavior, experience, and development.

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 & 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 & Deci, 2000).

Leader-member exchange (LMX) is posited as a moderator of the relationship between intrinsic motivation and creative performance. The moderating effect of LMX on these relationships is based on the contingency model. The model described how the situation moderated the relationship between creativity and motivation. Creativity was posited to be a consequence of personal motivation when condition, that is LMX, conducive to come up with new and useful ideas as a response to exist intrinsic motivation. 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 & Uhl-Bien, 1995). 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 & 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.

Intrinsic motivation and managers' creative performance

An intrinsic motivation orientation has been postulated by many researchers as key element in creativity (Amabile & Gryskiewicz, 1988). 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 & Gryskiewicz, 1988). The expected positive relation 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:

H 1: *Intrinsic motivation is positively related to managers' creative performance.*

Moderating effects of leader-member exchange

Most of studies in LMX field (e.g. Dunegan, Duchon & Uhl-Bien, 1992; Scandura & Lankau, 1996; Borchgrevink & Boster, 1997; and Boyd & Taylor, 1998) presented LMX as an independent variable. Inception research and theory on LMX was reviewed and categorized according to antecedents and consequences of LMX (Kim & Organ, 1982; Liden, Sparrowe & Wayne, 1997). The review demonstrated that LMX was determined by a number of antecedents, and in turn, influenced a wide range of individual and organizational outcomes. Interestingly, a few researchers attempted to investigate LMX as a mediating (e.g., Manogran, Stauffer & Conlon, 1994; Perizade, 2005) or moderator variables (e.g., Kozlowski & Doherty, 1989; Scandura & Graen, 1984; Sparrowe, Saejipit & Krimer, 2006) that relate the relationship between several antecedent variables and the consequences to the performance or outcomes. Despite the importance of LMX research to the literature, Liden et al. (1997) identified a number of ways in which theory and empirical research on LMX can be enhanced. To establish the relationship between individual characteristics and creativity becomes strong, therefore, in the present research, LMX is posited as a moderator variable. LMX is posited as a moderator variable in the present research since there is a lacuna pertaining LMX research on creativity. LMX is an important topic to investigate because it helps to explain key organizational outcomes (Graen & Uhl-Bien, 1995). A better understanding of the LMX construct may lead to improve managers' outcomes through their high quality in leader-subordinate relationship. Based on the interactionist of organizational creativity model (which was developed by Woodman et al., 1993; see Figure 1) and the determinant factors of creativity model in Tierney's et al. (1999) study, the present research develops a model that focus on manager's (individual's) creativity. Through a new development model of managers' creativity, we hope that it will enhance knowledge to identify the intrinsic motivation that influence individual's outcomes or performances, while LMX plays a role as a moderator. These findings imply that when a manager has a higher-quality LMX relationship, the relationship between intrinsic motivation 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:

H 2: *When managers have high quality of affect, the positive relation between intrinsic motivation and their creative performance is likely to be stronger.*

H 3: *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

The present study was addressed on the generation of new and useful ideas by 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 advertising, 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 269 operating managers as respondents of 95 radio stations (companies) in Indonesia participated.

We collected data from two sources. The respondents of the present study were top managers and radio station operating managers (that are, news managers, music managers, technical managers, advertising managers, and program managers). Operating managers completed a questionnaire that included measures of intrinsic motivation, 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 designed with the matching code. Based on 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 independent and moderator variables of the present study. The respondents (that are, the radio station's operating managers) are required to write their names and job positions in the questionnaire for the purpose of relating their questionnaires to their rating form (refer to the matching code). 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, Oldham, & Pratt, 2002; Oldham & Cummings, 1996; Scott & Bruce, 1994). Specialty creative performance was measured with a 13-item scale completed by the supervisors (George & Zhou, 2002), each of the operating managers was rated by his or her top manager (Cronbach's alpha = .98). Management indicated that the top managers were very familiar with the work behavior of the operating managers they were rating. On a 5-point scale ranging from 1 (strongly disagree) to 5 (strongly agree) top managers were asked to indicate how characteristic each of the 13 behaviors in the scale was of the operating managers they were rating. 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 alpha of this measurement of .98.

The participants' creativity, that is, the radio operating managers' creativity were assessed by a questionnaire which was incorporated into 2 sections. The 2 sections consist of intrinsic motivation, and leader-member exchange.

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 & 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. The 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, Greenberger and Anonyuo (1989). The LMX questionnaire (Bhal & Anshari, 2000) was into two dimensions, namely, affect and perceived contribution. Liden and Maslyn (1998) have four dimensions, namely, affect, loyalty, respect, and contribution. Erdogan, Sparrows, Liden and Dunegan (2004) mentioned that it can be collapsed into two categories: contribution and affect-based exchange. They labeled professional respect and contribution as contribution-based exchange because these dimensions emphasized work related aspects of the exchange. Then, there are affect and loyalty dimensions which are considered as affect-based exchanges, because they emphasize the interpersonal aspects of interactions. 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 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, reliabilities and intercorrelations among all variables. As shown in the table, standard deviations of the variables were near to 1, except for Perceived contribution (the second dimension of LMX) had lowest value (SD of PC = .47), indicating that this variable was discriminatory. It seems that homogeneity of people characteristics were shown in quality of personal relationship between two parties in work context. As being stated by Hofstede (1994), Koentjaraningrat (1993) and Mulder (1994), that Indonesian culture showed the dominance of large power distance in organizational context. Interestingly, they are also mentioned that Indonesian culture also showed more collectivist than individualist people. Hence, when operating managers of Indonesia radio station were asked about "How useful is his/her effort on the jobs that are to be done together by you and him/her?", the present research found the similar answer: quite a bit. It means that radio station managers have similar perception of their followers' work contribution toward them.

Table 1
Means, Standard Deviations, and inter-correlations of research variables

Variable	Mean	Std Dev	1	2	3	4
1. Intrinsic Motivation (IM)	4.13	.51	.78			
2. Affect (AFF)	3.14	.53	.23**	.69		
3. Perceived contribution (PC)	3.53	.47	.28**	.33**	.72	
4. Creative performance (CP) (top)	3.94	.52	.34**	.07	-.05	.91

Note: N = 269; Internal consistency reliabilities are in parentheses along the diagonal

** Correlation is significant at the .01 level (2-tailed).

* Correlation is significant at the .05 level (2-tailed).

Hypothesis Testing

In order to test the hypotheses, hierarchical multiple regression analyses should be conducted to determine the variance of creative performance explained by intrinsic motivations (see Table 2). We conducted moderated regression analysis to test this hypothesis. Specifically, in a regression equation with creativity as the dependent variable, at the first hierarchical step, intrinsic motivation was entered into the equation; at the second step, the first and second dimensions of LMX (Affect) were entered into the equation; and finally the two-way interaction terms was entered into the equation. Result was found out that intrinsic motivation explained 11% of the variance in creative performance. This variable was found positively and significantly associated with creative performance ($\beta = .34, p < .01$). Therefore, the hypothesis H1 is accepted.

Hypotheses H2 predicted moderating effect of the Affect of leaders' LMX quality on the relationship between 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' plays a role as moderator of the relationship between intrinsic motivation and creative performance. It can be concluded that H2 was accepted.

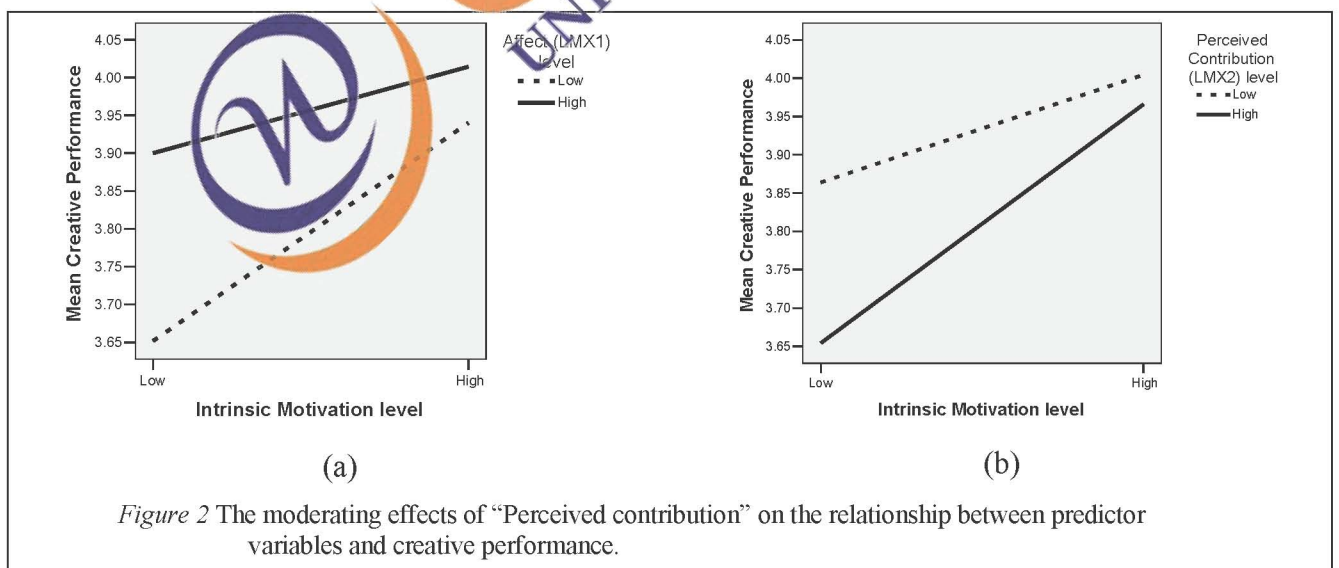
The present research also tested the hypotheses H3 that predicted moderating effect of the Perceived Contribution on the relationship between intrinsic motivation and creative performance. The R² change and the F-change are significant from step 1 to 2 and from step 2 to 3 with the introduction of the interaction terms; the results indicate that the perceived contribution significantly influences the impact of intrinsic motivation on creative performance.

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)	.34***	.38***	-.06
Moderating variable:			
Affect (AFF, as the first dimension of LMX)		.04	.83
Perceived contribution (PC, as the second dimension of LMX)		-.17***	-1.22**
Interaction terms:			
AFF x IM			-1.11*
PC x IM			1.68**
R ²	.11	.14	.16
Adj R ²	.11	.13	.14
R ² Change	.11	.03	.02
Sig. F Change	.00	.02	.04

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

For the moderating effect, the results indicated that all of these two hypothesized moderating relationships were empirically supported (see Step 3 in Table 2). The parameter estimates for the interaction term between Affect and Intrinsic motivation (AFF x IM) and between Perceived contribution and Intrinsic motivation (PC x IM) were significant. Therefore, it can be concluded that the moderating effect of LMX support these two hypotheses. When these interactions are significant then graphs are needed to explain the moderating effects as shown below.



The plot of the intrinsic motivation by LMX (Affect dimension) interaction (Figure 2.a) shows a pattern that is consistent with the prediction of Hypothesis 2. This hypothesis predicts that the positive relationship between intrinsic motivation and radio station manager’s intention to present creative performance is likely to be stronger when the Affect is high.

On the other hand, the plot of the intrinsic motivation by LMX (Perceived Contribution) interaction (refer to Figure 2.b) shows a pattern that is also consistent with the prediction of Hypothesis 3, but not in the same way as hypothesized. 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 in intrinsic motivation were rated as highly to present creative performance, the low Perceived contribution appears to be more influencing to their creative performance.

This can be explained by individuals in low Perceived contribution need strong intrinsic motivation for creativity tasks to present creative, concrete and practical ideas. The same goes with the individuals in 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.

DISCUSSION

The present research has succeeded in highlighting a few determinants that contributed to operating managers' creativity. Intrinsic motivation was found to play important roles in presenting creative performance. Consistent with our hypothesis, result in examining the relationship between intrinsic motivation and creative performance indicated that when managers enjoy carrying out creativity-related tasks, their level of creative output is high. Result showed that most of the respondents agreed with the following statement: "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 Grysiewicz (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 motivation shape creative behavior among Indonesian radio station operating managers.

The leader's perception of follower's work contribution (perceived contribution) had moderated on the relationships between intrinsic motivation and creative performance. On the other hand, Affect (second dimension of LMX) had also moderated on the relationships between intrinsic motivation and creative performance. Among Indonesian radio station managers who perceived a low in Perceived contribution, the positive relationship between intrinsic motivation and presenting creative performance was higher than when their perceived contribution was high. These findings are consistent with the opinion of Hennessey and Amabile (1998). 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.

CONCLUSION

In this article, we have attempted to develop a model of individual creativity. We have revealed the importance of 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 the results, particularly about intrinsic motivation, it will make a better understanding of a basic foundation of theories in explaining the relationship in the model of individual creativity.

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. Furthermore, we hope that the present study may give new directions to the radio station organizations in upgrading their policy regarding the importance of human relationship building.

REFERENCES

- Afdhal, A.F. (2003) *Ide kreatif: dari kepemimpinan hingga motivasi*, Jakarta: Penerbit Grasindo.
- Amabile, T.M. (1985). "Motivation and creativity: Effects of motivational orientation on creative writers". *Journal of Personality and Social Psychology*, 48(2), 393-399.
- Amabile, T.M., & Gryskiewicz, S.S. (1988). "Creative human resource in the R&D laboratory: how environment and personality affect innovation", In Kuhn, R.L. (ed), *Handbook of Creative and Innovative Managers*. New York: McGraw Hill Book Co.
- Amabile, T.M., Hill, K.G., Hennessey, B.A., & Tighe, E.M. (1994). "The work preference inventory assessing intrinsic and extrinsic motivational orientations". *Journal of Personality and Social Psychology*, 66(5), 950-967.
- Amabile, T.M. Conti, R., Coon, H., Lazenby, J., & Herron, M., (1996). "Assessing the work environment for creativity". *Academy of Management Journal*, 39, 1154-1184.
- Amabile T.M. (1997). "Motivation creativity in organizations: on doing what you love and loving what you do". *California Management Review*, 40(1) 39-58.
- Baer, M., Oldham, G.R., & Cummings, A. (2003). "Rewarding creativity: when does it really matter?" *The Leadership Quarterly*, 14, 569-586.
- Bhal, K.T., & Ansari, M.A. (2000). *Managing dyadic interactions in organizational leadership*. New Dehli: Sage Publications India Pvt Ltd.
- Borchgrevink, C.P., & Boster, F.J. (1997). "Leader-member exchange development: a hospitality antecedent investigation." *International Journal of Hospitality Management*, 16(3), 241-259.
- Boyd, N.G., & Taylor, R.R. (1998). "A developmental approach to the examination of friendship in leader-follower relationships". *Leadership Quarterly*, 9(1), 1-25.
- Conti, R., Collins, M.A., & Picariello, M.L. (2001). "The impact of competition on intrinsic motivation and creativity: Considering gender, gender segregation and gender role orientation". *Personality and Individual Differences*, 30, 1273-1289.
- Cooper, B.L., Clasen, P., Silva-Jalonen, D.E., & Butler, M.C. (1999). "Creative performance on an in-basket exercise: effects of inoculation against extrinsic reward". *Journal of Managerial Psychology*, 14(1), 39-56.
- Davis, A.G. (2005). "Asiawaves: Radio and TV broadcasting in South an South-East Asia". Retrieved August 21, 2005, from internet <http://www.asiawaves.net/indonesia>
- Deci, E. L., & Ryan, R. M. (1985). *Intrinsic motivation and self-determination in human behavior*. New York: Plenum.
- Deci, E.L., Ryan, R.M., & Koestner, R. (1999). "A meta-analytic review of experiment examining the effects of extrinsic rewards on intrinsic motivations". *Psychological Bulletin*, 125(6), 627-688.
- DeVoe, S.E., & Iengar, S.S. (2004). "Managers' theory of subordinates: A cross cultural examination of manager perceptions of motivation and appraisal of performance". *Organizational Behavior and Human Decision Processes*, 93, 47-61.
- Dunegan, K.J., Duchon, D., & Uhl-Bien, M. (1992). "Examining the link between leader-member exchange and the subordinate performance: The role of task analyzability and variety as moderators". *Journal of Management*, 18, 59-76.
- Durik, A.M., & Harackiewicz, J.M. (2003). "Achievement goals and intrinsic motivation: Coherence, concordance and achievement orientation". *Journal of Experimental Social Psychology*, 39, 378-385.
- Erdogan, B., Sparrows, R.T., Liden, R.C., & Dunegan, K.J. (2004). "Implication of organizational exchange for accountability theory". *Human Resource Management Review*, 14(1), 19-45.
- Farmer, S.M., Tierney, P., & McIntyre K.K. (2003). "Employee creativity in Taiwan: an application of role identity theory". *Academy of Management Journal*, 46(5), 618-630.
- Ford, C.M., & Gioia, D.A. (2000). "Factors influencing creativity in the domain of managerial decision making". *Journal of Management*, 26(4), 705-732.
- George, J.M. & Zhou, J. (2002). "Understanding when bad moods foster creativity and good ones don't: The role of context and clarity of feelings". *Journal of Applied Psychology*, 87, 687-697.
- Graen, G.B., & Uhl-Bien, M. (1995). "Relationship-based approach to leadership: development of leader-member exchange (LMX) theory of leadership over 25 years: applying a multi-level multi-domain perspective".

Leadership Quarterly, 6(2), 219-247.

- Heneman, R.L., Greenberger, D.B., & Anonyuo, C. (1989). "Attributions and exchanges: The effects of interpersonal factors on the diagnosis of employee performance". *Academy of Management Journal*, 32, 466-476.
- Hennessey, B.A., & Amabile, T.M. (1998). "Reward, intrinsic motivation, and creativity". *American Psychologist*, 53(6), 674-675.
- Hofstede, G. (1994). *Cultures and Organizations: Intercultural Cooperation and its Importance for Survival*. London: HarperCollins Publishers.
- Kim, K.I., & Organ, D.W. (1982). "Determinants of leader-subordinate exchange relationships". *Group & Organization Studies*, 7, 77-89.
- Koentjaraningrat (1993). *Manusia dan Kebudayaan Indonesia*. Jakarta: Jambatan.
- Kozlowski, S.W., & Doherty, M.L. (1989). "Integration of climate and leadership: Examination of a neglected issue". *Journal of Applied Psychology*, 74, 546-553.
- Liden, R.C., Sparrowe, R.T., & Wayne, S.J. (1997). "Leader-member exchange theory: The past and potential for the future". *Research in Personnel and Human Resources Management*, 15, 47-119.
- Liden, R.C., & Maslyn, J.M. (1998). "Multidimensional of leader-member exchange: An empirical assessment through scale development". *Journal of Management*, 24(1), 43-72.
- Madjar, N., Oldham, G.R., & Pratt, M., (2002). "There's no place like home? The contributions of work and nonwork creativity support to employees creative performance". *Academy of Management Journal*, 45(4), 757-767.
- Manogran, P., Stauffer, J., & Conlon, E.J. (1994). "Leader-member exchange as a key mediating variable between employee's perceptions of fairness and organizational citizenship behavior". *The Academy of Management annual meeting*. TX: Dallas.
- Mulder, N. (1994). *Individual & society in Java: A cultural analysis*. Yogyakarta: Gadjah Mada University Press.
- Oldham, G.R., & Cummings, A. (1996). "Employee creativity: personal and contextual factors at work". *Academy of Management Journal*, 39, 607-634.
- Perizade, B. (2005). *The Value, Leader-Member Exchange, and Leadership Effectiveness of Chief Executive Officers in South Sumatra, Indonesia*. PhD thesis, Universiti, Science Malaysia.
- Ryan, R.M., & Deci, E.L. (2000). "Intrinsic and extrinsic Motivations: Classic definitions and new directions". *Contemporary Educational Psychology*, 25, 54-67.
- Scandura, T., & Graen, G.B. (1984). "Moderating effects of initial leader-member exchange status on the effects of a leadership intervention". *Journal of Applied Psychology*, 69(3), 428-436.
- Scandura, T.A., & Lankau, M.J. (1996). "Developing diverse leaders: A leader-member exchange approach". *Leadership Quarterly*, 7(2), 245-263.
- Scott, S.G., Bruce, R.A., (1994). "Determinants of innovative behavior: a path model of individual innovation in the workplace". *Academy of Management Journal*, 37, 580-607.
- Senevirantne, K. (2003). "Indonesia's radio revolution". *Inside Indonesia*, Internet WWW page, at URL: <http://www.cbonline.htm>.
- Sparrowe, R.T., Soetjipto, B.W., & Kraimer, M.L. (2006). "Do leaders' influence tactics relate to members' helping behavior? It depends on the quality of the relationship". *Academy of Management Journal (article in press)*.
- Tierney, P., Farmer, S.M., & Graen, G.B. (1999). "An examination of leadership and employee creativity: the relevance of traits and relationship". *Personnel Psychology*, 52, 591-620.
- Tierney, P., & Farmer, S.M. (2002). "Creative self-efficacy: its potential antecedents and relationship to creative performance". *Academy of Management Journal*, 45(6), 1137-1149.
- Woodman, R.W., Sawyer, J.E., & Griffin, R.W. (1993). "Toward a theory of organizational creativity". *Academy of Management Journal*, 18, 293-321.