Developing Creativity:
Exploring the Roles of Various Sources of Developmental Supports

Rowena Ortiz-Walters

B.S., University of Connecticut, 1996
M.B.A., University of New Haven, 1999

A Dissertation
Submitted in Partial Fulfillment of the
Requirements for the Degree of
Doctor of Philosophy
at the
University of Connecticut
2005
TABLE OF CONTENTS

LIST OF FIGURES ........................................................................................................... viii
LIST OF TABLES ............................................................................................................... ix
LIST OF APPENDICES .................................................................................................... x

CHAPTER 1 – INTRODUCTION ..................................................................................... 1

CHAPTER 2 – THEORETICAL BACKGROUND ............................................................... 11

2.1 Defining Individual Creativity ............................................................................... 11
2.2 Characteristics of Creativity .................................................................................. 12
2.3 The Social Context of Creativity ........................................................................... 13
2.4 Creative Outcomes and the Association with Creativity Supports ....................... 16
2.5 The Social Context of Professional Development ................................................ 19
2.6 Creativity and the Association with Developmental Support .............................. 20
2.7 Components of Developmental Support ............................................................... 21

CHAPTER 3 - THEORETICAL MODEL AND HYPOTHESES DEVELOPMENT ....... 24

3.1 The Relationship between Developmental Support and Creativity ...................... 24
3.2 Developmental Support from Supervisors and Coworkers ................................ 24
3.3 Developmental Support from Family Members and Friends ............................... 26
3.4 Relative Contributions of Developmental Support ............................................. 28
3.5 Interactions between Work and Non-work Developmental Support ...................... 31
3.6 Exploring Perceived Need for Change as the Mediating Mechanism .................... 36
3.7 Creative Personality as a Moderator of the Support-Creativity Link ..................... 37
# CHAPTER 4 - METHODOLOGY

4.1 Research Setting and Participants ........................................... 41
4.2 Procedures in Data Collection .................................................. 42
4.3 Measures ................................................................................. 44
4.4 Data Analysis Techniques .......................................................... 50

# CHAPTER 5 - ANALYSES AND RESULTS

5.1 Description of Employees and Supervisors .................................... 52
5.2 Description of Developmental Sources and Support ......................... 53
5.3 Data Analysis Issues ................................................................... 54
5.4 Means, Standard Deviations and Correlations among Study Variables ...... 57
5.5 Main Effects of Developmental Support on Creativity ......................... 59
5.6 Relative Contributions of Work & Non-work Supports ....................... 60
5.7 Interaction Effects of Work and Non-work Supports .......................... 61
5.8 Mediating Effects of Perceived Need for Change .............................. 63
5.9 Moderating Effects of Creative Personality .................................... 64
5.10 Post-hoc Analyses ...................................................................... 65

# CHAPTER 6 - DISCUSSION AND IMPLICATIONS

6.1 Summary of Results ..................................................................... 68
6.2 Study Limitations ........................................................................ 77
6.3 Conclusion .................................................................................. 78

REFERENCES .................................................................................... 79