

**Perceived Authentic Leadership, Work-Related Flow, and Creative Work Behavior: Moderating Role of Organizational Structures**

**Aisha Zubair**

*Lecturer, National Institute of Psychology, Quaid-i-Azam University, Islamabad*

**Anila Kamal**

*Professor, National Institute of Psychology, Quaid-i-Azam University, Islamabad*

**Abstract**

*The present study aimed to establish the role of perceived authentic leadership in work-related flow and creativity of employees of flat and tall organizations. Additionally, moderating role of organizational structure (flat and tall) in predicting creative work behavior was also appraised. Sample (N = 1180) comprised of male and female employees (mean age = 33.24 years) working in marketing departments of banks (n = 600) and software companies (n = 580). Results showed that perceived authentic leadership positively predicted work-related flow and creative work behavior. Similarly, work-related flow also positively predicted creativity at workplace. Furthermore, relationship between perceived authentic leadership and creative work behavior was moderated by organizational structure. Results also showed that employees working in software houses (flat organization) expressed favorable perceptions and experiences of authentic leadership, work-related flow, and creative work behavior as compared to those working in banks (tall organization). Implications of the present study for employees and management were also discussed.*

**Keywords:** Creative work behavior, organizational structure, perceived authentic leadership, work-related flow.

There is extensive and notable work has been done on the interplay of organizational structures, leadership styles, and work related outcomes. In Pakistan various organizations are rendering their services which can be easily categorized in to tall and flat organizational structures. However, there is scarcity of empirical work in this regard. Most of the studies done in Pakistan has evaluated either manufacturing and service oriented organizations without making comparisons on the role of the type of structure. Given the present scenario, it is imperative to determine the function of organizational structures in relation to practices of leadership, psychological experiences and work related outcomes. Although it is difficult to handle multiple organizations in a single study, therefore two flourishing organizations (banks and software houses) of Pakistan have been considered in the present study as exemplary institutions of both setups. Nevertheless, developing understanding in the backdrop of these organizations would facilitate

organizational researchers to extend present findings to other similar structures functioning in Pakistan.

Effectiveness and efficiency of organizations is greatly shaped by approaches and practices of leadership. Moreover, employees' experiences of positive emotions at workplace are also contingent upon their perceptions of immediate leadership patterns. Nevertheless, organizational structures (tall and flat), to a great extent, determine and shape patterns and practices of leadership. According to Leavitt (2005), tall organizations are featured as having multiple hierarchical layers of management with narrow span of control, and predominantly vertical communication patterns. On the contrary, flat organizations are characterized by few hierarchical layers of management, wide span of control, high delegation of authority with both horizontal and vertical communication styles.

In recent times, few organizations in Pakistan have emerged as significant contributors which have given remarkable economic edge to the national gross output of our nation. These specifically included banking and information technology sectors. Banks have proven their worth as financial hallmarks in introducing micro and macro banking at the grass root level touching and influencing the lives of millions. In recent years, Pakistan's accelerated economic growth has been underpinned by a strong banking sector. Another sector in Pakistan which has witnessed exponential growth in the last decade is the information technology in general, and software houses in particular. Software houses offer technology solutions to an all-sector economy, including the financial sector, telecommunications, government, manufacturing, and retail businesses.

In recent times, positive psychology is gaining attention in research paradigms and application of organizational sciences of Pakistan. Refocus on the flourishing and healthy aspects of human functioning at workplace provides an expanded avenue for scholars of organizational behavior to study positive psychological states and experiences of employees in organizations.

A notable work has been done that focuses on the impact of authentic leadership on various work related outcomes such as job performance (Rego et al., 2014), job satisfaction (Sultan, 2012), and job related stress (Luthans et al., 2015). However, there is scarcity of empirical evidence about the influence of authentic leadership on psychological experiences of employees. The present study attempted to address this gap in literature and explore the psychological resources of employees which would have been influenced by authentic leadership. Secondly, there are numerous studies in organizational research that focus on the functioning of leadership and creativity of employees exclusively either in tall or flat organizations. Conversely, the present study make a concerted effort to address this gap and provide the comparative picture of both tall and flat organizations in relation to

authentic leadership and creative work behavior (Iveroth, 2012; Northouse, 2013). Thirdly, the present study attempts to respond to the need identified by Shalley and Gilson (2004) as well as Rego, Machado, Leal, and Cunha (2009) for further exploration focusing on the relations between psychological states and desirable work behaviors. Therefore, the present endeavor attempted to determine the impact of contextual factor (authentic leadership) on employees' experiential feelings (work-related flow) and creative output.

### **Literature Review**

In the present study, constructs of authentic leadership, work-related flow, and creative work behavior of employees working in banks and software houses have been explored. Therefore, in the following section, these constructs are briefly explained.

#### **Authentic Leadership**

George (2003) described the authentic leaders as those who are capable of leading from front, goal directed, consistent and self-disciplined, develop and sustain enduring relations with their followers. According to Avolio and Gardner (2005), authenticity in leaders is characterized by commitment to them and perceives the process of leadership as a lifetime of personal growth. Furthermore, Gardner, Avolio, Luthans, May, and Walumbwa (2005) also asserted that authentic leaders are those individuals who have heightened sense of self-awareness, consistencies in cognitive and behavioral manifestations, and are aware of their own and others' strengths. Similarly, authentic leaders are portrayed as self-assured and resilient individual with high moral character yet flexible in their interactions with their followers.

#### **Work-Related Flow**

In the present study, the major construct that has been investigated as an outcome of perceived authentic leadership is work-related flow, which is originated from Csikszentmihalyi's (2003) concept of flow. An experiential state of flow is acquired when one faces a significant challenge with matching abilities and skills (Csikszentmihalyi, 2000). According to Asakawa (2004), the experience of work-related flow by employees is characterized by sense of happiness and enjoyment in accomplishing their tasks; hence the completion of task itself becomes rewarding rather than focusing on external goals (e.g., pay, promotion, fringe benefits). Similarly, employees experiencing flow at work reported satisfying absorption in the activity or task despite its demanding and challenging nature (Bakker, 2008).

### **Creative Work Behavior**

Though creativity is generally allied with remarkably unique and innovative ideas, nonetheless, it also integrates the competence to uncover new mechanisms for solving day-to-day problems (Simonton, 2007). Zhou, Hirst, and Shipton (2012) asserted that process of creativity fundamentally involves newer ideas and mechanisms which constructively contribute to the individual and collective wellbeing. Creative work behavior is considered as one of the most vital resource of viable and practical gain for the organizations; which in turn gives them competitive edge over the market rivals. In present era, organizations need to unleash creative potential of their workers in order to endure, progress, and gain competitive advantage (Zhou & George, 2003). Creative skills and abilities of employees served as foundation for organizational modernism, internal and external transformations, and advancement (Amabile, Barsage, Mueller, & Staw, 2005). Madjar, Oldham, and Pratt (2002) inferred that creative work behavior of employees is an essential requisite for all types of job and various levels of management; hence creativity is imperative for jobs that are traditionally viewed as requiring creativity (advertising, software development, teaching) but also for jobs that are primarily categorized as more structured in nature (banking, accounting, medical sciences). It is imperative to grasp the existing literature regarding the possible relationships among the major constructs of the present study. In the following section, relevant literature is briefly narrated.

### **Authentic Leadership and Creative Work Behavior**

Much empirical evidence has highlighted the role of authentic leadership in generating desirable work related outcomes including creativity at work. For instance, it has been found that authentic leaders are able to elevate the intensity of constructive cognitive and emotional competencies of their followers (Gardner & Schermerhorn, 2004); improved self-esteem (Kernis, 2003); innovative job performance (Luthans & Avolio, 2003); and trust (Clapp-Smith, Vogelgesang, & Avey, 2009). Authentic leaders express honesty and self-revelation, which consequently, encourages trust in leader-follower relationship (Walumbwa, Avolio, Gardner, Wernsing, & Peterson, 2008). Additionally, this trusted relationship facilitates information sharing with genuine thoughts and feelings, thereby, reducing apprehensions of failure and despondency (Kernis, 2003). Moreover, employees perceive their authentic leaders to be supportive and compassionate of their innovative and diverse ideas, thereby facilitating inclinations for creativity and innovation (George, 2003).

In Pakistan, though quite less, but notable work has been done on the concept of authentic leadership in the backdrop of indigenous context. For instance, Khan (2010) attempted to determine the impact of authentic leaders on organizational performance and asserted that

authentic leaders has positive affect on the employees' attitude and behavior, which ultimately lead the organization towards the enhanced performance. Like wise, Abida, Altaf, Yousaf, Majid, and Bagram (2012) inferred that entrepreneur as an authentic leader can enhance the employee's commitment and satisfaction among small and medium sized enterprises in Pakistan. Sultan (2012) found that authentic leadership is in linear relationship with job performance among employees of multinational companies working in Pakistan. Hassan et al. (2013) studied the relationship between authentic leadership and ethical practices to explore the way authentic leader promotes an ethical work climate that emotionally glues the followers to their organization in a collectivistic culture like Pakistan. Another study (Kiyani, Saher, Saleem, & Iqbal, 2013) concluded that authentic leadership mediates the relationship between emotional intelligence and employee outcomes among managers working in telecom companies. Later studies affirmed that authentic leadership is positively associated with work engagement and psychological ownership (Dar, 2014) and negatively linked with job stress and burnout of the employees (Adil, 2015) among university teachers. The aforementioned literature offers substantial grounds to formulate the following hypothesis:

*H1. Perceived authentic leadership positively predicted work-related flow and creative work behavior of employees.*

### **Work-Related Flow and Creative Work Behavior**

Numerous studies (Madjar et al., 2002; Perry-Smith & Shalley, 2003) concluded that personal experience of flow is positively linked with optimal and maximal performance in the fields of arts, sports, and science. Similarly, Ishimura and Kodama (2006) inferred that that positive strengths like flow at work further foster creative and innovative output with immense stance of proficiency and effectiveness. Moreover, work absorption and enjoyment (components of work-related flow) are experienced by employees during activities that are challenging; thereby augmenting the creative output at work (Csikszentmihalyi, 2003). Asakawa (2010) suggested that work-related flow and intrinsic motivation is positively foster elevated personal sense of internal locus of control and cognitive absorption, thereby, leading to creative work behaviors. However, with reference to Pakistani perspective, the present study is the first attempt to empirically determine the role of work related flow in desirable work related outcomes such as creativity. These empirical evidences, thereby, provide reasonable grounds to assume the following statement:

*H2. Work-related flow positively predicted creative work behavior of employees working in banks and software houses.*

## **Tall and Flat Organizational Structures**

In the present study, software houses have been primarily considered as flat organizations with minimal managerial layers, decentralized authority, low span of control, horizontal communication patterns that facilitates instant and unswerving communication between leader follower-dyad (Mintzberg, 2009). On the other hand, banks have been taken exemplary working model of tall and formalized organization; with extensive hierarchical structure, wide span of control with centralized decision making styles, vertical communication trends, and elaborative documentation involved in routine official working (Santra & Giri, 2008). The fundamental goal of considering both types of organizational structures is to gauge the comparative functioning of leadership practices, experiencing flow, and reflections of creativity at workplace. The underlying assumption is that the very structure of the organization would bear an impact on the contextual and psychological dynamics of the work settings (Iveroth, 2012). Likewise, differences in organizational structures would also laid grounds for preferences towards certain interactive work styles, which may in turn, influence the perceptions of employees toward their own selves as well as their organizations.

## **Moderating Role of Organizational Structures**

Additional set of studies (Asakawa, 2010; Luthans et al., 2015; Zhang & Bartol, 2010) indicated that organizational structure moderates the relationship between contextual factors (such as leadership styles, supervisor support, and performance appraisal) and work related behaviors (such as job performance, organizational commitment, and organizational citizenship behavior). Similarly, flat organizations with minimal layers of management positively buffer the relationship between transformational leadership and job related burnout (Blanchard, 2008). Walumbwa (2014) also inferred that tall organizational structure positively moderates the relationship between transactional leadership and turnover intentions among sales managers.

*H3. Organizational structure (tall vs flat) moderates the relationship between perceived authentic leadership and creative work behavior of employees.*

## **Work Related Outcomes of Tall and Flat Organizations**

There are several studies which have highlighted the impact of different organizational structures (flat vs tall) on work-related attitudes and behaviors. For instance, tall structures are characterized by more rigid and bureaucratic configuration help the companies to achieve efficiency, while flat structures, which are decentralized and flexible, aid companies in achieving innovativeness (Richards, 2014). Bloisi, Cook, and Hunsaker (2007) found that employees in a flat organization may feel as though they have more direct influence on the company;

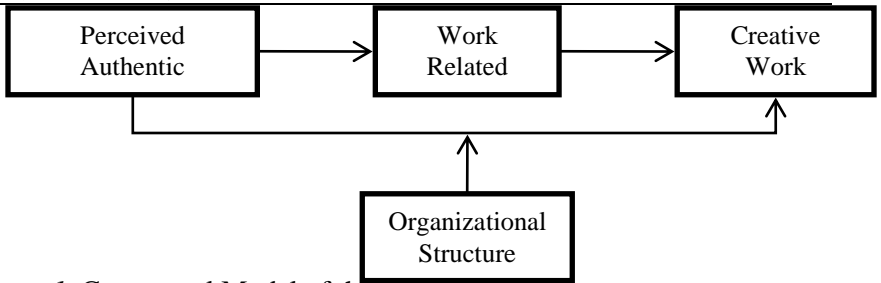
---

whereas, employees of a tall organization have to advance their careers through multiple hierarchical layers; which often resulted in professional frustration and dissatisfaction. Moreover, flat organizations permit more decisional autonomy and power to its employees; whereas, employees working at middle and lower hierarchical levels, in tall organizational structures, experience comparative lack of power and autonomy (Richards, 2014). Brown and Duguid (2001) asserted that flat organizational structures are characterized by wider span of control and flexibility in decision making. Furthermore, communication across few layers of management assisted in swift decisions and resolution of conflicts. Therefore, directives and feedback can be communicated more quickly to allow for necessary changes.

*H4. Employees working in flat organization would reflect better perceptions of authentic leadership and elevated levels of work-related flow and creative work behavior as compared to those working in tall organization.*

### **Theoretical Model of the Present Study**

The present study has opted the theoretical model that is based on two distinctive, yet, related approaches. Firstly, the authentic leadership model which explains the process of leadership as role modeling, personal and social identification, and genuinity (Avolio & Gardner, 2005). Therefore, in-depth exploration of this model would offer answers in relation to impact of leadership practices of managers on creativity of their followers. Several studies have concluded the direct and indirect role of authentic leadership in employees' creativity, for instance, authentic leaders (as role models) are able to augment intrinsic motivation, work engagement, and organizational commitment (Avolio, Gardner, Walumbwa, Luthans, & May, 2004), resulting in improved job performance and productivity in followers (Avolio & Walumbwa, 2006). Secondly, the present study also derive its assumptions from broaden and build model (Fredrickson, 2003). This model asserts that experiencing positive emotions at workplace can expand the employees' cognitive performance. Hence, experiencing happiness and absorption at work widens both scope of attention and cognition. The former assisted in enhancing the availability of cognitive elements for association; while latter facilitated the process of augmenting the span of cognitive elements which are necessary for problem solving, hence, escalating the likelihood of creative output (Frederickson 2001). The aforementioned theoretical explanation provides basis for the following assumption that authentic leadership and work-related flow would enthuse and motivate the employees to work with more eagerness and enthusiasm thereby, leading to more creative work output. The following conceptual model of the present study is suggested:



*Figure 1. Conceptual Model of the Present Study*

### **Rationale of the Present Study**

At the initial level, the current organizational workings of the Pakistani work sector are in the phase of major transition and evolutionary process of change and adaptability. This is the need of the day to meet the global as well as regional requirements of the market. In an attempt to be visible at the global forum, competencies of organizations through their employees (such as creative work behavior) need to be sharpened; yet, finely tuned so as to deliver the ultimate performance. Moreover, there is an indigenous scarcity of testing the newer and emerging models of leadership (authentic) that may play an important role in enhancing the productivity of business enterprises. Although, ample work has been done in Pakistan in the context of previously established models of leadership (such as transactional and transformational) and its work-related outcomes; however, the primary focus of earlier empirical work has been on the top level management leadership (chief executives, zonal managers) which in itself quite limited in its effectiveness, especially in the context of tall organizations (such as banks, telecommunication firms, hospitals). Similarly, leadership models have been further gauged in the context of unified organizational structures which would be a limitation in establishing the value of those models.

Subsequently, in the present era, emerging organizations (for instance, software houses) are also eager to adopt modifying styles of leadership. Leaders working at middle level and frontline management are ready to open up and to function with their full potential and credibility. Instead of focusing on the higher levels of management, real internal change can be more readily introduced by the middle managers who are envoy of transformations and central personnel to bring about change and play key motivating examples for the followers to look up to for effective functioning. Therefore, the major objective of the study was to explore the relationship among perceived authentic leadership, work-related flow, and creative work behavior among employees of flat and tall organizations. It was also intended to determine the moderating role of type of organizational structure in the relationship between perceived authentic leadership and creative work behavior. The present study also attempted to establish the group differences across flat and tall



organizations in relation to perceived authentic leadership, work-related flow, and creative work behavior.

## **Research Methodology**

### **Sample**

A purposive sample ( $N = 1180$ ) was acquired from two types of organizations; that is software houses ( $n = 580$ ) and banks ( $n = 600$ ) of Islamabad, Rawalpindi and Lahore. Inclusion criteria was to incorporate employees who were working in private sector banks and software houses for at least one year and having a minimum overall work experience of two years. Respondents included both men ( $n = 775$ ; Software houses = 377; banks = 398) and women ( $n = 405$ ; software houses = 203; banks = 202), with age range 25-55 years ( $M = 32.53$ ;  $SD = 8.73$ ). Job designations of the respondents ( $N = 580$ ) working in software houses comprised of system analysts ( $n = 94$ ), software engineers ( $n = 98$ ), computer programmers ( $n = 126$ ), software developers ( $n = 78$ ), and senior software engineers ( $n = 62$ ). For banks ( $N = 600$ ), participants included marketing managers ( $n = 158$ ), managers credit marketing unit ( $n = 174$ ), marketing operations managers ( $n = 92$ ), senior marketing managers ( $n = 70$ ), and business development officers ( $n = 106$ ).

### **Measures**

The description of appraisal instruments is given as follows.

**Authentic Leadership Questionnaire.** To assess perceptions of employees regarding authenticity of their leaders (immediate boss), a 14 item Authentic Leadership Questionnaire (ALQ; Avolio et al. 2007) was employed. Respondents were required to reflect their perceptions on 5-point scale ranging from 0 (*not at all*) to 4 (*always*). ALQ consisted of 14 items assessing four components, that is, Relational Transparency (3 items), Internalized Moral Perspective (4 items), Balanced Processing (3 items), and Self-awareness (4 items). Avolio et al. (2007) reported internal consistency of ALQ as .88 (Avolio et al., 2007); whereas, alpha coefficient of .84 was acquired for the total ALQ in the present sample.

**Work-Related Flow Scale.** To appraise experiential perceptions of flow, Work-related Flow Scale (WRFS; Bakker, 2008) was used. WRFS comprised of 13 statements assessing three dimensions of flow, that is, Absorption (4 items), Work Enjoyment (4 items), and Intrinsic Work Motivation (5 items). Respondents indicated their perceptions on 7-point rating scale ranging from 1 = *never* to 7 = *always* with high scores indicating higher experience of flow at work. Bakker (2008) reported internal consistency of WRFS as .89; while in the present study, alpha coefficient of .87 was achieved for the total scale indicating as a dependable and reliable measure of the construct.

**Creativity Scale.** Creative work behavior of the employees was assessed with Creativity Scale (CS; Zhou & George, 2001). The self

report measure of creativity comprised of 13 items and responses were acquired on 5-point scale ranging from *not at all* (1) to *a great extent* (5) and higher score indicate higher levels of creative work behaviors. Earlier studies reported very high values of alpha coefficient of this scale, for instance, .92 (Rego et al., 2012), .96 (Zhou & George, 2001), and .89 (Zhou, Hirst, & Shipton, 2012); while, alpha coefficient of .83 and validity coefficient of .47 was found for the Creativity Scale on the current sample.

As all the scales were responded on varying response options such as 5-point and 7-point rating scales; therefore, transformed scores were tabulated and used in the final analysis of data.

**Procedure**

Formal authorization to approach employees of banks and software houses was acquired from the respective administrative representatives of the organizations. Participants were contacted on individual basis and were briefed about the explicit purpose of the study. Participants were also assured about the confidentiality of any personal information and they also have the right to quit without completing the questionnaires. Both written instructions and verbal narrations were specified so as to ensure respondents’ understanding and response genuinity. Later, authors graciously thanked the respondents for their cooperation and sharing the valuable information. Letter of thanks were also sent to the respective organizations for their generous facilitation in the process of data collection.

**Data Analysis and Results**

Linear regression and multiple regression was tabulated to determine the predictive role of authentic leadership and moderating role of organizational structures; while t-test was conducted to determine the group differences along major constructs of the study across both groups of employees.

Table 1. *Linear Regression Predicting Creative Work Behavior among Employees (N = 1180)*

Variables	Creative Work Behavior			R <sup>2</sup>	ΔR <sup>2</sup>
	Model 1	Model 2			
		B	95% CI		
Constant	18.09	36.61	[28.68,44.54]	.25	.22
Age	2.59	.71	[0.42,1.85]		
Gender	.68	.22	[0.91,0.48]		
Education	.06	.15	[0.74,1.04]		
PAL		.33***	[0.10,0.05]		
WRF		.48***	[0.59,0.37]		

*Note.* PAL = Perceived Authentic Leadership; WRF = Work Related Flow; B = unstandardized regression weights, R<sup>2</sup> = explained variance; Age, gender, and education are controlled variables

\*\**p* < .01, \*\*\**p* < .001

Table 1 showed that after controlling age, gender, and education; it has been found that perceived authentic leadership, and work related flow significantly predict creative work behavior among employees. The whole model explains 22% variance in creative work behavior where perceived authentic leadership and work related flow as predictors accounted variance in outcome. Hence, these findings provide support for H1 and H2.

**Table 2. Moderating Role of Type of Organizational Structure (Flat and Tall) in Predicting Creative Work Behavior (N = 1180)**

Variables	<i>E</i>	$\beta$	$\Delta R^2$	<i>F</i>	Slope ( <i>t</i> -Value)
Constant					
PAL	.114	.42	.03	.50	
CWB	.371	.51	.06	.15	
OS	.358	.29	.03	.36	
PAL x OS (Predicting CWB)	.18	.16	.09	1	29.51*** 1.64(6.47***)

Note. PAL = Perceived Authentic Leadership; CWB = Creative Work Behavior; OS = Organizational Structure.

Table 2 shows that type of organization has moderated the relationship of perceived authentic leadership with creative work behavior explaining 11% variance with significant interaction effect ( $\beta = .09$ ). Furthermore, significant slope index and t-value also indicated moderate effect size; hence, providing pragmatic support for H3.

**Table 3. Group Differences across Types of Organizations in Relation to Variables of the Study (N = 1180)**

Variables	Banks ( <i>n</i> = 600)		Software Houses ( <i>n</i> = 580)		<i>t</i> (1178)	95% CI		Cohen's <i>d</i>
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>		LL	UL	
PAL	49.21	12.27	55.11	11.59	6.11***	-8.72	3.08	.53
WRF	45.14	16.37	53.81	15.93	6.84***	-10.49	4.84	.61
CWB	34.31	11.59	40.38	9.82	7.01***	-4.61	2.45	.68

Note. PAL = Perceived Authentic Leadership; WRF = Work-Related Flow; CWB = Creative Work Behavior

\**p* < .001

Results presented in Table 3 indicated significant differences on all the parameters of the study across employees of banks and software houses. It has been found that employees of software houses (as part of flat organization) demonstrated favorable perceptions of authentic

leadership, enhanced experience of work-related flow, and creative work behavior as compared to their counterparts working in tall organizational structures. Effect size was estimated through Cohen's *d* and its values ranged from .53 - .68, thereby indicating moderate effect size. These findings provide substantial tangible support for H4.

### **Discussion**

Results indicated that perceived authentic leadership positively predicted work-related flow. Earlier studies also showed same pattern of relationship between these two constructs; for instance, Luthans, Youssef, and Avolio (2007) asserted that corporate leaders by opting moral and authentic practices can cultivate healthy psychological behaviors such as optimism, resilience, and self efficacy among employees. In recent times, Csikszentmihalyi (2014) inferred that authentic leaders are capable of generating workplace atmosphere that facilitates experiential flow and intrinsic motivation of workers. Additional set of studies (Peterson & Seligman, 2004; Jensen & Luthans, 2002), concluded that authentic leaders primarily focus on the accomplishments of their followers; thereby, promoting feelings of happiness and emotional safety in employees.

Findings of the present study further indicated that authentic leadership positively predicted creative work behavior. These results found substantial support in the earlier work; for example, authentic leaders may promote employees' creativity through mechanisms such as by improvising excellence in leader-follower relations; which in turn, augment the self-reliance and conviction of employees to express original, yet productive ideas and to launch conflicting opinions with confidence (Ilies, Morgeson, & Nahrgang, 2005). Prati et al. (2003) reported that authentic leaders induce feelings of emotional and psychological safety among their followers; thereby permitting them to take creative initiatives in facing work-related problems. Amabile et al. (2004) and Zhou (2003) affirmed that leaders employed ethical and genuine practices as instrumental mechanisms in initiating intrinsic work motivation and self-reliance among employees to achieve creative outcomes.

Moreover, present study inferred that work-related flow positively predicted creative work behavior. Several studies provided substantial support for these findings; for instance, Rego et al. (2012) demonstrated the imperative role of internal drive and flow in instigating and maintaining innovative and resourceful work behavior. Similarly, Asakawa (2010) found that cognitive and emotional absorption as components of flow positively predicted creative and useful work behaviors. Csikszentmihalyi (2014) also claimed that transient flow states at work positively predicted higher order executive functions such as problem solving, crucial decision making, and strategic planning; while Choi (2004) inferred that work-related flow is in linear relationship

with creative productivity in terms of ingenious, efficient, and industrial resourcefulness.

Findings further revealed that organizational structure significantly moderates the relationship between perceived authentic leadership and creative work behavior. In addition, employees working in flat organization (software houses) reflected positive perceptions of authentic leadership, elevated levels of flow and creative behaviors at workplace as compared to those working in tall organization (banks). These results found support in the Weber's model of mechanistic structure (as cited in Senior & Swailes, 2010). According to Wang, Waldman, and Zhang (2013), tall organizations are characterized by well defined job specifications and division of labor, depends too much on the layers of management with a solitary sequence of control operating through the whole organization from top to bottom; thereby permitting lesser options for distributive leadership.. Conversely, flat organizations foster transparent style of leadership promoting authenticity and transparencies in relationship with employees (Vidyarthi, Erdogan, Anand, Liden, & Chaudhry, 2014). Senior and Swailes (2010) further added that tall organizations has distinct impersonal regulations that employees had to follow in order to execute their roles and responsibilities at work; thereby leading to better performance of routinized tasks; while flat organizations as organic structures favor personnel rules and distributive style of leadership which imparts more empowerment to the middle management and subsequently fosters creative job performance of employees. Prior studies (Leavitt, 2005; Northouse, 2013) also indicated that leadership styles are differentially practiced in tall and flat organizations; thereby influencing a wide array of work-related behaviors. For instance, organizational structure played a buffering function in predicting organizational commitment (Bohem, Chen, Williams, Ryff, & Kubzansky, 2015); employee creativity (Choi, 2004); job satisfaction (Santra & Giri, 2008); and job performance (Costa, Rodrigues, Toscano, & Weber, 2015).

### **Limitations and Suggestions**

The present study inherited few potential drawbacks. For instance, the findings of the present study does not permit basis for causal inferences owing to its cross sectional design. Moreover, current results offer limited generalizability due to the inclusion of only banks and software houses; however, future endeavors may extend to other occupational groups so as to enhance the spectrum of phenomena at hand. Finally, the use of forced choice measures may restrict the response variability; therefore, it would be more appropriate to make use of multi-method approach to explore the present constructs to enhance the in-depth understanding of these constructs.

### **Implications**

---

Few major inferences would be drawn on the basis of the present findings. Firstly, human resources personnel involved in job design would be able to classify and design jobs which may augment job oriented flow among workers; thereby accelerating creative output of employees. Secondly, organizational psychologists would devise intervention modules that trigger intrinsic motivation and self-stimulation of the workers; leading them to experience happiness and absorption from their work. Similarly, leadership modules highlighting authenticity could also be designed for middle level managers. These capacity building modules would assist the executives and managers to endorse workplace creativeness among efficacious and optimistic employees. Thirdly, from the humanistic perspective, employees developing more positive psychological strengths would be additionally capable of managing workplace problems and stressors owing to their internal drive and enjoyment. Fourthly, the present findings would have shown new avenues to the organizational counselors to develop modules for enhancing the work-related well-being of the employees. Finally, organizational management needs to redesign leadership programs and managerial practices so as to enhance the positive strengths of their employees and reducing the disadvantageous work behaviors such as absenteeism and turnover intentions.

#### References

- Amabile, T. M., Barsage, S. G., Mueller, J. S., & Staw, B. M. (2005). Affect and creativity at work. *Administrative Science Quarterly*, 50, 367-374.
- Amabile, T. M., Schatzel, E. A., Moneta, G. B., & Kramer, S. J. (2004). Leader behaviors and the work environment for creativity: Perceived leader support. *Leadership Quarterly*, 15, 5-32.
- Asakawa, K. (2010). Flow experience, culture, and well-being: How do autotelic Japanese college students feel, behave, and think in their daily lives? *Journal of Happiness Studies*, 11, 205-223.
- Avolio, B. J., & Gardner, W. L. (2005). Authentic leadership development: Getting to the root of positive forms of leadership. *The Leadership Quarterly*, 16, 315-338.
- Bakker, A. B. (2008). The work related flow inventory: Construction and initial validation of the WOLF. *Journal of Vocational Behaviour*, 72, 400-412..
- Bohem, J. K., Chen, Y., Williams, D. R., Ryff, C., & Kubzansky, L. D. (2015). Unequally distributed psychological assets. Are there social disparities in optimism, life satisfaction, and positive affect? *PLOS ONE*, 10, 2.
- Choi, J. N. (2004). Individual and contextual predictors of creative performance: The mediating role of psychological processes. *Creativity Research Journal*, 16, 187-199.
- Clapp-Smith, R., Vogelgesang, G. R., & Avey, J. B. (2009). Authentic leadership and positive psychological capital: The mediating role of trust at the group level of analysis. *Journal of Leadership and Organizational Studies*, 15, 227-240.
- Costa, P. D., Rodrigues, M., Toscano, E. V. & Weber, A. (2015). *Education, adult skills and social outcomes: Empirical evidence from the survey on*

- adult skills* (Unpublished Technical Report). European Commission Joint Research Centre, Institute for the Protection and Security of the Citizen, Italy.
- Csikszentmihalyi, M. (2014). *Applications of flow in human development and education: The collected works of Csikszentmihalyi*. Dordrecht: Springer.
- Csikszentmihalyi, M., & Nakamura, J. (2002). *The concept of flow: The handbook of positive psychology*. London: Oxford University Press.
- Gardner, W. L., Avolio, B. J., Luthans, F., May, D. R., & Walumbwa, F. O. (2005). Can you see the real me? A self-based model of authentic leader and follower development. *The Leadership Quarterly*, 16, 343-372.
- George, B. (2003). *Authentic leadership: Rediscovering the secrets to creating lasting value*. San Francisco, CA: Jossey Bass.
- House, D. (2003). The top five profit drains and how to plug them. *Journal of Business Strategy*, 24, 32–35.
- Ilies R., Morgeson, F. P., & Nahrgang, J. D. (2005). Authentic leadership and eudaemonic well-being: Understanding leader–follower outcomes. *The Leadership Quarterly*, 16, 373-394.
- Ishimura, I., & Kodama, M. (2006). Dimensions of flow experience in Japanese college students feel, behave, and think in their daily lives? *Journal of Happiness Studies*, 11, 205-223.
- Iveroth, E. (2012). Leading global IT-enabled change across cultures. *European Management Journal*, 30, 340-351.
- Jensen, S. M., & Luthans, F. (2002). *The impact of hope in the entrepreneurial process: Exploratory research findings*. Conference Proceedings of Decision Sciences Institute, San Diego, California, USA.
- Kawabata, M., Mallett, C. J. & Jackson, S. A. (2008). The Flow State Scale-2 and Dispositional Flow Scale-2: Examination of factorial validity and reliability for Japanese adults. *Psychology of Sport and Exercise*, 9, 465-485.
- Leavitt, H. J. (2005). *Top down: Why hierarchies are here to stay and how to manage them more effectively*. Boston: Harvard Business School Press.
- Luthans, F., & Avolio, B. J. (2003). Authentic leadership development. In K. S. Cameron, J. E. Dutton, & R. E. Quinn (Eds.), *Positive organizational scholarship: Foundations of a new discipline* (pp. 241-261). San Francisco: Barrett-Koehler.
- Luthans, F., Youssef, C. M., & Avolio, B. J. (2007). *Psychological capital*. Oxford: Oxford University Press.
- Madjar, N., Oldham, G. R., & Pratt, M. G. (2002). There's no place like home? The contributions of work and non-work creativity support to employees' creative performance. *Academy of Management Journal*, 45, 757-767.
- Mintzberg, H. (2009). *Managing*. San Francisco: Berrett-Koehler Publishers.
- Northouse, P. G. (2013). *Leadership: Theory and practice*. Thousand Oaks: SAGE.
- Perry-Smith, J. E., & Shalley, C. E. (2003). The social side of creativity: A static and dynamic social network perspective. *Academy of Management Review*, 28, 89-106.

- Rego, A., Sousa, F., Marques, C., & Cunha, M. P. (2012). Authentic leadership promoting employees' psychological capital and creativity. *Journal of Business Research*, 65(3), 429-437.
- Rodan, S. A., & Galunic, D. C. (2004). More than network structure: How knowledge heterogeneity influences managerial performance and innovativeness. *Strategic Management Journal*, 25, 541-556.
- Santra, T., & Giri, V. (2008). Effect of organizational structure on organizational effectiveness through face-to-face communication. *Journal of Organizational Behavior*, 7 (2), 28-38.
- Senior, B., & Swailes, S. (2010). *Organizational change*. London: Prentice-Hall.
- Tierney, P., & Farmer, S. M. (2002). Creative self-efficacy: Potential antecedents and relationship to creative performance. *Academy of Management Journal*, 45, 1137-1148.
- Vidarthi, P. R., Erdogan, B., Anand, S., Liden, R C., & Chaudhry, A. (2014). One member, two leaders: Extending leader-member exchange theory to a dual leadership context. *Journal of Applied Psychology*, 99 (3), 468-483.
- Walumbwa, F. O., Avolio, B. J., Gardner, W. L., Wernsing, T. S., & Peterson, S. J. (2008). Authentic leadership: Development and validation of a theory-based measure. *Journal of Management*, 34, 89-126.
- Wang, D., Waldman, D. A., & Zhang, Z. (2013). A meta-analysis of shared leadership and team effectiveness. *Journal of Applied Psychology*, 99, 181-198.
- Yammarino, F. J., Dionne, S. D., Schriesheim, C. A., & Dansereau, F. (2008). Authentic leadership and positive organizational behavior: A meso-multi-level perspective. *The Leadership Quarterly*, 19(6), 693-707.
- Zhou, J., & George, J. M. (2003). Awakening employee creativity: The role of leader emotional intelligence. *The Leadership Quarterly*, 14 (4), 545-568.
- Zhou, Q., Hirst, G., & Shipton, H. (2012), Promoting creativity at work: The role of problem-solving demand. *Applied Psychology: An International Review*, 61, 56-80.