The School of Business Administration

The Hebrew University of Jerusalem

**MBA Thesis**

**Does support from the boss yield employee creativity?**

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**Abstract**

Both attachment theory and self-regulation theory make similar predictions that satisfying relationship needs will facilitate exploration or create a promotion focus.  These similar predictions were tested experimentally in two scenario studies.  Study 1 manipulated the satisfaction of relationship needs by exposing participants to a scenario depicting one's supervisor as either providing a secure or a non-secure base. After reading the scenario, participants were asked to indicate the likelihood that they would perform four promotion tasks and four prevention tasks.  In Study 2, it was predicted that the effect of Study 1, will be moderated both by chronic regulatory focus and chronic attachment style. Therefore, in Study 2, measure of chronic regulatory focus and chronic attachment were added to the design used in Study 1, which was otherwise a mere replication of Study 1.

In both studies, secure base yielded higher promotion motivation, as predicted. However, we also found indications that secure base may also increase prevention focus, contrary to the hypothesis. That is, according to Study 2, it appears that secure base increases motivation to perform tasks, regardless of whether they reflect promotion or prevention foci. However, consistent interactions with chronic promotion focus were found, such that, *secure base* increased motivation for *promotion* tasks, among participants high on chronic promotion, consistent with the hypotheses. In addition, *non-secure base* increased motivation for *prevention* tasks, among participants high on chronic promotion, consistent with the hypotheses. That is, individual high in promotion focus show heightened sensitivity to the fit between the behavior of the supervisor and the task at hand. The discussion suggest both that results found here are largely consistent with results from different domains, and that future research directions can resolve some of the inconsistencies found here.