

# Goal Orientation on Creativity: The Moderating Effect of Centralization and Organizational Justice.

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## ABSTRACT

Extending previous research in identifying work unit influences stimulating creative expression of individual differences in goal orientation, the present study in public service examined whether learning and proving goal orientation correlated positively with group member creativity, whether avoiding goal orientation correlated negatively with group member creativity, and whether centralization and organizational justice (distributive justice, procedural justice, and interaction justice) moderated the relationship of goal orientation and creativity. Data were collected from 256 employees in 54 at township office in Changhua. Results indicated learning and proving goal orientation of group member, respectively, was positively related with their creativity; avoiding goal orientation of group member was negatively related with their creativity. HLM results indicated proving goal orientation had stronger positive relationship with creativity under high procedural justice. An avoiding goal orientation was weaker negative related to creativity under low distributive justice.

Keywords : Learning goal orientation、Proving goal orientation、Avoiding goal orientation、Creativity、Centralization、Organizational justice、Moderating effect

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