Peeking behind the Scenes: The influence of Organizational Freedom and Organizational Stability on the Creativity of Theatre Artists

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Creativity is becoming highly important to the success of all organizations facing changes in their environment. To develop creativity, organizations must shape their culture in such a way that creative thinking leads to innovative process and outcome. This paper studies the influence of two components of organizational culture that are considered as crucial to the development of the creative processes: organizational freedom and organizational stability. Based on the analysis of in-depth interviews with 20 theater artists from Israeli repertory theaters, we claim that the influence of organizational freedom and organizational stability are interdependent. The paper stresses that the on-going dynamics between the two components results in diverse mixtures whose influence on creativity varies among different individuals. Each individual has a unique threshold of needs for organizational freedom and organizational stability that releases or represses his/her creativity. Moreover, each individual is an agent who can actively influence the levels of organizational freedom and organizational stability. The research outcomes can assist managers to improve the creative human-capital in their organizations, to realize the full creative potential of their workers, and manage creative processes effectively.