

"A man is
great by
deeds, not by
birth"
-Chanakya

Welcome to IIMK



INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE



Working Paper

IIMK/WPS/715/OBHR/2026/10

March 2026

**New Ways of Working(NWW), Creative Minds: A Self Determination
Perspective**

Aparna Verma ¹

Roopak Kumar Gupta ²

©

All rights belong to their respective authors.

Please contact the corresponding authors, if you would like to access the full paper.

¹ Research Scholar

²Associate Professor, Organizational Behaviour and Human Resources Area, Indian Institute of Management Kozhikode, IIMK Campus PO, Kunnamangalam, Kozhikode, Kerala 673 570, India; Email - aroopak@iimk.ac.in, Phone Number - 0495-2809259.

New Ways of Working(NWW), Creative Minds: A Self Determination Perspective

Abstract:

New Ways of Working(NWW) are bundles of HRM practices which give employees a considerable level of autonomy in when, where and how they work. Apart from autonomy, it also fulfils other psychological needs of the employees like need for mastery and relatedness. All these together improve the intrinsic motivation of the employees and thereby their creative outputs. While NWW and creativity have been studied individually, the influence of various NWW facets on creativity through improvement in intrinsic motivation has not been explored in the current literature. This is particularly important in modern organisations which are increasingly providing flexibility to employees in getting their work done without extensive focus on the process. This conceptual study aims to fill this gap by exploring how different NWW facets help increase intrinsic motivation thereby improving creative outputs of employees. A bibliometric analysis was conducted to examine if these constructs share any common links and to understand the intellectual structure of the domain. The key propositions put forward by the study are-1. All facets of NWWs increase intrinsic motivation in employees 2. NWWs improve creativity through increase in intrinsic motivation and 3. Task complexity influences the effect of NWWs on intrinsic motivation. These findings suggest that organisations implementing NWWs need to customise them in order to fulfil these psychological needs of the employees which will increase their intrinsic motivation there by improving their creativity.

Keywords: New Ways of Working (NWW), Self Determination Theory (SDT), intrinsic motivation, creativity



भारतीय प्रबंध संस्थान कोषिककोड
Indian Institute Management Kozhikode
Globalizing Indian Thought

Research Office
Indian Institute of Management Kozhikode
IIMK Campus P. O.,
Kozhikode, Kerala, India,
PIN - 673 570
Phone: +91-495-2809237/ 238
Email: research@iimk.ac.in
Web: <https://iimk.ac.in/publications>

