

The Impact of Intrinsic Motivation on Creative Expressions: Does Pro-Social Culture Makes Any Difference?

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Abstract

The aim of the research is to investigate the effect of organizational intrinsic motivation on the creative expression of employee and explore the moderating effect of pro social culture on this relationship. . The sample size of the study included 312 workers of service industry from Islamabad/Rawalpindi. The sampling strategy used for this study is convenience sampling technique. The results of this study confirms from the literature and findings that intrinsic motivation plays an important role in employee creativity. Furthermore, this study also reveals that pro-social culture positively moderates between intrinsic motivation and employee creativity. The study finds that the employees who possess strong organizational intrinsic motivation will show high level of creative expression in their work. Pro-social culture compliments this relationship with its presence. . This study suggests that the careful control is important, since these effects are long lasting. It is the duty of managers to develop ethical environment to avoid unethical behavior of employees

Keywords: *Organizational intrinsic motivation, Pro-social culture, Creative expression.*

INTRODUCTION

The aim of the research is to investigate the effect of organizational intrinsic motivation on the creative expression of employee and explore the moderating effect of pro social culture on this relationship. Employee creativity has always been one of the edges for organizational success (Amabile, 1988). Previous research has identified the factors that foster as well as restrain employee creativity in many organization in different contexts (Hirst, Knippenberg, & Zhou, 2009). Talking about creavity and innovation in organizations, it is also important for an organization to have necessary practices like control, rules and regulation which are equally important (Burns & Stalker, 1961). These bureauctaic controls help to maintain consistency, discipline and controls in the organizations (Adler, 1999), but such control practices can suppress creativity.

The main contribution of the proposed study will be the advancement of the knowledge about how bueacratic controls can impact employee creativity (Hirst, Knippenberg, & Zhou, 2009). The study aim to resolve the tension between the bureaucratic control systems and the creativity, as both are necessary for the organizations. The tension has been the main focus of the research since many decades, yet the core issues is still to be resolved (Burns & Stalker, 1961; Amabile, 1999). The study will focus on the investigation of two buerucratic factors (Intrinsic Motivationand centralization) on employee creativity. The analysis will yeild an indepth and detailed explanation of the factors that invite or restrain creativity.

LITERATURE REVIEW

Research related to employee creativity falls in the field of organizational behavior. The research on the topic has a short history as compared to the other areas of organizational behavior and psychology. Amabile (1983), and Amabile (1988) is considered to be the first person who formally propose the theory of creativity. During her research on social psychology of creativity she empirically supported the theory that creativity has two components. These two components are domain related knowledge and strategies/ environmental factors. Later she on the basis of her further research proposed a three component model of creativity which is considered in the present study. Shalley (1991) then further explained the effects of these two factors on creativity at a workplace. Woodman, Sawyer and Griffin, (1993) declared explicitly that that personal, environmental and organizational factors affect the employee creavity. Oldman and Cummings (1996) further validated these factors by providing an empirical test, which had shown the association between these factors and creativity.

According to Amabile (1988) in her landmark study of Creativity “A model of creativity and innovation in organizations” there are three individual components of individual creativity. These components are (1)

domain relevant skills, (2) creative thinking and (3) and motivation.

The theory states that individual creativity is at its maximum when all these components are high. The creativity is higher when the employee has the best knowledge of the domain/area of his work, highly motivated and possesses the ability of creative thinking (Amabile & Conti, 1999). The concept of creativity component model is named “*creativity in context*” by (Amabile, 1988).

Domain-relevant skills include knowledge, expertise, technical skills, intelligence, and talent in the particular domain where the problem solver is working such as a product design.

The motivation to undertake a task or solve a problem because it is interesting, involving, personally challenging, or satisfying. The undertaking of a problem solving arising from contracted for rewards, surveillance, competition, evaluation, or requirements to do something in a certain way. Creativity relevant processes (originally called creativity-relevant skills) include a cognitive style and personality characteristics that are conducive to independence, risk-taking, and taking new perspectives on problems, as well as a disciplined work style and skills in generating ideas. These cognitive processes include the ability to use wide, flexible categories for synthesizing information and the ability to break out of perceptual and performance “scripts.” The personality processes include self-discipline and a tolerance for ambiguity.

Bureaucracy

Webber (1946) laid down the foundation of the theory of bureaucracy of organizational structure. The theory in the beginning focused on the field of public administration and social structure. The major characteristics of bureaucracy include a fixed division of labour, a hierarchy of positions and authority, administration based on written documents and adhering to general rules, thorough and expert training of personnel, and full-time commitment to official activities (Weber, 1946).

Initial research on Bureaucracy focused on the formal relations to regulate activities in a social setting (Barley 1986). Some following researchers zoomed on the results and consequences of the absence of the bureaucratic control in the organizations (Gouldner 1955; Merton 1940; Prethus 1961; Selznick 1949). In the 1980s the research was shifted to the contingency approach theory, but soon after its emergence (Scott, 1990) declared that this theory seems to be very complicated for scholarship and too difficult for the managers to use it. However, not all scholars share this pessimistic assessment (Donaldson 2001).

The research on bureaucracy and its variables has been the focus of many scholars for its theoretical, empirical and practical importance (Donaldson 2001). The bureaucratic control model due to its complex nature has been reduced to less but important variables for the better understanding (Donaldson 2001). The theory holds a vital importance in the area of organizational structure (Pennings 1998). The recent research identified Intrinsic Motivation and centralization to be the main issues and components of Bureaucracy (Bolin & Ha`renstam, 2008; Caruana, Morris, & Vella, 1998; Raub, 2007).

Different organization have different Bureaucratic structure on which the level of Intrinsic Motivation and centralization differ (Bolin & Ha`renstam, 2008). The literature recognize Intrinsic Motivation and centralization to be the most dominant components of bureaucracy (Bolin & Ha`renstam, 2008; Caruana et al., 1998; Raub, 2007; Burns & Stalker, 1961). The centralization is considered as the extent employees can participate in decision making (Van-de-Ven & Ferry, 1980), while Intrinsic Motivation is the rules and regulation to control behaviors (Hall, 1999). Both these components i.e. decision making and formal rules and regulations are the main bureaucratic ways of managing activities in organizations. The low centralization means that employees are encouraged to participate in decision making, while high centralization means that employees are not encouraged to participate in the decision making process. Intrinsic Motivation here means the defining of the rules, standards and procedures. Low Intrinsic Motivation means that rules and procedures are vaguely defined and there is high discretion in employees' jobs; high Intrinsic Motivation means that the rules, regulation and procedures are clearly defined and the discretion in employees' jobs is very low (Raub, 2007).

The importance of the relationship between bureaucracy and creativity is evident from the previous literature. Thompson, (1965) suggests that rigid bureaucratic controls de-motivate employees, which result in loss of interest in creativity. The findings are also confirmed by another study (Raub, 2007). The issue is directly related to the proposed study.

Problem statement

To investigate the relationship between the Intrinsic Motivation and individual creativity, keeping in view the moderating effect of Pro-Social Culture for creativity.

Research objectives

1. To investigate the relationship between the Intrinsic Motivation and the individual creativity.
2. To investigate the role of Pro-Social Culture between the relationship of Intrinsic Motivation and individual creativity.

Research Questions

1. How Organizational Intrinsic Motivation impacts the individual creative expressions in organizations.
2. How organizational Pro-Social Culture moderate the relationship between the Intrinsic Motivation and creative expressions.

Research Hypothesis

- H₁: Organizational Intrinsic Motivation has a negative impact on individual creative expressions.
 H₂: Pro-Social culture negatively moderates the relationship between Organizational intrinsic Motivation and creative expressions.

Theoretical Framework

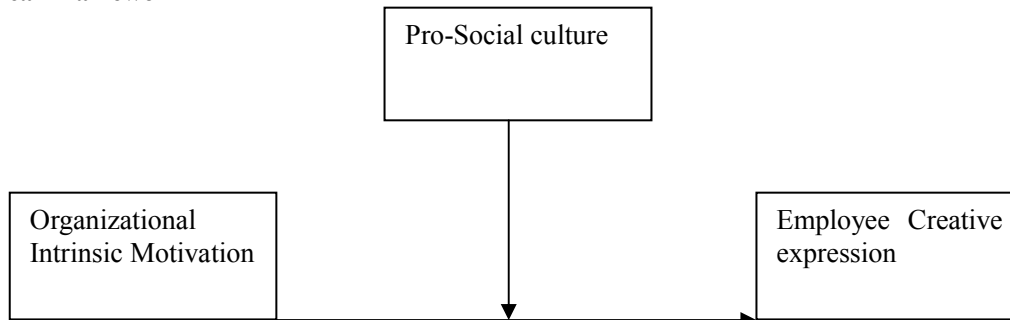


Figure-1 Theoretical Framework

Methodology

The instrument used for the data collection was a survey questionnaire containing structured close-ended questions. The questionnaire had two sections. Section ‘A’ comprised of demographic information such as job tenure and job status, section ‘B’ comprised the questions which enclosed of different items to measure responses on the variables. All questions were adapted using the five likert scale, form ranging from 1 (strongly dissatisfied) to 5 (strongly satisfied). Population of the study was the employees from service industry of Pakistan. The sample size of the study included 312 workers of service industry from Islamabad/Rawalpindi. The sampling strategy used for this study is convenience sampling technique

Data Analysis

The purpose of this study was to examine the impact of intrinsic motivation on employee creativity in presence of pro social culture of employees working in service industry of Pakistan. Analysis of the data is presented in the below tables followed by findings and conclusions.

Table-1 Reliability Analysis

Description	Cronbach's Alpha	N of items
Organizational Intrinsic Motivation	0.8	5
Employee Creative expression	0.7	6
Pro-social culture	0.9	5

Table 1 shows the values of cronbach alpha which shows us the reliability of the question used in the questionnaire. The ideal range of cronbach is 0.7 and all the values showing reliability, which shows that, the questionnaire was reliable.

Table-2 Correlation

	ECE	OIM	PSC
ECE	1		
OIM	.633	1	
PSC	.785	.579	1

**Correlation is significant at the 0.01 level (2-tailed).

Table 2 shows that Employee Creative Expression, Organizational Intrinsic Motivation and Pro-social culture has a positive and strong relationship with respective values of (.633, .785 and .579).

Table-3 Regression Analysis of H₁

IV	DV	R ²	B	B	f-test	t-test	p
OIM	ECE	.616	.598	.785*	187.436	13.691	.000
OIM	PSC	.400	3.263	.633*	78.128	8.839	.000
PSC	ECE	.336	.086	.579*	59.115	7.689	.000
OIM*PSC	ECE	.529	.018	.727*	131.403	11.463	.000

a. Dependent Variable: Employee Creative Expression.

b. Independent Variable: Organizational Intrinsic Motivation and Pro-social Culture.

Regression analysis was conducted to determine the moderating results of consumer emotion management by following Baron and Kenny (1986). Four steps of regression analysis were conducted in order to test hypothesis for moderation. As shown in Table 3, the moderating effect of Pro-social culture is statistically significant and indicates that it moderates between organizational intrinsic motivation and employee creative expression.

Table-4 Regression Analysis of H₂

	B	Beta	T	P
	1.744		11.695	.000
OIM	.598	.785	13.691	.000

N=312, R= .785, R²= .616, Adjusted R²= .612, F= 187.436

a. Dependent Variable: Employee creative expression

b. Independent Variable: organizational intrinsic motivation

The coefficients table above shows the values of beta for independent variable. The value of beta tells that how much dependent variable is being affected by independent variable. The significance value of impact of emotional advertisement is less than 0.05 so, H₂ is accepted which means that organizational intrinsic motivation significantly impact employee creative expression. Value of t of the variable is more than 2 which also shows the strength of the relationship.

Table-5 Demographic Analysis

Category	Classification	Frequency	Percentage
Tenure	Less than a year	48	15.3
	1-2 years	94	30.7
	2-5 years	112	34.6
	5-10 years	58	19.0
	Total	312	100.0
Job Status	Full-time	197	63.1
	Part-time	115	36.8
	Total	312	100.0

Table 5 indicates that there were 112 respondents out of 312 whose job tenure is between 2-5 years. This table also shows that there were 197 employees out of total 312 whose job status was full-time.

Discussion

The research ends with the substantial findings and results after the analysis and interpretation of the data gathered through questionnaire. The following discussion best encapsulate the whole analysis and interpretation of the questionnaire. According to Thompson, (1965) rigid bureaucratic controls and lack of intrinsic motivation de-motivate employees, which result in loss of interest in creativity. The findings are also confirmed by another study (Raub, 2007). Theory of bureaucracy of organizational structure by Webber (1946) also supports this phenomenon. The results of this study confirms from the literature and findings that intrinsic motivation plays an important role in employee creativity and therefore, the researcher accepts the H1. As strong intrinsic motivation is considered most effective method, so that employees ultimately gives positive response that would lead to creativity (Bolin & Haˆrenstam, 2008). From this statement it is clear that intrinsic motivation is important because it leads to creativity. Pro-social culture acts as a moderator because it benefits other people or society as a whole such as helping, sharing, donating, co-operating, and volunteering. Pro-social behavior fosters positive traits that are beneficial for employees and organization. It may be motivated both by altruism and by self-interest, for reasons of immediate benefit or future reciprocity (Eisenberg, Fabes & Spinrad, 1998). Therefore, H2 is also accepted.

Conclusion

The author concludes that the research has answered the research question i.e. How Organizational Intrinsic

Motivation impacts the individual creative expressions in organizations and How Organizational Intrinsic Motivation impacts the individual creative expressions in organizations in presence of pro-social culture. The question has been answered with robust statistical significance. The research findings contribute to the literature of organizational intrinsic motivation and employee creativity. Along with the discussion on the extant literature, hypotheses were developed to establish the resulting effects of organizational intrinsic motivation, pro-social culture as it nurtures positive traits and the creative expression of an employee that up to what extent employee's creativity is affected by two variables i.e. organizational intrinsic motivation and pro-social culture. Researcher concluded the results after conducting the survey in service industry of Islamabad. The study finds that the employees who possess strong organizational intrinsic motivation will show high level of creative expression in their work. Pro-social culture compliments this relationship with its presence. Positive interpretation of firms policies by employees lead to better performance even in less supervision. Hence, all hypothesis are accepted which assents the relationship model discussed in the paper.

Implications and Future Recommendations

The study has given managers vital and valuable suggestions that could have an improved result. This study suggests that the careful control is important, since these effects are long lasting. It is the duty of managers to develop ethical environment to avoid unethical behaviour of employees. This study further expands the body of knowledge on practices of pro-social culture in multinational corporations. The foundation of the conceptual frame is laid after the thorough study of literature regarding disruptive behaviour and the theories associated with it i.e. Theory of bureaucracy of organizational structure, theory X and Y and creativity-control theory. Therefore fortify the presence of these theories.

This study covers important aspects of organizational intrinsic motivation on employee creative expression with moderating the effect of pro-social culture. But there is a vast range that yet has to be covered regarding the topic. First, the theoretical framework may further be expanded by involving more indicators or detailed dimensions of variables. Second, it would be viable check the power of other potential moderators such a social control and justice within this scope of study. Third, it is recommended to empirically test the conceptual framework over a large sample of respondents and over the time to enable the generalizability of the results. Finally, it is recommended to replicate this study to other industries or sectors, sample from a diverse industry that might provide us with better results.

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