

The Effects of Extrinsic Rewards to Employee Creativity and the Mediating Role of Creative Self-Efficacy a Perspective of Social Cognitive Theory

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Abstract: *The purpose of this research paper is to investigate the effects of extrinsic rewards for creativity to employee creativity and the mediating role of creative self-efficacy, by using social cognitive theory as an overarching theory to clarify these effects. Our finding shows that extrinsic rewards for creativity enhance employee creativity through creativity self-efficacy. Moreover, social cognitive theory as overarching theory clarifies how and why extrinsic rewards for creativity can affect employee creativity. Furthermore, our results explained, how extrinsic reward for creativity enhances employee creativity by pointing to the important mediating role of creative self-efficacy.*

Keywords: Extrinsic Rewards for Creativity, Creative Self-Efficacy, Employee Creativity

1. INTRODUCTION

On the present competitive advantage words, durability and survival of the organizations depend upon the innovation (Markova & Ford, 2014). All innovations rely on creative activity, which delivers novel and helpful thoughts or products (Wang & Holahan, 2017). Thus, motivating employee to perform a creative activity is a vital concern for every organization. Extrinsic incentive is regularly utilized and surely demonstrated effective, for improving employee creativity (Malik, Butt, & Choi, 2015; Burroughs, Dahl, Moreau, Chattopadhyay, & Gorn, 2011), the influence of various motivating forces on creative performance stays elusive (Hennessey & Amabile, 2010). There is a persistent debate around whether extrinsic rewards advance employee creativity (Eisenberger & Rhoades, 2001).

Thus, in the current research, for better understanding, the researcher drawing upon social-cognitive theory (Bandura, 1982) as an overarching theory to clarify the linkages among extrinsic rewards and creativity, and emphasized in creative self-efficacy as an enhancer of extrinsic rewards for creativity effects on employee creativity. Creative self-efficacy is an important mechanism through, which extrinsic rewards for creativity may increase employee creativity (Zhang, and Long, 2013).

However, scholarly comprehension of the mechanisms via which and the conditions under which extrinsic rewards advances or hinders employee creativity is a long way from complete, and some key bits of the riddle are vague (Zhang, Long, & Zhang, 2015). For instance, one of the main clarifications of how extrinsic reward may substance is that extrinsic reward given to individuals can advance or impede intrinsic motivation that thus prompts to creative results. However, due to the link between intrinsic motivation and

employee creativity appears to be strengthened in past research (e.g., Hung, Durcikova, Lai, & Lin, 2011), the direct effect of intrinsic motivation on employee creativity was rejected in previous studies (e.g., Shalley & Perry-Smith, 2001; Perry-smith, Mulaik, Robbins, & Glynn, 2006).

In this way, the procedure through which extrinsic rewards impact employee creativity should be deliberately investigated. Bandura, (1998) called attention to that extrinsic rewards may increase self-efficacy by influencing apparent competence. Markova & Ford, (2014), nonetheless, contended that due to extrinsic reward could advance self-efficacy, it over justification impact must likewise be considered. Further, past research has shown that creative self-efficacy, characterized, as "the conviction one can deliver creative results" (Farmer, 2002), was significantly associated to creative performance (Tierney & Farmer, 2011; Huang & Farh, 2009). Along these lines, so as to see better how extrinsic reward for creativity may effects on creativity, in the current investigation, drawing on social cognitive theory (Albert Bandura, 1982), we endeavored to open the black box by clearly thinking about the intermediating role of creative self-efficacy.

2. EXTRINSIC REWARDS FOR CREATIVITY

Extrinsic rewards are external to the effort, for instance, remuneration, beneficial favorable circumstances, advancements, and get-away or a break as policies for remuneration (Malik et al., 2015). Extrinsic rewards for creativity counting bonus, advancements, and incentive pay work as varied information that stimulates intellectual and loaded with inclination changes in employees and directions their thought to creativity (Yoon, Sung, & Choi, 2015). An external reward is a respect that is reasonable or physically which see of one's endeavors (Obicci, 2015). Extrinsic

motivation alludes the desire to play out an action to achieve an outcome other than the activity itself (Vansteenkiste, Lens, & Deci, 2006).

Workers will demonstrate creativity all a great part of when their organization hails that creativity is required and upheld by giving inspiring powers to creativity (Chen et al., 2012). Friedman (2009) similarly reported that workers wish for a reward for higher performance their creativity by inspiring got opportunity and performance weight that advance inspiration. Moreover, extrinsic rewards for creativity recognized the role wish for employees, as specified by which they would perhaps perform creatively with the end aim to display role expectable behavior.

3. CREATIVE SELF - EFFICACY

Self - efficacy alludes to the perception of the person's capacity to arrange and actualize activities to show certain abilities (Albert Bandura, 1998). According to the Muharrani, (2011), there are numerous supporting theories like (Albert Bandura, 1998) who contended that self-efficacy is a personal appraisal of capacity or competence to play out an activity, accomplish a goal, and produce something. Likewise, Chen & Zhang, (2018) characterized self-efficacy as our emotions about the sufficiency, efficiency, proficiency and our capacity to adapt to life.

Creative self-efficacy varies from self-efficacy overall since it centers on the person's convictions about abilities and creative potential in him (Leung, Wu, Chen, & Young, 2011). In light of the self-efficacy by (Bandura, 1997), creative self-efficacy is personal confidence in his capacity to deliver novel work or creative thoughts. Amabile, (1988) contended that creative performance would be effectively accomplished when individuals have the information, knowledge, and abilities, which help creative activity.

Creativity requires significant investment and exertion. The requirement for a continuous constant with the goal that creativity can be shaped. A person with a decent creative self-efficacy is one of the factors, which add to the simplicity of the creation of thinking or making of creative products. The intrinsic motivation and self-confidence which stimulate an individual to continue considering and produce an answer in each event particularly when confronted by work difficulties and challenges.

4. EMPLOYEE CREATIVITY

Creativity is considered as a generation of thoughts, products, or processes that are (a) original, novel or unique and (b) possibly valuable to the organization (Liu, Jiang, Shalley, Keem, & Zhou, 2016; Amabile, 1996; Jing Zhou; Jennifer M George, 2001). These thoughts may reflect either recombination of existing resources or an acquaintance of new materials with the organization. Employees might produce further, creative thoughts in any activity and at any dimension of the organization, not simply in works that are generally seen as requesting creative (Anggarwati & Eliyana, 2015; Malik et al., 2015).

Anggarwati & Eliyana, (2015) discovered five characteristics, which describe the capacity of creative

thinking, for example: First, knowledge or the capacity to deliver various thoughts. Second, adaptability or the capacity to propose different methodology or problem-solving thoughts. Third, legitimacy or novelty that implies the capacity to advance novel thoughts because of his own thinking. Fourth, elaboration or the capacity to clarify something in detail. Fifth, redefinition or the capacity to look at or re-evaluate an issue diversely and viewpoint with what is as of now pervasive.

Consistent with Eisenbeiss & Boerner, (2009) the definition of creativity is distinguished into conceptual and consensual. Whittington, Goodwin, & Murray, (2004) who stated, "The creative work is a novel work that is accepted as tenable or useful or satisfying by a group in some point in time", proposes creativity definition that represents the consensual and conceptual definition.

A comprehension of each term is represented as pursues: the word 'novel' reflects one of the creativity standards, which is a product, is viewed as creative and unique although it is not original and is a mix and reintegration of things that as of previously exist (Afsar, Badir, & Saeed, 2014). In another word, the current product advanced to something new. The creative work is in legitimate or valuable or fulfilling ..." it has implied that creative product should substantial, helpful and fulfilling. Third sentence "... acknowledged by a gathering in some point in time" focusing on that the result of the creative procedure must be conveyed to other people, with the goal that the product is encountering consensual approval (Sung & Choi, 2012).

5. THE EFFECTS OF EXTRINSIC REWARDS TO CREATIVE SELF-EFFICACY

Self-efficacy is defined as the conviction of people in their capacity to play out a given errand and to fulfill situational needs (Bandura, 1997). Self-efficacy identified with a specific area or adequately predicts the behavior identified with this area (Jin Nam Choi, 2004). In this exploration, we utilize creative self-efficacy, which alludes to "the conviction (that) one be able to deliver creative results" (Tierney & Farmer, 2002). Based on social cognitive theory (Albert Bandura, 1986). People become inspired to take part in a task when they are confident that their endeavors will improve performance. People with high creative self-efficacy have confidence in their capacity to perform creatively.

Therefore, in the existence of creativity-contingent extrinsic rewards, the people become profoundly inspired to do creatively and are confident about the consequences of their endeavors. This inspirational desire for great results aides and molds their behavior that produces the normal results, hence starting an ethical push through self-fulfilling prescience (Peterson, C., & Seligman, 2004; Malik et al., 2015). Along these lines, extrinsic rewards will be powerful in producing an inventive performance for people with high creative self-efficacy due to the hope to perform creatively and the righteous cycle among efficacy and performance.

6. THE EFFECTS CREATIVE SELF-EFFICACY TO CREATIVITY

Aggarwal & Eliyana, (2015) and Grant & Berry, (2011) contend that to expand and improve creativity, it requests a self-efficacy or confidence. Creative activity without being joined by self-efficacy or confidence, cannot improve ideally. Creative self-efficacy encourages individuals to be increasingly creative in a problem-solving process in this manner; they can improve their creative potential. Individuals with high self-efficacy will be intense and like to move themselves to keep on having expository reasoning to accomplish normal performance. As it were, the employees can deliver creative works by making appealing plans and fuse new thoughts and its mixes. People's creativity is partly the consequence of a social procedure in which others in their atmosphere motivate and bolster their creativity (Diliello & Houghton, 2008).

7. THE MEDIATING ROLE OF CREATIVE SELF-EFFICACY IN THE RELATIONSHIP BETWEEN EXTRINSIC REWARDS AND CREATIVITY

The extrinsic reward for creativity enhances the feeling of self-efficacy and thusly, inventiveness by showing a signal of self-efficacy or confidence in an individual's capacity, competence, and skill (Albert Bandura, 1982). Reliable with this reason, previous experimental study in the lab and empirical study in organizational contexts recommend that extrinsic rewards for high performance enhance employee creativity. Eisenberger & Rhoades, (2001), for example, by directing both experimental and empirical types of research, found that extrinsic rewards for high performance were related to creative performance. However, previous evidence on this subject are not completely reliable. Zhang et al., (2015), for instance, contended that extrinsic rewards could really frustrate creative performance in errands, which need development and creativity.

Comparable worries about a conceivable adverse impact of extrinsic rewards on creativity has likewise developed in a few financial literature (e.g., Prendergast, 2008; Kreps, 1997). Zhang and Long, (2013) found that target motivator force of extrinsic rewards had a converse U-formed impact on creative self-efficacy and creativity. Agreed on the discoveries of this line of study, a few researchers express that extrinsic reward supports there a request of what has worked in the past instead of the investigation of new unapproved methods (Nunnally, & Bernstein, 1994; Amabile, 1996).

8. SOCIAL-COGNITIVE THEORY (SCT)

Drawing upon social-cognitive theory (Bandura, 1982) as our overarching theory to explain the linkages among extrinsic rewards and creativity. Social cognitive theory has been utilized broadly as a theoretical framework connecting extrinsic rewards to creative self-efficacy and creativity (e.g., Bandura, 1997), and it is especially important to this examination for numerous reasons. Social cognitive theory proposes that the decisions of self-efficacy depend on four

diverse vital sources of information: social influence, i.e., verbal influence by others, affirms people's capacity to achieve errands; physiological state, i.e., people's aversive substantial and enthusiastic excitement identified with performing activities; vicarious experience, i.e., the experiences that people gain by watching and gaining from social models; and execution fulfillment, i.e., people's past fruitful errand achievement (Bandura, 1986).

Based on SCT, extrinsic rewards can at least be pertinent to employees' creative self-efficacy by applying the effect on two factors when they participate in creative work: social encouragement or influence and physiological state. From one perspective, as a value situated pay plan (Gerhart, and Rynes, 2003), extrinsic rewards can possibly expand self-confidence and perceived competence (Eisenberger, Rhoades, & Cameron, 1999), showing a principle of "more performance meets more pay," which fills in as social influence affirming one's skill or limit with regards to superior. Given the positive linkage among creativity and performance (Oldham & Cummings, 1996), this sort of social encouragement or influence can introduce the conviction that "I can achieve errands creatively" in workers. For this situation, extrinsic rewards might be treated as a chance to show their ability for creativity.

On the other hand, we battle that workers with high creative self-efficacy are certain to look for a response, which, thusly, enables them to improve their own creativity. SCT noticed that self-efficacious people effectively look for information assets, and, though the absence of assets may improve the exertion of self-efficacious people, it might compel the efficiency and effectiveness of these endeavors (Bandura, 1986). Making an allowance for individual creativity depends vigorously on the coordination of information they look for and bits of knowledge they analysis in the issues they face (Mumford & Gustafson, 1988), information was given by others is a key asset for self-efficacious people to be creative. Furthermore, self-regulation behavior was vital in the creative procedure, and employees' criticism looking for conduct was not only a methodology that adjusts to the organization, however, an asset that produces creative yield (Stobbeir & Ashford, 2011).

Employees who perceive creative self-efficacy are motivated to take part in a lot of information look (Tierney & Farmer, 2002). They might probably get to important work data that is required for creating new and pragmatic thoughts and looking for the input all the more much of the time and comprehensively. Chen & Zhang, (2018) demonstrated that input is a profitable data asset to advance creativity that might be especially advantageous to worker innovativeness since it diminishes the ambiguity related to the changing nature of tasks. Criticism looking for can make employees adjust to consistently changing objectives and desires for the role, get progressively exact self-ideas, and find out about new work (Slowiak & Nuetzman, 2014; Ashford, Tsui, & Ashford, 1991). Employees, which often

look for input can get more information at work and produce creative thoughts to resolve issues because of changing conditions in the organizations. Creative self-efficacy as an enhancer of extrinsic rewards for creativity effects on employee creativity (Albert Bandura, 1998).

Furthermore, creative self-efficacy, thusly, will increase creativity by advancing employees' self-efficacy or confidence in effectively achieving creative activates. This latter impact is steady with hypothetical perspectives proposing that when employees have confidence in their creative capacity, they have a supporting assurance to drive forward in the face of the challenges native to creative work (e.g., Amabile, 1996).

9. DISCUSSION

In the current investigation, we have extended the scope of current literature by exploring the effects of extrinsic rewards on employee creativity, and the mediating role of creativity self-efficacy, by using social-cognitive theory (Albert Bandura, 1982) as our overarching theory. The extrinsic reward for creativity enhances the feeling of self-efficacy and thusly, creativity by showing a signal of self-efficacy or confidence in an individual's capacity, competence, and skill (Albert Bandura, 1982). Based on social-cognitive theory, extrinsic rewards can at least be pertinent to employees' creative self-efficacy by applying the effect on two factors when they participate in creative work: social encouragement or influence and physiological state. From one perspective, as a value situated pay plan (Gerhart, and Rynes, 2003), extrinsic rewards can possibly expand self-confidence and perceived competence (Eisenberger, Rhoades, & Cameron, 1999), showing a principle of "more performance meets more pay," which fills in as social influence affirming one's skill or limit with regards to superior.

However, previous evidence on this subject is not completely reliable. Yoon et al., (2015), for instance, contended that extrinsic rewards could really frustrate creative performance in errands, which need development and creativity. Comparable worries about a conceivable adverse impact of extrinsic rewards on creativity has likewise developed in different financial literature (e.g., Prendergast, 2008; Kreps, 1997). Extrinsic rewards had a converse U-formed impact on creative self-efficacy and creativity self-efficacy can motivate creative effort, however, feedback pursuing may define creative self-efficacy's effect on creativity (Zhang et al., 2015).

According to Wang & Holahan, (2017) when an individual has a strange level of creative self-efficacy, almost certainly, this individual makes an interpretation of exhibition pressure into creativity. Creative self-efficacy in the estimating may be a suitable heading for what has to come. For instance, a threshold level of creative self-efficacy may be a pre-requisite for extrinsic rewards to affect creativity (Malik et al., 2015).

10. CONCLUSION

By concluding, our findings shows that, extrinsic rewards for creativity enhances employee creativity through creative self-efficacy and social cognitive theory as principal theory clarifies the effects extrinsic rewards on employee creativity. Moreover, the result demonstrated that extrinsic rewards for creativity enhance employee creativity through creativity self-efficacy and, social cognitive theory as overarching theory clarify how and why extrinsic rewards for creativity can affects employee creativity.

Furthermore, the outcome displays, the extrinsic reward for creativity enhances the feeling of self-efficacy and thusly, creativity by showing a signal of self- efficacy or confidence in an individual's capacity and competence. Additionally, the results confirmed that creative self-efficacy as mediator increase the effects of extrinsic rewards on creativity by advancing employees' self-confidence.

Finally, the results indicated that people with high creative self-efficacy have confidence in their capacity to perform creatively. Therefore, in the existence of creativity-contingent extrinsic rewards, these employees become profoundly inspired to do creatively and are confidently about the consequences of their endeavors.

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