

The Influence of Rewards for Creativity on Employee Creativity Performance

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Abstract: Many scholars and practitioners are concerned with understanding how and when to motivate individuals to be more creative. We argue that the conflicting ideas may be due to differences between findings towards reward conditions and the situation in which rewards has to be offered. Hence, it is vital to portray in this study that motivating employees to be creative is important for many firms. Amount of literature shows that employee performance can be encouraged by extrinsic and intrinsic rewards in their everyday tasks. This paper, therefore, investigates these kinds of rewards and shows its effectiveness in attracting creative performance. It concluded by arguing that, human behaviors are stimulated by extrinsic motivations attained from works, which are capable to fulfill innate parts of individuals. Similarly, a person is intrinsically motivated when he or she found that the work is able to fulfill his or her psychological needs for the significant experience.

Keywords: Rewards for Creativity, Employee Creativity Performance

1. INTRODUCTION

Researchers and professionals alike concur that creativity is vital for an organizations survival, regardless of whether that creativity presents heavy innovation or minor modifications to the work setting [1]; [2]. Though past scholars have recognized different manners by which managers can advance creative performance between employees, the role of numerous working environment attributes in linking to creativity is either still unclear or the revealed discoveries have been undecided.

In spite of the advantages of creativity to the organization, it is hard to energize creativity since employees feel anxious about performing creatively in the work environment [3]. Given that creativity regularly happens by testing existing conditions and disturbing work techniques embraced by others, specialists who continually recommend creative thoughts may give the impression of being disappointed with their present place of employment or the organization and, in this way, quick pressure among individuals. This credibility keeps workers from effectively communicating new or creative thoughts [4].

Interestingly, expressing organizational help through making an innovative atmosphere and manager desire for creative performance will in general increment employee creativity [5]; [6]. In this regard, express organizational rewards for creativity performance can be a conceivable method to improve work environment creativity. The contemporary organization often use rewards practices to

enable creative activities among employees[4]. Regardless of the significance of rewards in the organization, earlier scholars have not given a stable view with respect to the role of rewards in persuading employee creativity. The empirical study which looks at the effect of reward on employee creativity has been emphatically ambiguous, announcing positive relations among rewards and creativity sometimes [7]; [8] and negative relations in others [9]; [10]. On the other hand, some researchers have recommended that rewards diminish motivation and, therefore, weaken creativity [11]. Nevertheless, others keep up that rewards not only do not have any harmful impacts on intrinsic motivation regardless improve creativity [5]; [12].

Given this conflicting pattern of results, the present study has started to question the oversimplified reward-advances (or delays) - creativity show with the end goal to think about when (under what conditions) and how (through what intermediary) reward may prompt higher or lower creativity [13]; [14]; [15]. Moreover, to comprehend the relation among reward and creativity better, scholars have supported and examined the particular kind of rewards (e.g. rewards for creativity or creativity-contingent rewards), that is most important to creativity, in light of the fact that the impacts of various kind of reward and creativity are not equivalent [16]. Thus, in this study, we set out to distinguish the mechanism and limit conditions through which both intrinsic and extrinsic kinds of rewards affect creativity.

2. REWARDS FOR CREATIVITY AND EMPLOYEE CREATIVITY

One conceivable explanation behind the conflicting discoveries seeing the role of rewards as they identify with creativity might be the diffused meaning of the term rewards, implying that this welcomes contrasting interpretations by people. Since organizations request that their individuals accomplish a few unique objectives, (for example, productivity, mistake-free task, and critical thinking), organizational rewards may bring about shifting understandings and invigorate distinctive kinds of work exertion [11]; [1]. Essentially, in pointing out the vagueness of the role of time weight regarding employee creativity, [11] supported the requirement for taking care of "a particular type of time weight that ought to be especially applicable to creativity"[4]. In our exploration setting, we contemplated that it is useful to keep away from the absence of specificity of rewards by concentrating on rewards contingent upon creative performance.

[5], discovered that the effect of rewards would in general increment when task performers are obviously informed of the practices that will achieve ensuing rewards. Thus, rewards focused on creativity would demonstrate diverse results contrasted and rewards missing such specificity [15]. In this research, we have constructed our examination with respect to the introduced that it is important to center on rewards for creativity with the end goal to decrease the ambiguity caused by rewards showed in common terms. In looking at the impact of rewards on initiating creativity, we took care of both the intrinsic and extrinsic parts of rewards that reflect two serious dimensions of motivational procedures[17].

3. INTRINSIC REWARDS FOR CREATIVITY

In the work environment, intrinsic rewards come directly from the activity itself and, usually, express feelings of satisfaction, accomplishment, challenge, and individual professional development[18]; [7]. Intrinsic reward is an untouchable honor of acknowledgment, a feeling of accomplishment, or a knowing fulfillment [19]. Intrinsic rewards and going with intrinsic motivation are useful for creative performance. Intrinsic rewards are "*satisfying in their own particular right and they give the coordinate satisfaction of essential psychological needs*" [17]. Consequently, intrinsic rewards tend to influence the employees' task motivation, bringing about insistent task endeavors [18]. Exactly when individual get intrinsic rewards, they are stimulated to work harder and make quality performance because of intrinsic rewards advance top to the bottom job processing and persistence [17]. In a similar vein, [5] demonstrated that when employees expect that their creativity will be comprehended through different intrinsic rewards they would exhibit a larger amount of creativity in the working environment.

4. EXTRINSIC REWARDS FOR CREATIVITY

Extrinsic rewards are outside to the activity, for example, compensation, supplementary advantages, advancements, and get-away or time off as methods for compensation[1]. Extrinsic rewards for creativity including bonus, promotions, and incentive pay work as diverse information that animates subjective and full of feeling changes in employees and coordinates their consideration to creativity[4]. An extrinsic reward is an honor that is sensible or physically which perceive of one's efforts [19]. Extrinsic motivation alludes to the wish to play out an activity to accomplish a result other than the action itself [17]. Rewards that prompt extrinsic motivation between peoples is named as extrinsic rewards[1]. Employees will show creative performance all much of the time when their organization flags that creativity is required and supported by giving motivating forces to the creativity [5]. [8], likewise announced that employees' desire for a reward for higher performance their creativity by stimulating got freedom and performance weight that advance motivation. Furthermore, extrinsic rewards for creativity established the role desire for employees, as indicated by which they would probably perform creatively with the end goal to show role predictable behavior.

5. SELF-DETERMINATION THEORY (SDT)

Utilizing self-determination theory as a principal driver, we improve an integrative structure for effects of intrinsic rewards on employees' creativity performance via intrinsic motivation. Because SDT accepts that intrinsic motivation, play an essential role in specifying employees' creativity performance [15].

Self-determination is a critical concept that alludes to every individual's capacity to settle on decisions and apply command over their very own life[20]. This capacity assumes a vital job in psychological health and prosperity. Self-determination enables individuals to feel that they have power over their decisions and lives [21].

Self-determination theory proposes that individuals are motivated to develop and change by inherent psychological needs. The theory recognizes three key psychological needs that are accepted to be both inherent and universal, such as relatedness, autonomy, and competency [22].

The notion of intrinsic motivation, or taking part in movements for the intrinsic rewards of the behavior itself, assumes a vital role in self-determination theory [20]. Self-determination theory centers essentially around internal sources of motivation, for example, a need to pick up learning or freedom (recognized as intrinsic motivation) [23].

6. EXPECTANCY THEORY

Drawing on expectancy theory, we suggest extrinsic motivation among rewards for creativity and employee creativity performance, because given rewards satisfy two

conditions such as expectancy and valence of employees task motivation [1]. Thus, extrinsic motivation has mediated the effects of rewards for creativity and employee creativity performance.

Expectancy theory identifies three circumstances that outcome in high motivation to play out a work, to be specific, (i) expectancy or the conviction that more important exertion will expand performance, (ii) instrumentality or the faith in the frameworks that check performance and suggested performance-based rewards, and (iii) valence or the esteem allowed by people to specific rewards [24]. The essential thought of expectancy theory depends on the reinforcement viewpoint, which supports the utilitarian perspective of human nature and accepts that outside reinforcement can reinforce any behavior measurement, for example, oblige, length, curiosity, and variability [25]. This viewpoint keeps up that extrinsic rewards lead employee endeavors the desired way and suggest behavior modifications toward creativity when the given rewards are contingent upon creative performance [26].

This midpoint mechanism of reinforcement compares with the instrumentality part of expectancy theory [24], which proposes the closeness of performance-contingent rewards as an essential of motivation to perform. The rewards utilized in the current investigation were contingent upon creative performance, consequently fulfilling the instrumentality of the given rewards.

7. DISCUSSION

It is believed that the organization, which is innovative, has a higher chance of survival in any geographical or industrial area at a given time. As [27] portrayed that creativity is crucial for companies if they wish to increase more profit and keeping on expanding successfully. Employee's creativity has a significant impact for growth and survival of the organizations since it spawns new ideas and an extensive assortment of newly produced goods and services [11]. From [28] findings, it shows that workers creativity can generate in case of rewarding narrative performance, and decrease in case of rewarding a predictable performance.

In contrast with the principal theoretical opinions and prior empirical results, that intrinsic rewards, and associated intrinsic task motivation are vital for creativity [5]; [29] our findings exhibited that intrinsic rewards for creativity have an influence on employees' creative performance. Likewise, through the intermediation of intrinsic motivation, our study found that intrinsic motivation for creativity totally intermediated the influence of intrinsic rewards for creativity on employee creativity performance. Therefore, intrinsic rewards for creativity seem to enhance employees' creativity performance by improving their intrinsic motivation for creativity [11]; [6]. Moreover, these results are supported by the position of self-determination theory as the principal driver, which improve an integrative structure for effects of intrinsic rewards on employees' creativity performance via

intrinsic motivation. Because SDT accepts that intrinsic motivation, play an essential role in specifying employees' creativity performance [15].

Furthermore, intrinsic rewards are an essentially positive indicator of employee creativity performance, as specified our discovery, paying little heed to the worker's impression of the estimation of the intrinsic reward. Regardless of these results, it shows that intrinsic reward establishes a generally powerful indicator of creative performance, by applying a huge direct influence on employees with a contrasting view of the estimation of the reward.

In spite of past arguments about extrinsic rewards on how it may influence on motivation and performance, this examination suggested and shown that extrinsic rewards contingent upon creativity are emphatically identified with creativity by the illustration on the idea of instrumentality [15]; [1]. A survey on pay for performance demonstrated that extrinsic rewards work as a significant driver of individuals' required approach and behavior, helpful for different organizational working and adequacy [13]. Likewise study on human resource management announced that extrinsic rewards were positioned second in significance by employees, following employer stability [30]. Although the positive effect of extrinsic rewards on creativity may support the position of the reinforcement and expectancy theory, the finding that extrinsic rewards are equal positively related to extrinsic motivation and employee creativity.

Our outcomes demonstrate that intrinsic rewards and extrinsic rewards have a critical direct impact on creativity performance. On the other hand, intrinsic and extrinsic rewards also have a positive indirect impact on creative performance through intrinsic and extrinsic motivation to creativity, proposing that the intermediary psychological condition is vital for both intrinsic and extrinsic rewards towards creativity.

8. CONCLUSION

By concluding, it is obvious that human behaviors are stimulated by intrinsic motivations attained from works, which are capable to fulfill innate parts of individuals. Similarly, a person is intrinsically motivated when he or she found that the work is able to fulfill his or her psychological needs for the significant experience. In comparison, extrinsic motivation will stimulate human behavior when the behavior itself is to execute or executed by exterior stipulation of individuals. In this situation, individuals are extrinsically motivated when they experienced an event that will satisfy their self-tangible demand or others.

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