

EFFECT OF INTRINSIC MOTIVATION AND EXTRINSIC MOTIVATION ON CREATIVE BEHAVIOUR OF EMPLOYEES IN INDIAN TELECOM SECTOR

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ABSTRACT

Evidences from literature suggest that motivation effects creativity. Both, Intrinsic motivation and Extrinsic motivation effects creativity of individuals at their work place. Therefore, this predictive relationship of employee motivation with employee creativity has been explored in the present study. The researcher has examined that how intrinsic motivation and extrinsic motivation effected the creativity of employees. For the study, employees of public telco (Telecom) sector of India were targeted through cross-sectional empirical research. Structural Equation Modelling has been used to analyze the data through "R" version 4.0 as statistical software. It was found that both intrinsic employee motivation and extrinsic employee motivation are effecting employee creativity to a large extent. Employee creativity was found to be more effected by extrinsic motivation than intrinsic motivation in the study. Theoretical and managerial implications of the results obtained are discussed. Future recommendations and directions have also been discussed in the paper.

Keywords: Intrinsic Motivation, Extrinsic Motivation, Employee Creativity

INTRODUCTION

Challenges of organizations and business are multidimensional but to keep their employees motivated in this scenario is also a concern for organizations. Rapid changes in business and limited opportunities leading to enhanced competitiveness among colleagues is making it challenging for employers to keep employees motivated and work towards improvements and innovation at workplace. A motivated employee can contribute to his workplace in more creative ways, thereby enabling the organization to work towards innovativeness and becoming technology leader contributing as environment friendly organization (Phillips & Phillips, 2016). Various systems and subsystems which are currently under study are managing creativity both at individual and organisational level. At individual level it is looked from the perspectives of personal and motivational factors whereas creativity at organisational level is explored for its interactionist nature and behaviour of individual in teams and workgroups. In the present business environment of volatility, uncertainty, complexity and ambiguity

(VUCA) the organisations are compelled to examine all the internal and external factors for sustainability (Schoemaker *et al.*, 2018). Therefore, organisation should work to minimise the obstacles and encourage the stimulants of creativity in the organisation.

Understanding what motivate employees to work and involve in activities resulting in fruitful outputs to the organizations is the topic of research and studies. Lot of exercises are carried out to understand and formulate the tools and models to motivate employees (Shin & Zou, 2003). Because intrinsic motivation of an individual drives him to accomplish task irrespective of the rewards or outcomes associated with the tasks (Amabile *et al.*, 2005). Extrinsic motivation refers to the performance of an activity as it leads to external rewards. A person is intrinsically motivated if he performs an activity for no apparent reward except the activity itself (Deci & Ryan, 2000). Employee motivation is viewed as set of process that arouse action, gives direction while maintaining human behavior towards attaining a particular goal (Greenberg & Baron, 2003). Extrinsic motivation, refers to the performance of an activity associated to external rewards. Whereas the prime function of internal motivation is control of attention, higher the internal motivation higher will be the control of attention towards being creative. Therefore, the person who is intrinsically motivated is more likely to be creative (Zang & Bartol, 2010).

Creativity is the ability of an employee that enables him to think in a new way towards a problem or task which can be implemented in his work. Amabile (1983) defines creativity as “it is the generation of useful and novel idea put to use in organizations”. Creativity is the generation of an idea that is different from the existing knowledge of a product or service (George, 2007). Creativity; an ability to generate novel ideas and innovation; the transformation of creative idea into a profitable output are the competitive advantage for the organizations (Jiménez *et al.*, 2014). With the above backdrop, the present study has been carried out to find the effect of employee motivation on employee creativity using Structural Equation Modelling.

OBJECTIVE OF THE STUDY

To examine the effect of employee motivation on creative behaviour of employees in Indian Telcom sector.

REVIEW OF LITERATURE

Employee Motivation

Demonstration of creative behaviour of employee is guided by motivation which demonstrates one's interest in task and engagement of benefit of the task completed. Motivation can be explained as the forces acting on a person causing him to act in a certain way. Motivation arouses the effort gives direction and keeps the individual drive to attain that goal (Baron, 1997). Therefore, to understand what drives people to act in certain ways in is important to decipher the dynamics of motivation. Motivation is conjectured in terms of behavioural changes generated by internal stimuli or external stimuli. Intrinsic motivation has been proved to be a key driver of creativity (Zhou, 2003).

Motivation is the internal component drive action and the actions are supported by external components of motivation (Locke & Latham, 2004). But extrinsic motivation sufficed by some levels of intrinsic motivation will be constructive only if is extended in form of informational or task enablers (Amabile *et al.*, 2005). Intrinsic motivation may be defined as desire of an individual to perform a task for the sake of its own so as to experience the inherent pleasure of performing the task or completing the task. Extrinsic motivation, on the other hand, refers to the performance of an activity because it leads to external rewards (Deci & Ryan, 2000). Most of the time intrinsic motivation and extrinsic motivation may work in synergy such as rewards enable individual to take up the task and may sometime enhance creativity. External Factors like fear, competition jealousy may trigger creativity. Findings are suggestive that although they work together but either intrinsic or extrinsic motivation dominate the patterns of behaviour (Gagne & Deci, 2005).

It is described as the force that pushes behaviour in a direction and keeps the individual persistent in the effort to achieve the goal (Moses *et al.*, 2014). However, the effort to achieve the goal may be done with different expectation of the outcome. If the locus of incentive is inside the job itself the employee is highly intrinsically motivated. But if the expectation of certain outcome in future drives an employee to perform a task, the person is

extrinsically motivated as the locus of incentive is outside the task (Locke & Shattke, 2019).

Employee Creativity

Baron & Harrington (1981) figure out that personality is found correlated to diverse factors depending on the field in which it is studied. Torrance (1993) explained creativity as the interactions of skills, motivations and abilities. But there are some common traits like independence of judgement, high aesthetic qualities, attraction to complexity, autonomy and possessing the striking ability of accommodating apparently conflicting traits in one's self which were addressed across major studies (Woodman *et al.*, 1993). The trait theory of creativity explains creativity as a function of personality traits and behavioural traits of an individual (Bycroft, 2009).

As creativity is affected by various other factors, it is not recommended to study creativity from a single perspective when the concept is across disciplines and subjects with multiplicity of factors affecting creativity (Magyari-Beck, 1994). The psychological trait factors define the personality of an individual as a pattern of traits which are unique for each individual. The pattern of behavioural traits like aptitude, interest in a task, attitude and calmness (Fillies & McAuley, 2000) define a creative personality. Previous researchers have also indicated multiplicity of factors like personality, intrinsic motivation, social relationships, cognitive characteristics and self-efficacy as factors effecting creativity (Jain & Jain, 2016).

Employee Motivation and Employee Creativity

Many studies have been carried out considering motivation as an important precursor of creativity. Level of enthusiasm and orientation for task (Shalley, 1991) are the critical components of intrinsic motivation. Oldham & Cummings (1996) through the empirical study concluded that employees who were high on internal motivational factors (Motivating potential score, MPS) related positively to creative performance. The influential componential Model of creative behaviour by Amabile (1988) suggests that creative personality has traits such as high energy, strong awareness about self, attraction to complexity, judgement, intuition, autonomy and the quality to accommodate apparently conflicting notions of same concepts (Barron & Harrington, 1981) are

high on intrinsic motivation. Individuals are said to be intrinsically motivated when they seek enjoyment, interest, curiosity or personal challenge in the work. Shin & Zhou (2003) supported that intrinsic motivation have positive influence on creativity. It is a well-accepted wisdom that intrinsic motivation and creativity has strong relationship but the nature of this needs to be explored in further (Shalley *et al.*, 2004). Low intrinsic motivation will have low cognitive flexibility and they tend to stick to routine and conventional jobs (Amabile *et al.*, 2005). The effect of intrinsic motivation on creativity is transferred by the amount of willingness to take risks, which is enhanced in teams (Dewitt, 2004).

Gupta (2009) studied employee motivation and employee creativity across 6 sectors and suggested that creative individuals are intrinsically motivated. Factors like independence, interesting work, responsibility and achievement were found as the motivators of creative people. Whereas non creative individuals listed external factors like expected evaluation or a promised reward as high motivators. Eisenberger & Aselage (2009) in their work with employed alumni and students of Mid Atlantic university carried out a study to understand the effect of rewards on performance pressure and outcomes on intrinsic motivation and creativity. The results confirmed that expected rewards for high performance are associated with intrinsic motivation which is positively related to creativity. Cerasoli *et al.* (2014) are of the view that in practical situations there is hardly any individual who is either only intrinsically motivated or only extrinsically motivated. Most of the times, it is combination of both.

The relationship between proactive personality, employee creativity and intrinsic motivation was explored by Horng *et al.* (2016). The authors states that the environments where creativity is supported encourage the proactive personality of an employee which further, strengthens intrinsic motivation yielding higher employee creativity. The work environment support provides chances of higher involvement of employees thereby simulating their intrinsic motivation and they derive pleasure in the task performance which would promote the chances of creative expression of employees (Liu *et al.*, 2019). Pay in return to performance is common in organisations; however, literature is suggestive about the detrimental effect of prolonged rewards on employee motivation and creativity. Contrary to this the study of Saether (2020) found positive

effect of rewards on intrinsic motivation and employee creativity if implemented fairly. The high reward does not exhibit any enhancement in intrinsic motivation and creativity. Vu *et al.* (2021) studied the creativity and its relationship with challenge and enjoyment as dimension of intrinsic motivation. The results revealed challenge positively effect creativity whereas enjoyment has no significant effect on creativity. Empowering leadership was also found significantly moderating the relationship of challenge and creativity. Nguyen *et al.* (2022) through the study in Vietnamese telecom sector propose that transformational leadership effect creativity through mediating role of intrinsic motivation. There is a proportional relationship of physiological empowerment with creativity and motivation

From the above literature evidences, following hypotheses were framed to achieve the stated objective.

H₁ There is significant effect of intrinsic motivation on creative behavior of employees in Indian telecom sector

H₂ There is significant effect of extrinsic motivation on creative behavior of employees in Indian telecom sector

RESEARCH METHODOLOGY

Sample and Data Collection

The study has been carried out in Telecom sector of India. The executive and non-executive employees from two public telecom sector companies (Mahanagar Telephone Nigam Limited and Bharat Sanchar Nigam Limited) of India were the respondents to the study. It is considered that employees working in only creative profiles can generate creative ideas but evidences support that the employees working in any type of organisation or at any level in the organisation can exhibit to be creative in their ideas (Madjar *et al.*, 2002). The sample includes non-executive employees because the majority of work force in this sector is non-executive therefore to have representative sample of employees it was necessary to include the category. The cadre performs duties across functional areas like technical, finance, marketing, customer handling, grievance handling, administration etc. The employees are expected to perform varied function under 24X7 working conditions. Therefore, they need to have outlook of performing varied function with effective and

efficient results. This becomes more relevant when both the companies have implemented VRS 2019. The results become meaningful for managers to have a repository of employee capabilities for practical implementation in job enrichments and job description to place the employees to perform.

The data was collected through a structured questionnaire sectioned in three parts. First part of the questionnaire collected the demographic information of the respondents; the second part had the questions related to employee motivation and the third part of the questionnaire dealt with measuring the employee creativity. Random convenient sampling has been used to collect the data. Questionnaire was mailed to some of the respondents and for further data collection personal visits were made to distribute and collect the responses. Usable 413 responses to the questionnaire were retained for further analysis.

Measures

The study used two scales as instruments of data collection. The scale of employee motivation is a self-structured scale covering the factors of employee motivation. The scale was developed to identify the motivational factors of targeted employees. The items related to motivational factors were framed on the basis of literature support from Pareek & Purohit (2018), Gupta (2009), Eisenberger & Aselage (2009), opinion from industry experts and academicians. Based on the inputs, the questionnaire had 16 items. To measure employee creativity a 24-item standardized scale, "CAI" (Creativity Assessment Inventory) developed by Sinha and Purohit in Pareek and Purohit (2018) was used after obtaining due permissions. Both the instruments were self-administered and questions asked on 5-point Likert scale.

Statistical Techniques

In the primitive stage data was visualized with descriptive statistics. Exploratory factor analysis (EFA) followed by confirmatory factor analysis (CFA) was carried out and structural equation modelling (SEM) was applied using R Studio to find out the effect of employee motivation on creative behaviour of employees.

Common Method Bias

The test for common method bias Hermann test suggested Podsakoff and Organ (1986) as a Single factor test. The test was run by taking all items for

factor analysis by principal component method and by forcing all to form one factor. The results indicated only 30 per cent variance extracted in the extraction of sum of square loadings, thereby confirming no occurrence of common method bias in the data.

RESULTS OF THE STUDY

Descriptive Statistics

The final analysis of the study was based on 413 responses. The data was put to descriptive analysis first. The frequency distribution of the responses collected was done to understand demographic profile. Majority of the respondents 78.2 per cent were males and 21.8 per cent were females. Most of the respondents 79.6 per cent were educated up to the level of graduation; a larger number of respondents 84per cent were above 35 years of age.

Factor Analysis

Exploratory factory analysis was done by Principal component analysis using varimax rotation to ascertain the face value of the items in both the scales. All the assumption of EFA were met before the analysis. The correlation coefficient values were found greater than 0.3 for both the scales. The EFA yielded two identifiable factors of employee motivation with eigen values greater than 1 and explaining a variance of 72 per cent. The two factors of motivation were named as Intrinsic Motivation (IM) and Extrinsic Motivation (EM). Table 1 shows the factor loadings of each item under IM and EM. The cronbach alpha value of IM (.744) and EM (.777) are qualifying the critical value of greater than 0.7 (Pallant, 2020).

Table 1: Profiling of Employee Motivation Factors, Convergent and Discriminant Validity

Construct	Factor Loading	Cronbach's Alpha	Composite Reliability	Convergent Validity	Discriminant Validity
IM Intrinsic Motivation		.744	.877	.650	.806
MT1	0.824				
MT2	0.868				
MT3	0.822				
MT4	0.852				
MT5	0.860				
MT7	0.861				
EM Extrinsic Motivation		.777	.846	.526	.725
MT8	0.728				
MT9	0.745				
MT10	0.759				
MT11	0.775				
MT16	0.739				

Source: Survey Data

For employee creativity the EFA results showed a variance of 68.3 per cent for six factors with eigen

values greater than 1. The factors of employee creativity were named as Liveliness (LL), Risk-taking (RT), Conflict (CN), Freedom (FR), Challenge (CL) and Openness (OP) the nomenclature as referred by author of the scale has been used by the researcher for factor. Table 3 presents the factors and loading of each item under respective factors.

Table 2: Profiling of Employee Creativity Factors, Convergent and Discriminant Validity

Codes	Factor Loading	Cronbach's Alpha	Composite Reliability	Convergent Validity	Discriminant Validity
CRF1 Openness		.870	0.909	0.714	0.845
CR4	0.818				
CR10	0.825				
CR16	0.801				
CR22	0.869				
CRF2 Liveliness		.783	0.841	0.572	0.756
CR6	0.805				
CR12	0.776				
CR18	0.772				
CR24	0.843				
CRF3 Risk Taking		.751	0.870	0.627	0.792
CR3	0.817				
CR9	0.804				
CR15	0.723				
CR21	0.733				
CRF4 Challenge		.833	0.834	0.558	0.747
CR2	0.814				
CR8	0.684				
CR14	0.782				
CR20	0.839				
CRF5 Conflict		.795	0.802	0.506	0.711
CR1	0.776				
CR7	0.745				
CR13	0.775				
CR19	0.792				
CRF6 Freedom		.832	0.835	0.559	0.748
CR5	0.780				
CR11	0.730				
CR17	0.657				
CR 23	0.832				

Source: Survey Data

Reliability and Validity of the Scales

Cronbach alpha value was used as criteria of reliability of scales used. Table 3 shows the reliability of each scale. The Cronbach alpha value of the scale was found to be .760 for Employee Motivation and 0.899 for Employee Creativity, which indicates sufficient reliability as the values higher than 0.6 are considered good to proceed for the studies in social sciences (Pallant, 2020). The inter item correlation of both the scales were found >.03 suggesting enough reliability. The values of communalities greater than 0.5 are considered good (Malhotra & Dash, 2010). The values of communalities were found in recommended range suggesting acceptable

explanation of the constructs. The average variance extracted (AVE) values for Employee Motivation and Employee Creativity was greater than 0.50 (Fornell & Larcker, 1981) establishing good convergent validity. The square root of average variance extracted on each variable was greater than inter-correlations of variable with other variables, therefore discriminant validity was established. Hence all the values of reliability and validity met the required criteria.

Table 3: Reliability Analysis of Employee Motivation and Employee Creativity

Reliability Analysis		
Item Related	No. of Items	Cronbach's Alpha
Employee Motivation	16	0.760
Employee Creativity	24	0.899

Confirmatory Factor Analysis and Model Fit Indices

Confirmatory Factor Analysis (CFA) for measurement model was performed for both the scales. The fit indices values obtained for employee motivation and employee creativity were found acceptable as per criterial values. The table 4 shows the criterial values (Malhotra & Dash, 2010) and values obtained in the study. There was no deviation found regarding Convergent validity, Composite validity and Discriminant validity of both the scales.

Table 4: Measurement Model Fit Indices Values of Employee Motivation and Employee Creativity

Model Indices	Criterial Values	Obtained Value (Employee Motivation)	Obtained Value (Employee Creativity)
CMIN/DF	Between 1 and 3	1.84	1.403
GFI	≥ 0.90	0.966	0.941
RMSEA	≥ 0.08 ≤ 0.1	0.045	0.301
CFI	≥ 0.90	0.989	0.980
TLI	≥ 0.90	0.985	0.978

Source: Survey Data
CMIN/DF-Chi-Square value, DF- Degree of Freedom, GFI- Goodness of Fit Index, CFI- Comparative Fit Index, TLI-Tucker and Lewis Index, RMSEA-Root Mean Square Error Approximation

STRUCTURAL EQUATION MODELLING AND MODEL FIT INDICES

Employee Motivation effecting Creative Behavior of Employees

Structural Equation Modeling is used to identify the relationship between dependent and

independent variable. In this part of the study employee motivation is the independent variable and employee creativity is the dependent variable. The model is tested for the two factors of employee motivation effecting employee creativity.

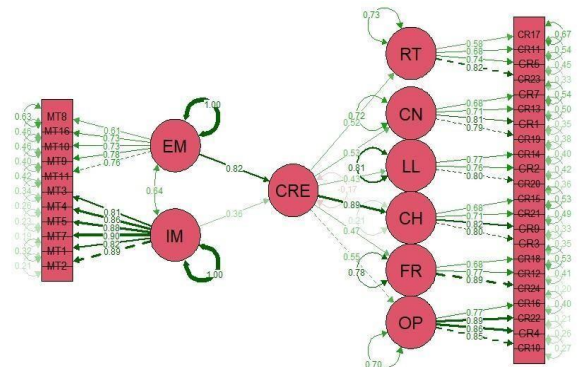


Figure 1: Model of Employee Motivation Effecting Creative Behaviour

The final model of the relationship is as shown in figure 1. This output shows relationships between Extrinsic employee motivation (EM) and Intrinsic employee motivation (IM), the independent latent variables of the study and employee creativity (CRE), the dependent variable of the study. The output shows standardized regression coefficients which represents the strength of the relationship between variables and the sign represents the direction of the relationship. The strongest relationship is between extrinsic employee Motivation (EM) and creativity (CRE) (coefficient=0.82) and the weakest relationship is between intrinsic employee motivation (IM) and creativity (CRE) (coefficient = 0.36). The said unit change in the dependent variable by the given amount of change in the independent variable by controlling the effect of other independent variables in the model is shown by values of coefficients. The regression coefficients for extrinsic employee motivation (EM) and creativity (CRE) and intrinsic employee motivation (IM) and creativity (CRE) is statistically significant. The proportion of variance explained for the structural model is represented by R². The value of R² of this model is 0.794 explaining proportion of variance. Therefore, EM and IM explained 79 per cent of the variance in creativity. This would be considerable effect of employee motivation on employee creativity.

Assessing the Model Fitness of Employee Motivation Effecting Creative Behavior of Employee

The entire model for path analysis is identified when both structural model and measurement model are identified with good fit values (Byrne, 2010). The table 5 presents the model fit indices values obtained from the SEM model of employee motivation and employee creativity. The values revealed that the model is acceptable as all the significant values are within the acceptable range and model provides an adequate fit. Therefore, from the analysis, it can be inferred that the hypothesis H_1 stands rejected as intrinsic motivation has weakest effect on creative behavior of employees and H_2 stands accepted as Extrinsic motivation has large effect on creative behavior of employees.

Table 5: Model Fit Indices of Structural Model of Employee Motivation and Employee Creativity

Fit indices recommended values and obtained values			
Indexes	Recommended Values	Model Indices Values Obtained	P value
CMIN/df	> 1 and < 3	1.888	Sig. P < 0.001
GFI	0= poor fit, 1=exact fit	.875	
CFI	>0.95	.945	
TLI	>.90	.941	
RMSEA	<0.08	.046	

Source: Survey Data

DISCUSSION

The purpose of the current study was exploring the effect of employee motivation on employee creativity. The effect was measured by applying SEM analysis. Intrinsic motivation and extrinsic motivation were found effecting employee creativity. The results revealed that in this study extrinsic motivation was found effecting creativity more than intrinsic motivation. Whereas most of the studies found creativity to be effected more by intrinsic motivation than extrinsic motivation (Eisenberger & Aselage, 2009; Shin & Zhou, 2003). The reasons for these results can be due to longer stay of employees in these organizations and working in system where there are set procedures and practices making the tasks almost algorithmic in nature. Intrinsic motivation enhances the performance only in the cases where the task is algorithmic in nature and but the same performance is under performed if the task is heuristic in nature

(McGraw, 1978). Therefore, the intrinsic motivation at this point may need some external stimuli or extrinsic motivation.

CONCLUSION

The study concludes that there is need to understand and address motivational issues of employees to propel the creative behaviour of employees. The results indicate that extrinsic motivation was effecting employee creativity more than intrinsic motivation of the employees. The combination of this information with descriptive statistics of demographic profile of the sample can provide a justification that since the employees were working in the company for longer duration. Therefore, something more than internal drive was required to trigger and fuel the creative behavior. Most of the studies about establishing and exploring the relationship between motivation and creativity were conducted with students or faculty members of colleges and schools. The studies conducted in organizations are mostly done under controlled system. This study is a cross-sectional study of employees working in Indian public telecom companies. The literature suggests that in most of the studies intrinsic motivation is found to be effecting creativity more than extrinsic motivation. The results of our study revealed that extrinsic motivation is found to be effecting creativity more than intrinsic motivation. The outcomes in this study are found deviating for the popular perception. However, the results confirm to the branch of the study of motivation which suggest that sometimes a threshold amount of extrinsic motivation is also required even to trigger intrinsic motivation of individuals. For managerial understanding the results indicate that the present workforce is lacking on intrinsic motivation and there is need to push extrinsic motivational mechanism in the HR policy and planning. Results are also indicating that both the companies being older entities have policies framed long ago. With the passage of time, the average age of employees raised and their stay in MTNL and BSNL turned longer. Some policies of rewards, incentives and promotions are needed to refuel the intrinsic motivation of employees. Thereby initiating the creative expression of employees leading to organizational innovativeness and success.

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