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## The Effect of Motivation on Employee Creativity: Evidence from NGO Sector in Southern Punjab, Pakistan

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### **Abstract:**

*Employees are considered immense asset for an organization and their performance play an important role in the success of any business. Many businesses failed only because they are unable to get desired results from their workers. Organizations are using traditional practices to motivate their employees by offering attractive salaries, good incentives, and recognition. Seminars and sessions are being held to enhance the motivation of employees. The purpose of this study was to investigate the effect of motivation on employee's creativity in the NGO sector of Southern Punjab. Data were collected through 210 questionnaires from employees of the NGO sector in Southern Punjab, Pakistan. SPSS software was used to check the accuracy and significance of the hypothesis. The outcomes of this study show that motivation has a positive significant impact on an employee's creativity. More specifically, the motivated employee's exposed fruitful creativity in their work which increased their performance.*

**Keywords:** Motivation, Creativity, NGOs sector

### **1 Introduction**

Every Organization has required human and material (tangible) resources to function efficiently which help it to achieve its goals. Role of HR is more important than tangible resources because a human has to utilize tangible resources effectively and efficiently for a better outcome. Similarly, the role of creativity considers as an important factor in the performance of every firm in this era of the highly competitive environment. The importance of creativity could not be ignored in a single firm. Creative and innovative firms have a better ability in response to unpredictable challenges and threatening (Reiter-Palmon & Illies, 2004). Moreover, it is identified as an essential part of the organizational survival and remains in the competition. Therefore the firms motivate their employees which are capable of creativity. Motivation is something which makes an employee capable of doing some creative work because of its leads an employee towards doing some action. Motivation is a process which inspires, encourages, and enhances confidence to do some creative work. Creativity is defined as "The generation of ideas has to be organized and initiated by the senior management of an organization" (Wu, McMullen, Neubert, & Yi, 2008).

Managers from different organizations use different tactics to motivate employees such as, an employee of the month, bonuses and promotions. These are very useful tactics which surely contribute to employee's performance. At the point when supervisors focus on building up representatives' capabilities and testing, fascinating work, workers' psychological or persuasive procedures are upgraded (Oldham & Cummings, 1996). Employee creativity improves with the help of colleagues, cooperation, open correspondence and informative feedback (Zhou & George, 2001). Bringing creativity needs motivation from organizations, the employees must be encouraged in suggesting new ideas, which could be used. Employees of an organization will have assurance of their survival and support of their seniors their efficiency and creative performance will be increased (Eder & Sawyer, 2007). Employees of an organization are considered as asset of the organization. Some of them are performing very well, but some are not. Every employee has different mind from other.

Some employees are really Capable of doing some creative work, have creative ideas, but they are still doing that regular work. Employees hesitate to tell about their idea to the seniors. (Ambrose & Kulik, 1999) stated, "Individual-level creativity is closely linked to the motivational process and research on creativity has either implicitly or explicitly used motivation as an invisible, internal, hypothetical construct directing employee behavior" (p. 266). This study is conducted basically to check the impact of motivation on employee's creativity of an organization, to check how well they perform when they have some reward, goal, personal satisfaction in their work.

## 2. Theoretical Framework and Hypothesis

### 2.1. Motivation

Motivation is generally described as different aspects in different ways. It is the willingness of someone to do some work with full vigor. "Motivation refers to the process by which a person's efforts are energized, directed and sustained towards attaining a goal", (Robbins, 2010). Moreover, Motivation is that stimulates, empowers, coordinates, and supports behavior and execution (Suma & Lesha, 2013). In this era of competition organization needs to enhance their core competencies and workforce, without it they didn't survive in a competitory environment of business (Ahmad, Wasay, & Jhandir, 2012). Motivation has two types: one is extrinsic motivation: it refers to motivation which attracts a person to do well; it could be money, some kind of prize and awards etc (E. Deci & Ryan, 1985). The second sort of motivation is intrinsic motivation: an employee is passionate about achieving a task or goal with his own interest (Azar & Shafighi, 2013). Organizations always depend on employee's performance and employee's performance could be enhanced through motivation. Employee's motivation and their capability collectively contribute to employee's performance and their difficult tasks given by the managers are to purpose get maximum profit (Iqbal, Yusaf, Munawar, & Naheed, 2012). When employees are motivated internally they look at goals and targets which are being achievable and definitely they achieve those goals.

Hierarchical motivation is a critical resource for enhancing creativity. Motivation and creativity are thus, antecedent of organizational and firm performance described as the behavior and outcomes that employees engage in to bring about and contribute to organizational and innovations goals (Odesola, 2016). Motivation leads to creativity which is an individual's uniqueness and thinker ability of persons and which is being observed by others focus on the product with look upon to the different character and outcomes of creative attempts (Arad, Hanson, & Schneider, 1997). It is supposed that creative employees have to be motivated differently. For motivating employees it is very necessary to understand what motivation is, how it could be used, where to use, these all are very important things for employers. For this reason, the fact is how the motivation in employment is being transformed constantly (Bowen & Radhakrishna, 1991). There are a lot of innovations and creativeness in every field. Modern techniques are being utilized in every practical work, in every field, every organization. Now a day's organizations have different new technologies which enhance the creativity of employees. Technology provides quick work and concept of minimizing human efforts a workload motivated scientists, researchers, to bring innovation and creativity Reference. So we could see that motivation & creativity have a strong relationship between them. Organizations can enhance creativity by choosing those persons or employees who have probable imaginative, for example, based on assessment tools like "Gough's Creative Personality Scale" (Scott, Leritz, & Mumford, 2004). Employers which are expected in any professional field, they are in the reaction of many employees with a creative & different mindset; they usually have experience of bringing motivational steps for different employees. If an employee because strong in a field this means that this efficiency rate of work would also increase so being a Manager of a firm motivation is an essential part of a manager's duties. If an employee is interested in doing some positive effort which has an organizational benefit there must be motivation for him. So this is what we could call as intrinsic motivation (Eby, Freeman, Rush, & Lance, 1999).

### 2.2. Creativity

The word creativity refers to bringing new ideas in the organization (Kremer, Villamor, & Aguinis, 2019). (Botella & Lubart, 2019) stated that "A creative idea is marked by three attributes: it must be original, it must be useful or appropriate for the situation in which it occurs, and it must actually be put to some use". According to (Anderson, 1992; Prabhu, Sutton, & Sauser, 2008) "Creativity is the gift and discipline that provides the competitive edge in marketing, production, finance, and all of the other aspects in an organization. Firms and managers crave it. Awards are given for it. Incentives encourage and cajole it. But it's still the most elusive weapon in an executive's arsenal". The system of demanding suggestions from employees to utilize their ideas and suggestions to be effective; employees must be motivated to think creatively and to participate in the suggestion system (Fairbank & Williams, 2001). When we talk about the creativity in an organization that means having an idea from an employee that must be useful and it can be implemented which could improve any product, service or some sort of Process of the organization. Moreover, associations as a development of ideas in a systemize ways that work of fiction and innovative, and potentially functional to get better existing performance (Mumford & Gustafson, 1988; West, 2002).

Some of the researchers have deeply studied creativity styles some of them describe it as an inner sense of any employee, individual, person which makes it different from others. They have also described that employees with tactful knowledge and skills along with special talent show more creativity. Creativity has been studied from primarily four different aspects, namely "cognitive style, personality traits, developmental aspects, and social contexts" (Simonton, 2000). However some of the researchers have focused on social interactions of employee's creativity they assumed that every employee has the talent of showing creativeness and the degree of their creativeness is estimated by motivation, which level of motivation is given to them either task related or any other. The degree of creativity is determined by how much

they are motivated to their task rather than their levels of task-related knowledge or intuitive and flexible cognitive style (Dweck, 1986; Madjar, Oldham, & Pratt, 2002). There are three factors in a componential model of creativity "task-specific knowledge, creative thinking, task motivation which leads towards creativity" (Amabile, 1983). Important style from all these three is task motivation style which actually determines the capability of an employee. Another important factor regarding creativity is the manager's role. Employees in every firm get motivation from their executive as they encourage while they providing learning opportunities, training, assigned task. Employees get inspiration which helps them to get their goals and organizational objective and response to handling problems in a creative way (Amabile, 1983; Zhang & Bartol, 2010).

Creativity has three types; Responsive creativity, expected creativity and contributory creativity. Responsive Creativity is often a response from an employee. This kind of creativity employees have predefined problems from managers, they just need is to achieve targets and get rewards such as bonus, & increments. It is also known as extrinsic motivational creativity. Expected Creativity is generally related to the problems which are not defined by the managers. Finally, Contributory Creativity is a part of intrinsically motivated employees to solve those problems which are already defined by the managers (E. L. Deci & Ryan, 1987). Employees who identify problems themselves and then solve those problems but not for external rewards Creative results all due to their inner desire of achievement, it contrasts from general self-efficacy, which mirrors a summed up fitness faith in a wide variety of situation, and the gathering is less (Chen, Gully, & Eden, 2004). A creative response could be any kind of product, idea, or some sort of procedure which is very useful in two ways (1) they must be novel and original and (2) they should be useful for organizational point of view. Employees could be engaged in two types of creative situations. First of all, employees are engaged in a situation where creative behavior is required and on the other hand employees only have the wish to do some creative work. Creative ideas such as "formulating new procedures or processes for carrying out tasks, or identifying products or services help them to better meet customer needs" (Shalley, Zhou, & Oldham, 2004; Zhou & George, 2001). Individuals have expertise with a particular design towards knowledge energy, positive respect, and support (Carmeli, Brueller, & Dutton, 2009).

Organizations have to complete most minor developments at the position when the open door appears this exposition characterizes inventive (Buesa & Molero, 1998). Self-efficiency is a person's confidence at his own abilities in creating or finding the inventive outcome. It is consist of self-efficiency that mirrors a summed up fitness faith in a wide assortment of circumstances, and the gathering is less (Chen et al., 2004). Work execution is the capacity to perform magnificently in our occupation that we have comprehended an exhaustive clarification of our employment assignment and to perform as indicated by built-up gauges and strategies, but the work is done in a creative manner with taking minimum time is the key to a work, and for that kind of work major factor is organizational acceptance of creative ideas of employees. Motivation is an effective tool which could be proved very effective to get creative ideas of employees. Creativity is very much dependent on Motivation. Motivating others often leads employees the way you want them to go and give creative ideas. Employees creativity at work results as generate new ideas that are useful in dealing with the tasks at hand (Amabile, 1988; Amabile, Conti, Coon, Lazenby, & Herron, 1996). On the basis of above literature this study suggests the following hypothesis:

- H1: There is a positive relationship between employee's motivation and employee creativity

### 3. Method and Procedures

This study incorporates two variables, motivation is the independent variable and creativity is the dependent variable. The present study tries to center the Non for profit organizations in Southern Punjab, Pakistan. The diverse NGO's were chosen randomly to gather the information division facilities of Southern Punjab. In these organizations, we gathered information from the representatives. For this study, 242 questionnaires were distributed among the representatives of diverse open and private segment NGO's of Southern Punjab, Pakistan. The questionnaire contains two parts one related to demographic variables while second related to variable items. Motivation 6 items are based on (Stuhlfaut, 2010). Creativity 5 items are adopted from (Zhang & Bartol, 2010). The proportionate testing system is utilized as a part of a request to disseminate the surveys among all, So 210 questionnaires were accurately and totally filled consider for the final analysis. The scale to measure the response of the employees was used 5 points Likert scale, where 1 for the "strongly disagree" and 5 for the "strongly agree".

### 4. Results

#### 4.1. Demographic Characteristics of Respondents

Out of the 210 questionnaires, 60% of the respondents are male and 40% is female. In this study six age groups were developed. The first group age may vary as 2.9% of staffs are below 20 or less, 24.3% staffs are between 20 to 24, 51.4.0% staffs are between 25 to 29, 19.5% of staffs are among 30 to 39, and 1.9% of staffs are in the variety of 40 to 49. 41.9 % of participants were married and 58.1 % participants were single. Finally, in demographic variable education of respondents which shows that 22 respondents education level were under-graduates, 79 respondents are graduates, 83 have a master level education, 19 respondents education level were MS/M-Phil and 7 respondents education level were Ph.D.

Description	Number of Respondents	Frequency	Percentage
Gender	Male	126	60
	Female	84	40
Age	20 or less	6	2.9
	20-24	51	24.3
	25-29	108	51.4
	30-39	41	19.5
	40-49	4	1.9
Marital status	married	88	41.9
	Single	122	58.1
Education	Undergraduate	22	10.5
	Graduate	79	37.6
	Master	83	39.5
	MS/M-Phil	19	9.1
	PHD	7	3.3

Table 1: Demographic Characteristic of Respondents

#### 4.2. Reliability of Instruments

Reliability is essential factors to estimate the measurement instrument (Tavakol & Dennick, 2011). It is used to check the ability of a tool to evaluate consistently. It is also being checked that the reliability of a test is associated with its validity. A mechanism cannot be considered valid unless it's reliable. The most regularly utilized measurement to test reliability quality is Cronbach's alpha, which is used to test the reliability of data. If the value of alpha is 0.70 or greater than 0.70 then result is satisfactory (Hair Jr, Hult, Ringle, & Sarstedt, 2016). Table 2 results demonstrate that data is reliable:

Variables	Alpha	No of items
Intrinsic Motivation (Independent)	.76	3
Extrinsic Motivation (Independent)	.79	3
Creativity (Dependent)	.89	5

Table 2: Reliability Statistics

#### 4.3. Pearson Correlation

Table 3 shows that there is moderate positive correlation between creativity and intrinsic motivation. There is strong positive correlation between intrinsic motivation and extrinsic motivation. The relation of creativity is significant with IM and EM. The relationship of IM and EM is also significant. Results are given below:

		C	IM	EM
C	Pearson Correlation	1	.588**	.621**
	Sig. (2-tailed)		.000	.000
	N	210	210	210
IM	Pearson Correlation	.588**	1	.680**
	Sig. (2-tailed)	.000		.000
	N	210	210	210
EM	Pearson Correlation	.621**	.680**	1
	Sig. (2-tailed)	.000	.000	
	N	210	210	210

Table 3: Correlations

\*\* Correlation Is Significant At the 0.01 Level (2-Tailed)

#### 4.4. Hypothesis Testing

Linear regression provides the significance of hypotheses data. The t-value of a variable is 1.96 or higher than shows a positive and significant relationship. Table 4 shows that the t-value of IM and EM towards creativity are higher than 1.96. The P-values of variables which are less than the value of alpha 0.05 revealed that IM and EM have a positive and significant impact on creativity.

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.961	.202		4.75	.000
	EM	.646	.057	.621	11.43	.000
	IM	.317	.073	.309	4.34	.000

Table 4: Coefficients of Regression Analysis  
a. Dependent Variable: C

## 5. Discussions and Conclusion

This study is an attempt to represent the effect of motivation on employee creativity in the NGO sector in Southern Punjab, Pakistan. Results of the study significantly confirmed our research hypothesis. Although the literature shows that all the motivation has a positive relationship with the creativity of employees. The outcome of this study revealed that motivation is a pivotal element which influences the creativity of employees.

The environment of organizations is changing very quickly, and therefore motivated employees are needed to make sure the survival of organization which is possible by increasing productivity in a creative manner. Motivating employees is not a very easy task for managers and creativity enhances the productivity of employees, time management and cost of production. Innovation and creativeness is essential in every field (Mak & Sockel, 2001). Additionally, firms will achieve their objects by introducing satisfactory reward, bonus, and recognition. Pay of employees has a direct impact on the workforce. If organization paying more they get more results, it depends on the size and strategies of a firm. Moreover, high caliber connections, in combination with other develops (e.g. empowerment and management), make a social establishment for different capacities that are key to creating positive change and improving execution of associations. Innovation only occurs successfully where there is a strong culture or climate supporting followers' creativity and innovation (West & Sacramento, 2012). This study aimed to contribute to the literature on individual innovation by providing the inventory of organizational climate determinants that may influence an employee's creative and innovative efforts. Motivation is usually considered a tough task because it has two aspects, if the managers succeed in achieving motivation then it becomes very useful but if they fail to do so then this becomes a huge loss for an organization. The managers must take time to recognize the actual needs of his or her employees. However this is understood that managers remain busy in their job and they do not have much time to spend with employee's recognition and rewards, but if they do so this will provide the opportunity of understanding their employees at their own level. The motivation of employees is very much relevant to creativity; this is what this study has proved. Employees perform exceptionally well while they have the motivation and provide better output regarding creativeness in the work.

### 5.1. Limitations and Future Direction

First, this investigation has been conducted in the NGO sector of Southern Punjab, Pakistan, while other areas of the country have some different characteristics. Second, time duration for this investigation was limited and due to short financial support and small sample size for the study is also comparatively slight which bars to generalize the results of this study to other settings. Moreover, this research is based upon the facts collected about the behavioral reflection of the employees which investigates the effect of employee motivation at work. It is suggested that future study may investigate the empowerment effect of an employee's performance.

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