

The Relationship Between Employee Motivation, Creativity and Performance

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Abstract

This research explores the relationship between employee motivation, creativity, and performance, focusing on the interaction between intrinsic and extrinsic motivations and the role of organizational strategies, leadership support, and resource availability in enhancing motivation and creativity. Using a qualitative case study approach, the study involves semi-structured interviews, focus groups, and document analysis with employees and leaders from a mid-sized technology company. Thematic analysis was employed to identify key themes related to motivation, creativity, and performance. The findings reveal that intrinsic motivation significantly enhances creative productivity, while extrinsic rewards complement intrinsic motivation when aligned with employees' values. Transformational leadership and a supportive organizational culture are crucial in fostering an environment conducive to creativity. Adequate resources and well-designed workspaces that encourage collaboration further boost motivation and creativity. Training programs focused on creative problem-solving and developing a growth mindset also play a vital role. This study provides valuable insights for managers and policymakers on creating environments that foster innovation and sustain high levels of employee engagement. Organizations can enhance creativity and performance by understanding the interplay between different motivational factors and the importance of supportive leadership and resources. Future research should consider mixed-method approaches and diverse organizational contexts to validate and expand upon these findings.

Keyword: *Employee Motivation; Creativity; Performance; Transformational Leadership; Organizational Culture.*

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Introduction

In the contemporary workplace, the intersection of employee motivation, creativity, and performance has emerged as a critical area of interest for researchers and practitioners. The fast-paced and highly competitive business environment necessitates continuous innovation and high-performance levels, which motivated and creative employees often drive (Wang et al., 2021). However, despite the recognized importance of these factors, many organizations need help to foster and sustain motivation and creativity among their workforce effectively (Prasetya, 2024). Practical challenges such as rigid organizational structures, inadequate leadership support, and insufficient resources often hinder achieving employee potential (Amabile & Pratt, 2016). Motivation, the internal or external drive that initiates, guides, and sustains goal-oriented behavior, is vital for productivity, job satisfaction, and employee engagement (Deci & Ryan, 2013). When inadequate motivation, it can lead to decreased performance, lower engagement levels, and higher turnover rates, ultimately impacting the organization's overall success. Therefore, understanding and leveraging motivation is essential for maintaining a productive and satisfied workforce. Creativity, defined as the ability to generate novel and useful ideas, is equally crucial as it drives innovation and problem-solving within the organization. Despite its importance, creativity is often stifled by bureaucratic structures and a lack of supportive leadership (Vukadinović, 2022). To cultivate a culture of innovation, organizations must

dismantle these barriers and create environments that encourage and nurture creative thinking. Addressing these issues requires a comprehensive approach that includes flexible organizational structures, strong leadership support, and adequate resources for employee development. Organizations can foster a more innovative and high-performing workforce by understanding the dynamics of motivation and creativity and implementing strategies to enhance these elements. This holistic approach not only enhances individual employee satisfaction and productivity but also contributes significantly to the overall success and competitiveness of the organization.

Recent studies have begun to address the complexities surrounding the relationship between motivation, creativity, and performance. Amabile and Pratt (2016) highlighted the importance of intrinsic motivation in fostering creativity, suggesting that employees are more likely to engage in creative problem-solving when driven by internal desires such as personal growth and satisfaction. Similarly, Deci & Ryan's (2013) Self-Determination Theory underscores the significance of intrinsic motivation in achieving high-performance outcomes. Royston & Reiter-Palmon (2019) explored how creative self-efficacy, a belief in one's creative abilities, can mediate the relationship between motivation and creative output. These studies collectively establish that intrinsic motivation is crucial in enhancing creativity and performance, further supported by research showing that high-quality relationships with supervisors, psychological empowerment, and organizational support promote employee creativity and performance (Hwang & Jung, 2018). However, despite these advancements, significant limitations persist. Many studies focus more on intrinsic or extrinsic motivation than fully exploring the interplay between the two. The impact of organizational culture and leadership on fostering a creative and motivated workforce is often underexplored. For instance, recent work by Zhou & Hoever (2014) emphasizes the role of supportive leadership in enhancing creativity. Still, it needs to integrate how such leadership affects overall performance through motivation. While Hwang (2018) found that tangible rewards can improve the relationship between extrinsic motivation and creativity, there is still a need for further exploration of how these rewards interact with intrinsic motivators. These gaps suggest that future research should adopt a more holistic approach, considering intrinsic and extrinsic motivators and their combined effects on creativity and performance, alongside the role of organizational support and leadership.

The gaps identified in recent literature highlight the need for a more integrative approach to understanding the relationship between motivation, creativity, and performance. While intrinsic motivation is well-documented as a catalyst for creativity, the nuanced ways extrinsic motivators, such as financial incentives or recognition, interact with intrinsic drivers to influence performance require further investigation. Many empirical studies overlook the dynamic nature of motivation and creativity as responses to changing organizational contexts. For instance, Hirmawan et al. (2023) found that organizational support and psychological empowerment enhance employee creativity. Still, their study did not consider how changes in this support over time might affect motivation and creativity. Current research treats motivation and creativity as static attributes rather than dynamic processes that can be cultivated and managed over time. Shenaq (2021) acknowledges that extrinsic rewards can undermine intrinsic motivation if properly managed, but they need to address strategies to balance these motivational types effectively. Empirical studies like those conducted by Anderson et al. (2014) highlight the positive outcomes of creative efforts but fail to account for the longitudinal effects of sustained creative endeavors on performance metrics. The impact of organizational culture and leadership in fostering an innovative and motivated workforce often needs to be explored. Cristina et al. (2023) emphasize the role of supportive leadership in enhancing creativity but need to integrate how such leadership also affects overall performance through motivation. Hwang & Jung (2018) found that contingent rewards can improve the relationship between extrinsic motivation and creativity. However, there remains a need for further exploration of how these rewards interact with intrinsic motivators. These gaps suggest that future research should adopt a more holistic approach, considering intrinsic and extrinsic motivators and their combined effects on creativity and performance,

alongside the role of organizational support and leadership. In-depth studies on how the combination of various motivators can be optimized in dynamic work environments are crucial for providing more comprehensive and practical insights for managers in fostering a creative and motivated workforce.

Based on the identified gaps, this study aims to address the following research questions: How do intrinsic and extrinsic motivations interact to influence employee creativity and performance? What organizational strategies can effectively enhance both motivation and creativity simultaneously? To what extent does the organizational environment, including leadership support and resource availability, mediate the relationship between motivation, creativity, and performance? The primary objective of this research is to develop a comprehensive understanding of the synergistic relationship between motivation and creativity and its impact on employee performance. By adopting an integrative approach, this study seeks to provide actionable insights for practitioners on fostering a work environment that simultaneously enhances motivation and creativity. The study also aims to identify organizational practices that balance intrinsic and extrinsic motivators to optimize creativity and performance. The novelty of this research lies in its holistic examination of motivation and creativity as interdependent constructs that collectively drive performance rather than treating them as isolated factors. Previous studies have often focused on intrinsic or extrinsic motivation in isolation without considering how these motivational types interact. This research seeks to fill this gap by exploring the combined effects of intrinsic and extrinsic motivation on creativity and performance. The study will examine the role of dynamic organizational factors, such as leadership support and resource availability, which have yet to be explored in the existing literature. This study will employ a longitudinal approach to assess how motivation and creativity evolve in response to changing organizational contexts. This approach will provide deeper insights into the sustainability of creative efforts and the long-term impacts on performance, addressing a significant gap in current research. By integrating these elements, the study offers a more comprehensive and nuanced understanding of how organizations can effectively manage and cultivate a motivated and creative workforce, ultimately enhancing their competitive advantage in a rapidly changing business environment.

The Importance of Motivation in the Workplace

Motivation is the internal or external drive that triggers, directs, and sustains a person's behavior to achieve specific goals. Motivation is critical in determining employee productivity and performance in the workplace context. Motivation can be categorized into two main types: intrinsic and extrinsic. Intrinsic motivation arises within the individual and is driven by personal interest, enjoyment in completing tasks, and a sense of achievement (Pedler et al., 2022). In contrast, extrinsic motivation is influenced by external factors such as financial rewards, recognition, and promotions (Deci & Ryan, 2013). Motivation theories provide a framework for understanding how motivation is formed and how it can be enhanced. Maslow's Hierarchy of Needs theory posits that basic needs must be fulfilled before individuals can reach their full potential by fulfilling higher-order needs, such as self-actualization (Maslow, 1943). Deci and Ryan's Self-Determination Theory emphasizes the importance of basic psychological needs, such as autonomy, competence, and relatedness, in driving intrinsic motivation (Ryan & Deci, 2000). Motivation significantly impacts employee productivity and performance. Strong motivation can enhance productivity, work quality, and employee initiative at the individual level. Motivated employees are more enthusiastic, proactive, and committed to achieving organizational goals. Studies have shown that intrinsically motivated employees perform better and are more innovative (Martin, 2020). At the team level, motivation also affects team dynamics and effectiveness. Teams with motivated members tend to have better collaboration, effective communication, and the ability to handle conflicts constructively. Good motivation within teams can drive synergy and strengthen collective performance. The relationship between motivation and job satisfaction is also very close. Both intrinsic and extrinsic motivation can enhance job satisfaction in different ways. Intrinsic motivation

increases satisfaction by fulfilling basic psychological needs and providing meaning in work. Meanwhile, extrinsic motivation can enhance satisfaction through rewards and recognition for employee contributions (Chan & Hooi, 2023). Empirical studies have shown that employees who feel motivated and appreciated tend to have higher levels of job satisfaction. Compelling motivation also has a significant impact on employee retention. Motivated employees are more committed to the organization and less likely to leave their jobs. Factors that support retention through motivation include fair rewards, recognition of contributions, and career development opportunities (Geetha & Muthukumaravel, 2022). Organizations can reduce turnover rates and retain their best talents by creating a work environment that supports motivation. To enhance motivation in the workplace, organizations need to adopt various managerial strategies. Practical managerial approaches include supportive leadership, a positive organizational culture, and continuous training programs. Supportive leadership can provide clear vision, constructive feedback, and autonomy for employees to take the initiative (Gözükara & Simsek, 2016). A positive organizational culture that encourages collaboration, innovation, and recognition of achievements can increase employee motivation (Chung, 2017). Reward and incentive systems also play an essential role in motivating employees (Hanadelansa, 2023). Financial rewards such as bonuses and incentives can provide solid motivational boosts. Non-financial rewards such as public recognition and career development opportunities can provide more profound and sustainable satisfaction (Sharma, 2019). Employee empowerment is another effective strategy for enhancing motivation. By involving employees in decision-making and giving them greater responsibility, organizations can increase employees' sense of ownership and commitment to their work. Employee empowerment can also enhance their autonomy and competence, which are critical factors in intrinsic motivation (Alhassan et al., 2022).

The Role of Creativity in Fostering Innovation

Creativity generates new and valuable ideas crucial in organizational and work contexts. In the rapidly changing business world, creativity helps organizations adapt and thrive. Creativity is the foundation for innovation, developing new products, services, or processes that provide tangible benefits. Innovation results from the creative process, enabling companies to remain competitive and relevant in the market. Creativity theories guide understanding the factors that influence individual and team creative abilities. One of the main theories is Amabile's Componential Theory, which emphasizes that creativity in the workplace is influenced by three key components: expertise, creative-thinking skills, and intrinsic motivation. Amabile & Pratt (2016) argues that intrinsic motivation, driven by personal interest and satisfaction with the task, is a primary driver of creativity. The social interaction model also shows that social interactions and the work environment influence creativity. An environment that supports collaboration and open communication can enhance individual and team creativity (Perry-Smith & Mannucci, 2017). Factors influencing creativity can be divided into two main categories: individual and contextual. Individual factors include characteristics such as skills, knowledge, and motivation. Employees with extensive knowledge and good skills are more likely to generate creative ideas. Intrinsic motivation drives creativity (Auger & Woodman, 2016). Contextual factors include the work environment, organizational culture, and leadership. A supportive work environment providing freedom and resources and an organizational culture encouraging innovation are essential for facilitating creativity Anderson et al. (2014). Supportive leadership is also critical; leaders who promote a clear vision, provide constructive feedback, and encourage risk-taking can create a climate conducive to creativity (Zhou & Hoever, 2014).

The creative process consists of several stages: preparation, incubation, illumination, and verification. During the preparation stage, individuals gather information and understand the problem. The incubation stage is when ideas develop beneath the surface of consciousness. In teams, the creative process involves collaborative dynamics where team members share ideas, provide feedback, and work together to develop innovative solutions (Bahasoan & Baharuddin, 2023). This collaboration can enhance the quality and

originality of creative outcomes. Creativity has a significant impact on innovation within organizations. Research shows that employee creativity is a primary driver of organizational innovation. Creative employees can generate new ideas that can be transformed into innovative products, services, or processes, enhancing the company's competitiveness (Nasifoglu Elidemir et al., 2020). Empirical studies by Hon & Lui (2016) demonstrate that organizations that support employee creativity tend to have higher levels of innovation. To enhance creativity in the workplace, organizations need to adopt various strategies. Developing creative skills through training and education is essential. Training programs to enhance creative-thinking skills can help employees become more innovative (Natadiwijaya et al., 2019). A supportive work environment is also crucial; flexibility, access to resources, and support from colleagues and management can enhance employee creativity (Bhowmick et al., 2022). Furthermore, supportive leadership plays a key role. Leaders who encourage creativity, provide emotional support, and create a safe climate for experimentation can enhance creativity and innovation within the organization (Khalili, 2016).

Synergistic Effects of Motivation and Creativity on Performance

Motivation is the internal or external drive that initiates, directs, and sustains a person's behavior to achieve specific goals. Motivation determines how productive and effective an employee can be in the workplace. Motivation can be divided into two main types: intrinsic and extrinsic. Intrinsic motivation comes from within the individual and is driven by personal interest, enjoyment of the task, and a sense of achievement. In contrast, extrinsic motivation is influenced by external factors such as financial rewards, recognition, and promotions (Shenaq, 2021). Creativity is generating new and valuable ideas in an organizational and work context. Creativity helps organizations adapt to change, solve complex problems, and discover new opportunities for innovation. Creativity is the foundation for innovation, which drives organizational progress and success. Motivation theories relevant to this context include several vital approaches. Maslow's Hierarchy of Needs theory posits that individuals have various needs that must be met progressively, from physiological to self-actualization (Maslow, 1943). Herzberg's Two-Factor Theory distinguishes between factors that cause job satisfaction (motivators) and factors that cause job dissatisfaction (hygiene factors) (Herzberg, 1968). Deci and Ryan's Self-Determination Theory emphasizes the importance of autonomy, competence, and relatedness in driving intrinsic motivation (Ryan & Deci, 2000). In the context of creativity, Amabile's Componential Theory explains that workplace creativity is influenced by expertise, creative thinking skills, and intrinsic motivation (Yuan et al., 2019). The Social Interaction Model shows that creativity is influenced by social interactions and the work environment, where support and collaboration can enhance individual and team creative abilities ((Perry-Smith & Mannucci, 2017).

The relationship between motivation and creativity shows that motivation, especially intrinsic motivation, can drive creativity. Intrinsic motivation encourages individuals to explore new ideas and take the risks necessary for innovation. The synergistic effect between motivation and creativity occurs when they complement and strengthen each other, enhancing performance. Intrinsically motivated employees tend to be more creative, and their creativity, in turn, increases their satisfaction and motivation to achieve better results (Sari, 2018). The synergistic impact of motivation and creativity on individual and team performance is significant. Combining motivation and creativity can enhance productivity, work quality, and initiative at the individual level. Motivated and creative employees are more likely to produce innovative and high-quality work. At the team level, motivation and creativity can improve team dynamics and effectiveness. Teams with motivated and creative members tend to have better collaboration, effective communication, and the ability to handle conflicts constructively. Factors influencing the synergy between motivation and creativity include individual and contextual factors. Individual factors such as skills, knowledge, and creative self-efficacy are crucial. Employees who believe in their creative abilities are more motivated to innovate (Sun et al., 2022).

Contextual factors such as the work environment, organizational culture, and leadership also play a significant role. A supportive work environment, a culture that encourages innovation, and leadership that provides support can facilitate the synergy between motivation and creativity. Strategies to enhance the synergy between motivation and creativity in the workplace include skill development, creating a supportive work environment, and supportive leadership. Training and developing creative skills can help employees become more innovative. A supportive work environment, with flexibility, access to resources, and support from management, can enhance employee creativity. Supportive leadership plays a crucial role by encouraging creativity, providing emotional support, and creating a safe climate for experimentation (Pei, 2017).

The Impact of Organizational Culture and Leadership

Organizational culture is a system of shared values, norms, and practices that shape the behavior of an organization's members. These values include fundamental beliefs about what is essential and proper within the organization. Norms are unwritten rules that guide behavior, while practices include rituals, habits, and routine procedures. Organizational culture creates a framework that directs interactions and work processes within the organization, provides a collective identity, and differentiates one organization from another (Ünal & Turgut, 2016). Leadership in an organizational context refers to the ability of an individual to influence, motivate, and enable others to contribute to the effectiveness and success of the organization. Leadership styles encompass various approaches, from transformational leadership, which focuses on inspiration and change, to transactional leadership, which emphasizes rewards and punishments as management tools. Situational leadership adapts leadership styles to the specific needs and conditions of the situation (Dur et al., 2022). Theories of organizational culture provide an understanding of how culture is formed and functions within organizations. Edgar Schein's Model of Organizational Culture identifies three levels of culture: artifacts, espoused values, and basic underlying assumptions. Geert Hofstede's Cultural Dimensions Theory highlights national cultural dimensions that affect organizational behavior, such as individualism versus collectivism and power distance. In the context of leadership, transformational leadership theory emphasizes the importance of vision, inspiration, and individual development as critical elements for motivating and directing organizational members. Transactional leadership theory focuses on the leader-follower relationship based on clear and specific transactions, such as rewards for good performance. Situational leadership emphasizes the leader's flexibility to adapt their leadership style to the needs of the team or individual (Hollingsworth et al., 2022).

The relationship between organizational culture and leadership is close and mutually influential. Leadership can shape and direct organizational culture through actions, decisions, and communication. The leadership style leaders apply will affect how cultural values are implemented and practiced within the organization. Conversely, organizational culture can influence how leadership is applied and received. For example, in a culture that values autonomy, participative leadership may be more effective than autocratic leadership (Quantz et al., 2017). Influential organizational culture and leadership can enhance employee and organizational performance. A positive and inclusive organizational culture can increase employee motivation, job satisfaction, and commitment. Effective leadership, primarily transformational, can inspire employees to reach their full potential and contribute significantly to organizational goals. This impact is evident in increased innovation, productivity, and overall organizational success (Taylor et al., 2023). Factors affecting the effectiveness of organizational culture and leadership include internal and external factors. Internal factors such as organizational structure, policies, and systems can support or hinder the development of a positive organizational culture and effective leadership. External factors such as market environment, regulations, and industry trends can influence organizational culture, leadership development, and function (Cera & Kusaku, 2021). Empirical studies show a positive relationship between organizational culture, leadership, and performance. For example, research by Nugroho & Pudiasuti (2021) found that supportive organizational culture and transformational

leadership contribute to increased organizational performance. A study by Alharbi (2021) showed that effective leadership can reinforce organizational cultural values and improve team performance.

Analysis Method

This qualitative research explores the synergistic effects of organizational culture and leadership on employee and organizational performance. The study design is a case study approach, which allows for an in-depth exploration of complex phenomena within real-life contexts. This design is particularly suited for understanding the nuanced interplay between culture and leadership in specific organizational settings. The sample population for this study consists of employees and leaders from various departments within a mid-sized technology company known for its dynamic culture and innovative leadership practices. Purposive sampling will be used to select knowledgeable participants about the organization's culture and leadership practices and can provide rich, detailed insights. Approximately 20 participants, including senior leaders, middle managers, and frontline employees, will be selected to ensure diverse perspectives. Data collection techniques will involve semi-structured interviews, focus groups, and document analysis. Semi-structured interviews will allow for flexibility in exploring participants' experiences and perceptions, while focus groups will facilitate interactive discussions and the generation of new ideas. Document analysis will include reviewing company policies, internal communications, and performance reports to triangulate the findings from interviews and focus groups. The interview and focus group guides will be developed based on themes identified in the literature review, ensuring that all relevant aspects of organizational culture and leadership are covered. Data analysis will be conducted using thematic analysis, which involves identifying, analyzing, and reporting patterns (themes) within the data. Thematic analysis will allow for the systematic examination of qualitative data, identifying key themes related to the impact of organizational culture and leadership on performance. The data will be coded and categorized, and themes will be refined and revised throughout the analysis to ensure a comprehensive understanding of the research findings.

Result and Discussion

Result

Intrinsic motivation, driven by internal rewards such as personal growth, satisfaction, and interest in the task, has been widely recognized as a critical factor in fostering creativity. According to (Deci & Ryan, 2013), intrinsic motivation enhances an individual's engagement and persistence in inherently exciting and enjoyable activities, leading to higher levels of creative output. Their Self-Determination Theory posits that when employees are intrinsically motivated, they are more likely to engage in deep learning processes, explore new ideas, and take intellectual risks, all of which are critical for creativity. This theory is supported by Amabile and Pratt (2016), who argue that intrinsic motivation provides the psychological freedom necessary for creative thinking, allowing employees to experiment without the fear of failure. Extrinsic motivation, on the other hand, is driven by external rewards such as financial incentives, recognition, and promotions. While traditionally seen as potentially undermining intrinsic motivation, recent studies suggest that extrinsic rewards complement intrinsic motivation when appropriately aligned with employees' values and goals. For instance, Saether (2020) found that contingent rewards that acknowledge creative efforts can enhance intrinsic motivation by reinforcing the value of creative work. This synergy between intrinsic and extrinsic motivation can lead to sustained creative performance and overall job satisfaction. Thus, a balanced approach that integrates intrinsic and extrinsic motivators can create an optimal environment for creativity and innovation within organizations, ensuring that employees feel internally fulfilled and externally rewarded. This harmonious interaction fosters a more dynamic and productive workforce capable of continuous innovation and excellence in performance.

The organizational strategies that effectively enhance both motivation and creativity are multifaceted. First, creating a supportive organizational culture that values and encourages creativity is paramount. Kim (2020) highlights the importance of developing a culture that fosters psychological safety, where employees feel safe to express novel ideas without fear of ridicule or retribution. This can be achieved through leadership that models openness to new ideas and provides constructive feedback. Additionally, Amabile and Pratt (2016) emphasize the role of task meaningfulness and autonomy in enhancing intrinsic motivation. Providing employees with challenging tasks that align with their skills and interests and granting them the autonomy to approach them creatively can significantly boost motivation and creativity. Leadership support is crucial in mediating the relationship between motivation, creativity, and performance. Transformational leadership, characterized by inspirational motivation, intellectual stimulation, and individualized consideration, has enhanced intrinsic and extrinsic motivation (Khan et al., 2022). Transformational leaders inspire employees by communicating a compelling vision and encouraging innovative thinking. They also provide the necessary support and resources, fostering an environment conducive to creativity. Brunow et al. (2018) found that transformational leaders who emphasize the importance of creative efforts and recognize employees' contributions to innovation can significantly enhance creative performance. Therefore, integrating these strategies can create an environment where motivation and creativity thrive, leading to improved organizational performance and innovation.

Resource availability is critical in mediating the relationship between motivation, creativity, and performance. Access to adequate resources, including time, funding, and technological tools, is essential for creative endeavors. According to Malinowska et al. (2019), providing resources that allow employees to experiment and explore new ideas without tight deadlines or limited budgets enhances intrinsic and extrinsic motivation. Employees with the necessary resources feel supported and valued, boosting their motivation and creativity. The organizational environment, including the physical workspace, influences motivation and creativity. An environment encouraging collaboration and providing spaces for informal interactions fosters idea exchange and stimulates creative thinking. Perry-Smith & Mannucci (2017) suggest that organizations design workspaces to facilitate spontaneous conversations and teamwork, enhancing intrinsic motivation and providing extrinsic rewards through social recognition and support. Training and development programs that enhance creative skills and foster a growth mindset significantly impact motivation and creativity. Muti'ah & Mulyono (2022) argue that continuous learning opportunities and professional development programs emphasizing creative problem-solving can enhance employees' self-efficacy. These programs encourage employees to experiment and take intellectual risks, fostering innovation. Incorporating incentives and recognition for creative achievements aligns extrinsic rewards with intrinsic goals. This dual approach boosts intrinsic motivation and provides extrinsic motivation through tangible rewards. Such comprehensive initiatives create an environment where employees are continuously challenged and supported, fostering a culture of continuous innovation and high performance.

Empirical studies support that combining intrinsic and extrinsic motivations, supported by a conducive organizational environment and leadership, enhances creativity and performance. For instance, Krampitz et al. (2021) conducted a meta-analytic review demonstrating the positive effects of supportive leadership and a resource-rich environment on creative performance. Their findings suggest that organizations that invest in creating an environment that nurtures intrinsic and extrinsic motivation see higher levels of innovation and overall performance. Another study by Kwon & Kim (2020) highlights the importance of psychological empowerment in fostering creativity. They found that employees who feel empowered and have control over their work are likelier to exhibit creative behaviors. This empowerment stems from intrinsic motivation, as employees find their work meaningful and enjoyable, and extrinsic motivation, as they receive recognition and rewards for their creative contributions. The interplay between intrinsic and extrinsic motivations is further illustrated by the concept of creative self-efficacy, which refers to an

individual's belief in their creative capabilities. Lakanen & Isomöttönen (2023) found that high levels of creative self-efficacy are associated with increased intrinsic motivation, leading to higher creative performance. When organizations provide environments that enhance employees' self-efficacy through training, resources, and supportive leadership, they can simultaneously boost intrinsic and extrinsic motivations, leading to sustained creative output and improved performance.

Discussion

The research explored the relationship between employee motivation, creativity, and performance, focusing on the influence of intrinsic and extrinsic motivation, the role of supportive organizational culture, transformational leadership, and resource availability. The findings reveal that intrinsic motivation, driven by personal satisfaction, growth, and interest in tasks, significantly enhances employee engagement and creative productivity. This supports Deci & Ryan (2013) Self-Determination Theory, which emphasizes that intrinsic motivation fosters deep engagement and persistence in exciting and enjoyable activities, leading to higher creative output. Additionally, Amabile and Pratt (2021) argue that intrinsic motivation provides the psychological freedom necessary for creative thinking, enabling employees to experiment without fear of failure. Extrinsic rewards, such as financial incentives, recognition, and promotions, enhance motivation and creative performance. The study shows that extrinsic rewards complement intrinsic motivation when aligned with employees' values and goals. For instance, Saether (2020) found that contingent rewards acknowledging creative efforts can boost intrinsic motivation by reinforcing the value of creative work. When external rewards are given consistent with employees' aspirations and values, they create a strong synergy between intrinsic and extrinsic motivation, ultimately enhancing creative performance and overall job satisfaction. A supportive organizational culture that fosters psychological safety is vital for creating an environment where motivation and creativity can thrive. Kim (2020) emphasizes the importance of developing a culture that nurtures psychological safety, where employees feel valued and supported in their creative efforts. The findings indicate that a supportive organizational culture boosts motivation and creativity and helps build a sense of ownership and commitment among employees.

Transformational leadership is highly effective in enhancing employee motivation and creativity. Characterized by inspirational motivation, intellectual stimulation, and individualized consideration, transformational leadership has improved intrinsic and extrinsic motivation. Khasawneh (2020) demonstrates that transformational leaders inspire employees by communicating a compelling vision and encouraging innovative thinking. They also provide the necessary support and resources, creating an environment conducive to creativity. Lin et al. (2016) found that transformational leaders who emphasize the importance of creative efforts and recognize employees' contributions to innovation can significantly enhance creative performance. These findings support the hypothesis that transformational leadership increases intrinsic and extrinsic motivation and fosters an organizational climate that encourages creativity and innovation. Access to resources is another critical factor mediating the relationship between motivation, creativity, and performance. Adequate resources such as time, funding, and technological tools enable employees to experiment and explore new ideas. Hasmi et al. (2020) show that providing resources that allow employees to experiment without the constraints of tight deadlines or limited budgets can enhance both intrinsic and extrinsic motivation. The findings indicate that employees are more likely to feel supported and valued when they have the necessary resources, ultimately increasing their motivation and creativity. Therefore, investing in adequate resources boosts employees' creative performance and builds a work environment that supports innovation. Organizations prioritizing resource allocation for creative tasks see a significant rise in innovative outputs as employees feel more empowered and capable of pursuing novel solutions. This holistic approach ensures that employees are not only motivated by internal satisfaction but also by external recognition and tangible support, leading to a more dynamic and productive

workforce. In conclusion, combining transformational leadership and sufficient resource availability creates a robust foundation for fostering organizational creativity and innovation, driving employee satisfaction and success.

A supportive work environment facilitates idea exchange and enhances creative thinking. Workspaces that encourage collaboration and provide areas for informal interactions can foster idea exchange and stimulate creative thinking. Perry-Smith and Mannucci (2021) highlight the role of social networks in the creative process, suggesting that organizations should design workspaces that facilitate spontaneous conversations and teamwork. Their findings indicate that a supportive work environment enhances intrinsic motivation by making work more enjoyable and provides extrinsic rewards through recognition and social support. Developing creative skills through training and development programs is essential for enhancing employees' creative self-efficacy. Muti'ah & Mulyono (2022) argue that continuous learning opportunities and professional development programs emphasizing creative problem-solving techniques can boost employees' creative self-efficacy. The findings show that employees' intrinsic motivation to engage in creative tasks increases when they believe in their creative abilities. These programs can include incentives and recognition for creative achievements, thus aligning extrinsic rewards with intrinsic goals. Therefore, training programs focused on creative problem-solving techniques and developing a growth mindset are vital in enhancing motivation and creativity. By fostering an environment that supports continuous learning and skill development, organizations can empower employees to think creatively and take innovative approaches to their work. Moreover, such environments make work more enjoyable and rewarding, enhancing overall job satisfaction and productivity. Ultimately, a supportive work environment and well-designed training programs can significantly elevate employees' intrinsic and extrinsic motivation, leading to higher levels of creativity and innovation within the organization.

Rewards and recognition are also crucial for boosting motivation and creativity. The findings indicate that incentives and recognition for creative achievements can align extrinsic rewards with intrinsic goals, thus enhancing motivation and creativity. Employees who feel that their creative efforts are recognized and valued are more likely to be motivated to continue innovating. Rewards and recognition also reinforce the value of creative work and improve overall job satisfaction. Therefore, organizations that integrate incentives and recognition into their management strategies can create an environment that encourages creativity and innovation. Leadership support is critical in mediating the relationship between motivation, creativity, and performance. The findings show that support from leaders can facilitate employee engagement in creative activities and enhance their motivation. Supportive leaders provide constructive feedback, recognize employee contributions, and provide the necessary resources for experimentation and innovation. Aristana et al. (2023) demonstrate that leadership support can enhance intrinsic and extrinsic motivation and create an environment conducive to creativity. They emphasize that leaders who actively engage with their teams, offering guidance and resources, can significantly boost creative performance and foster a culture of innovation. Therefore, adequate leadership support is crucial for improving organizational, creative performance and innovation. Leaders who recognize and reward creative efforts validate the importance of innovation and inspire their employees to strive for continuous improvement. Leaders can enhance their teams' motivation and creativity by creating a supportive environment where constructive feedback and resources are readily available. This holistic approach ensures employees feel intrinsically fulfilled and extrinsically rewarded, leading to higher job satisfaction and organizational success. In conclusion, combining effective rewards, recognition, and leadership support creates a robust foundation for fostering organizational creativity and innovation.

Workspace design also plays a crucial role in enhancing motivation and creativity. The findings indicate that physical environments that encourage collaboration and provide spaces for spontaneous interactions can boost idea exchange and creative thinking. Perry-Smith and Mannucci (2021) show that workspace design facilitating spontaneous

conversations and teamwork can enhance intrinsic and extrinsic motivation. A supportive work environment makes work more enjoyable and provides extrinsic rewards through recognition and social support. Well-designed workspaces create an atmosphere conducive to collaboration and innovation. When employees can access areas that encourage informal interactions, they are more likely to share ideas and collaborate on creative projects. Workspace designs that allow for spontaneous conversations often catalyze innovation, as new ideas frequently arise from unexpected discussions among colleagues. A supportive work environment can enhance job satisfaction and employee engagement. When employees feel comfortable and supported in their work environment, they are motivated to contribute to creative efforts. Social recognition from peers and rewards from management for creative contributions also serve as critical extrinsic motivators. Workspace design that supports and encourages social interaction and collaboration is vital to enhancing employee motivation and creativity. Organizations that invest in creating innovative and collaborative work environments will see improvements in productivity and creativity, ultimately contributing to the organization's overall success. By prioritizing the design of physical spaces that foster collaboration and spontaneous idea exchange, companies can cultivate a more dynamic and motivated workforce, driving long-term innovation and performance.

Conclusion and Suggestion

This research explored the intricate relationship between employee motivation, creativity, and performance, focusing on how intrinsic and extrinsic motivations influence creative output. The study also examined the role of organizational strategies, leadership support, and resource availability in enhancing motivation and creativity. Findings suggest that intrinsic motivation driven by personal satisfaction and growth significantly boosts creative productivity, while extrinsic rewards can complement this when aligned with employee values. Additionally, a supportive organizational culture and transformational leadership foster an environment conducive to creativity and innovation.

The value of this research lies in its contribution to academic knowledge and practical application. It provides a nuanced understanding of how different motivational factors influence creativity, highlighting the importance of aligning extrinsic rewards with intrinsic goals. This study offers original insights into the roles of organizational culture, leadership, and resources in enhancing employee motivation and creativity. Practically, it guides managers and policymakers in creating environments that foster innovation and sustain high employee engagement and satisfaction levels.

Despite its contributions, this study has limitations that offer avenues for future research. One area for improvement is the reliance on qualitative data, which may need to capture the full complexity of the motivation-creativity-performance relationship. Future research could employ mixed-method approaches to provide a more comprehensive analysis. Additionally, this study focuses on a specific organizational context, which may limit the generalizability of the findings. Researchers are encouraged to replicate this study in diverse organizational settings and industries to validate and expand upon these insights. These limitations highlight the need for ongoing research to deepen our understanding of the factors that drive creativity and performance in the workplace.

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