# TABLE OF CONTENTS

## Chapter One

1. Introduction
   1.1 Statement of Research Problem and Research Question 1
   1.2 Research Significance 6
   1.3 Definitions 7
     1.3.1 Creativity 8
     1.3.2 Radical and Incremental Creative Behavior 8
     1.3.3 Intrinsic and Extrinsic Rewards 8
     1.3.4 Enjoyment 9
     1.3.5 Creative Intention 9
     1.3.6 Locus of Control 9
     1.3.7 Self Efficacy 10
     1.3.8 Goal Orientation 10
     1.3.9 Organizational Climate 10
     1.3.10 Support for Creativity 11
   1.4 Arrangement of the Remaining Dissertation 11

## Chapter Two

2. Creativity and Reward – Creativity Research 13
   2.1 Definition and Measurement of Creativity 13
   2.2 Classification of Creativity 15
     2.2.1 Incremental and Radical Creativity 15
<table>
<thead>
<tr>
<th>Chapter</th>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.3</td>
<td>Relationship between Rewards and Creative Behavior</td>
<td>17</td>
<td></td>
</tr>
<tr>
<td>2.4</td>
<td>Relationship between Rewards and Classification of Creative Behavior</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>2.5</td>
<td>The Cognitive Perspective</td>
<td>22</td>
<td></td>
</tr>
<tr>
<td>2.5.1</td>
<td>Over Justification Hypothesis</td>
<td>23</td>
<td></td>
</tr>
<tr>
<td>2.5.2</td>
<td>Cognitive Evaluation Theory</td>
<td>23</td>
<td></td>
</tr>
<tr>
<td>2.5.3</td>
<td>Intrinsic Motivation Theory</td>
<td>25</td>
<td></td>
</tr>
<tr>
<td>2.5.4</td>
<td>Empirical Research Supporting Cognitive Perspective</td>
<td>26</td>
<td></td>
</tr>
<tr>
<td>2.6</td>
<td>The Behaviorist Perspective</td>
<td>28</td>
<td></td>
</tr>
<tr>
<td>2.6.1</td>
<td>Learned Industriousness Theory</td>
<td>28</td>
<td></td>
</tr>
<tr>
<td>2.6.2</td>
<td>Creativity as an Intentional Decision</td>
<td>29</td>
<td></td>
</tr>
<tr>
<td>2.6.3</td>
<td>Empirical Research Supporting Behaviorist Perspective</td>
<td>30</td>
<td></td>
</tr>
<tr>
<td>2.7</td>
<td>Importance of Rewards</td>
<td>32</td>
<td></td>
</tr>
<tr>
<td>2.8</td>
<td>Convergence of Cognitive and Behaviorist Perspective</td>
<td>33</td>
<td></td>
</tr>
</tbody>
</table>

**Chapter Three**

3. Personal & Contextual Factors and Creativity | 37   |
3.1 Personality and Creativity – Historical Research | 37   |
3.1.1 Personality and Creativity in Pre FFM Period | 38   |
3.1.2 Personality and Creativity in the FFM Period | 39   |
3.2 Personality in Perspective of Rewards – Creativity Relationship | 41   |
3.2.1 Locus of Control and Self Efficacy | 42   |
3.2.2 Goal Orientation 47

3.3 Environmental Models and Theories of Creativity 52

3.4 Contextual Factors in Perspective of Rewards –
Creativity Relationship 53

3.4.1 Support for Creativity 54

3.4.2 Organizational Climate and Creativity 56

Chapter Four

4. Method 61

4.1 Sample and Data collection 61

4.2 Biases in Survey based Research 64

4.3 Measures 65

4.3.1 Extrinsic and Intrinsic Rewards for Creativity 65

4.3.2 Enjoyment in the task 66

4.3.3 Importance of Extrinsic and Intrinsic Rewards 66

4.3.4 Creative Intention 67

4.3.5 Creative Self Efficacy 67

4.3.6 Locus of Control 67

4.3.7 Goal Orientation 68

4.3.8 Support for Creativity from Supervisor and Coworkers 69

4.3.9 Organizational Climate 69

4.3.10 Incremental and Radical Creative Behavior 70

4.3.11 Control Variables 70
| 4.4 | Analysis and Hypotheses Testing | 70 |

**Chapter Five**

5. Analysis and Results | 73 |
5.1 Data Validation | 73 |
5.2 Rewards and Creative Behavior – Direct Effects | 74 |
5.3 Mediation of Reward – Creative Behavior Relationship | 75 |
5.4 Rewards’ Importance as Moderator of Reward – Creative Behavior Relationship | 78 |
5.5 LOC and CSE as Moderators of Reward – Creative Behavior Relationship | 80 |
5.6 Goal Orientation as Moderator of Reward – Creative Behavior Relationship | 81 |
5.7 Support as Moderator of Reward – Creative Behavior Relationship | 83 |
5.8 Organizational Climate as Moderator of Reward – Creative Behavior Relationship | 85 |
5.9 Post hoc Analysis | 89 |

**Chapter Six**

6. Discussions, Implications and Limitations | 95 |
6.1 Discussions of the Results | 95 |
6.1.1 Rewards and Creative Behavior – Direct Effects | 97 |
<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.1.2</td>
<td>6.1.3</td>
<td>6.1.4</td>
</tr>
<tr>
<td>Mediation of Reward – Creative Behavior Relationship</td>
<td>Rewards’ Importance in the Context of Reward – Creative Behavior Relationship</td>
<td>LOC and CSE in the Context of Reward – Creative Behavior Relationship</td>
</tr>
<tr>
<td>6.2</td>
<td>6.3</td>
<td>6.4</td>
</tr>
<tr>
<td>Theoretical Contributions</td>
<td>Practical Implications</td>
<td>Limitations</td>
</tr>
<tr>
<td>Tables</td>
<td>Figures</td>
<td>References</td>
</tr>
<tr>
<td>Tables</td>
<td>Figures</td>
<td>References</td>
</tr>
</tbody>
</table>