

ORGANIZATIONAL AND MOTIVATIONAL INFLUENCE ON CREATIVITY, WORKING HARD, AND PERFORMANCE: A CASE OF KOREAN MARKETING PRACTITIONERS

Taewon Suh, Saint Louis University
Omar Khan, Saint Louis University

ABSTRACT

This study uses a path model to investigate and assesses organizational and motivational determinants in successful, creative marketing campaigns by analyzing a sample of Korean marketing practitioners. Our primary findings suggest that a supporting work environment for creativity generally boosts the intrinsic motivation of Korean marketing practitioners to plan and work hard, and thus results in creative and effective outcomes. The job performance is well predicted by creativity, working hard, and intrinsic motivation in this model. However, considering its low explained variance, campaign creativity, which is defined here as practical and outcome oriented, may be predicted by factors other than the organizational and motivation factors used in the present study.

Organizational encouragement is more strongly associated with the workers' intrinsic motivation than their creative outcomes. It seems that the creativity-encouraging atmosphere becomes beneficial to the organizations particularly through its enhancing effect on the level of employees' intrinsic motivation. Having said this, Korean workers' intrinsic motivation, the enthusiasm for marketing planning, plays a critical role in our model. It positively influences their creativity, working hard, and performance. This result confirms the view that intrinsic motivation is indeed one of the most prominent personal qualities for the enhancement of creativity. Lastly, it appears that the Korean workers' performance depends on their intrinsic motivation, creative campaigns, and working hard. Since intrinsic motivation also indirectly influences performance through its impact on creativity, it would be reasonable to say that the employees' intrinsic motivation is more strongly associated with performance than their creativity or hard work alone.

In sum, our research provides evidence that the Korean workers' enthusiasm to plan generally has a strong effect on their creativity, working hard, and performance; and that the managerial encouragement motivates their enthusiasm and working hard. Therefore, it should be noted that work environment factors that boost the Korean worker's enthusiasm are important to improve performance outcomes through their effect in enhancing creativity and hard work. Since creativity may fall into the realm of the required characteristics of marketing workers, an organizational means for enhancing creativity must be sought.

The present study has advanced marketing creativity research in two ways. Primarily, this study explored a research model on creativity in the Korean marketing setting in which we had hitherto little knowledge about creativity, its consequences, and managerial tools for its enhancement. It has been suggested elsewhere that the successful companies of the future will be those that find the means to help their employees think and act creatively. If we can take full advantage of the well-developed theories from other areas such as social psychology and organizational behavior, the research potential (and its implications) surrounding marketing creativity would be much bigger than expected. Secondly, this study formulated a path model simultaneously including the workers' creativity and working hard with their motivational and organization antecedents to see their relative impacts on performance. This model is valuable in that the relative importance and impact of creativity can be measured across different job settings; working hard, for example, may prove more critical than another factor given a different functional setting. In this study, we revealed the relative importance of creativity-promoting factors on job outcomes in the Korean marketing setting.