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Abstract

Organizational creativity is the starting point of inventions and innovations in any organization. This thesis aims at finding out suitable ways to utilize extrinsic and intrinsic motivation and rewards to enhance creativity of individuals and teams in a Finnish case company. In this study the components of and factors affecting organizational creativity are presented in order to understand what creativity in an organizational setting is and how it can be utilized.

A case study approach was used in conducting the empirical research. Even though the findings can be useful to other companies to follow, the case study approach aims at investigating a specific case: one company's current setting and the possibilities in the future. The empirical research was carried out by conducting seven qualitative interviews of employees involved in product development tasks and whose work already included creative thinking. These interviews aimed at investigating employees' views and experiences about their individual as well as team creativity. Also, the organizational factors of the case company potentially affecting creativity were investigated. The findings allowed identifying suitable methods to enhance creativity in the organization and also map out those factors considered to be inhibiting or challenging to organizational creativity in the case company. The findings emphasize the importance of open communication, leadership and teamwork to organizational creativity. Also, reducing time constraints and allowing creative thinking to flourish outside of the work setting were considered key to be able increase creativity successfully.

The findings suggest that those employees intrinsically motivated towards work and who already perform creatively find intrinsic rewards to be the most suitable ways to motivate creativity. However, regardless whether the sources of motivation or rewards derive from within or outside of a person, those ones which positively affect intrinsic motivation are to be used. As development work or ideation are many times conducted in team settings, the best way is to motivate and reward creativity is based on team performance rather than individual contributions. This is due to the perceived difficulty in measuring performance as well as the positive impact team rewarding has on organizational creativity in the future. Finding out the best methods to enhance organizational creativity arises from knowing the specifics of the organizational surroundings, the individuals involved and what they consider most suitable. Evaluation of the methods is vital and should be carried out occasionally in order to utilize an organization's creative potential to the fullest.

Key words	Organizational creativity, intrinsic motivation, extrinsic motivation, rewarding
Further information	