The Effect Of Team Member Goal Orientation On Creativity The Moderator Of Formalization And Intevdependence

E-mail: 365042@mail.dyu.edu.tw

ABSTRACT

Extending previous research in identifying team influences stimulating creative expression of individual differences in goal orientation, the present study in public service examined whether learning and proving goal orientation correlated positively with team member creativity, whether avoiding goal orientation correlated negatively with team member creativity, and whether task interdependence and formalization moderated the relationship of goal orientation and creativity. Data were collected from 168 employees in 56 teams at cleaning squad of local government in middle Taiwan. Results indicated learning and proving goal orientation of group member, respectively, was positively related with their creativity; avoiding goal orientation of team member was negatively related with their creativity. HLM results indicated learning goal orientation had stronger positive relationship with creativity under high task interdependence. Formalization has no moderation effect of goal orientation on creativity.

Keywords: Learning Goal Orientation Proving Goal Orientation Avoiding Goal Orientation Creativity Formalization Task Interdependence

Table of Contents

REFERENCES

1.   13   :   2011   15-10   2.   (2005)
                    52   27-51   3.   (2002)
                    4.   (2005)
                50   69-95   5.   (1998)   11
    135-173   6.   (2006)   23   33   85-407   7.

1.Amabile, T. M. (1983). The social psychology of creativity:A componental conceptualization. Journal of Personalityand Social Psychology, 45: 357– 376. 2.Argyle, M. (1987). The psychology of happiness. London: Methuen. 3.Amabile, T. M. (1988).A model of creativity and innovation in organizations. Research in Organizational Behavior,10: 127-167. 4.Amabile, Conti, Coonm, Lazenby & Herron, (1996).Assessing the work environment for creativity. Academy of Management Journal.39 (5):1154-1184. 5.Amabile, T. M. (1996). Creativity in context: Update to the social psychology of creativity. Boulder, CO: Westview Press. 6.Arbreton. A. (1998).Student goal orientation and help-seeking study use. In S. A. Karabenick (Ed).Strategic help seeking   Implications for learning and teaching(pp.61-94).Mahwah. NJ:Erlbaum. 7.Adler, P. S. (1999). Building better bureaucracies. Academy of Management Executive, 13(4): 36– 47. 8.Andrews, M. C., Kacmar , K. M., Blakely, G. L., & Bucklew, N. S. (2008). Group cohesion as an enhancement to the justice-affective commitment relationship. Group & Organizational management, 33(6): 736-755. 9.Burns, T., & Stalker, G. M. (1961). The management of innovation. London: Tavistock. 10.Button, S. B. J. E., Mathieu and D. M., Zajac, (1996). Goal Orientation in Organizational Research: A Conceptual and Empirical Foundation. Organizational Behavior and Human Processes, 67: 26-48. 11.Brett, J. F. and D. VandeWalle, (1999). Goal Orientation and Goal Content as Predictors of Performance in a Training Program. Journal of Applied Psychology,84: 863-873. 12.Bell, B. S., and S. W. J., Kozlowski, (2002). Goal Orientation and Ability: Interactive Effects on Self-efficacy, Performance, and Knowledge. Journal of Applied Psychology, 87: 497-505. 13.Champion , D. J. (1993) . The sociology of organization . New York: MCGRAW-hill. 14.Campion, M. A., Medsker, G. A., and Higgs, A. C.(1993). Relations between work group characteristics and effectiveness: implications for designing effective work group, Personnel Psychology, 46(4): 823-850. 15.Campion, M. A., Medsker, G. J., & Higgs, A. C. (1993). Relations between work group characteristics and effectiveness: Implications for designing effective work groups. Personnel Psychology, 46(4) : 823-850. 16.Chen, C. V., Tang, Y. Y., & Wang, S. J. (2009). Interdependence and organizational citizenship behavior: Exploring the mediating effect of group cohesion in multilevel analysis. The Journal of Psychology, 143(6): 625-640. 17.Dweck, C. S. (1986). Motivation processing affecting, America Psychologist, 41 (10): 1040-1048. 18.Dweck, C. S., and E. L., Leggett, (1988). A Social-cognitive Approach to Motivation and Personality.Psychological Review, 95: 256-273. 19.Drucker, P. F. (1988). The coming of the new organization. Harvard Business Review, 66(1): 45-53. 20.Dweck, C. S. (1999). Self-theories: Their role in motivation, personality and development. Ann Arbor, MI: Psychology Press. 21.DeShon, R. P., & Gillespie, J. Z. (2005). A motivated action theory account of goal orientation. Journal of Applied Psychology, 90: 1096– 1127. 22.Elliot, A. J., (1999). Approach and avoidance motivation and achievement goals. Educational Psychologist, 34: 169– 189. 23.Elliot, A. J., & Church, M. A. (1997). A hierarchical model of approach and avoidance achievement motivation. Journal of Personality and Social Psychology, 72:218– 232. 24.Elliot, A. J., & McGregor, H. A. (2001). A2× 2 achievement goal framework. Journal of Personality and Social Psychology, 80 (3): 501-519. 25.Fried, Y., & Ferris, G. R. (1987). The validity of the jobcharacteristics model. Personnel Psychology, 40(2): 287-322. 26.Ford, J. K. E. M., Smith, D. A., Weissbein, S. M., Gully and E. Salas, (1998). Relationships of Goal Orientation Metacognitive Activity, and Practice Strategies with Learning Outcomes and Transfer. Journal of Applied Psychology, 83: 218-233. 27.Gong, Y., Huang, J. C., & Farh, J. L. (2009). Employee learning orientation, transformational leadership, and employee creativity: The mediating role of employee creative self-efficacy. Academy of ManagementJournal, 52: 765– 778. 28.Hage, J., & Ailen, M. (1970).Social change in complexorganizations. New York:Random House 29.Herbig & Dunphy, S. (1998).Culture and innovation.Cross Cultural Management.5(4):13-21. 30.Hirst, G., van Knippenberg, D., & Zhou, J. (2009). A crosslevel perspective on employee creativity: Goal orientation, team learning behavior, and individual creativity. Academy of Management Journal, 52: 280– 293. 31.Hirst, G., van Knippenberg, D., Chen, C. H., & Sacramen to, C. A. (2011)How does bureaucracy impact individual creativity   A cross-level investigation of team contextual influences on goal oriention- creativity relationships. Academy of management journal, 54(30): 624-641. 32.Janssen, O., & Huang, X. (2008) Us and me: Team identification and individual differentiation as complementary drivers of team members'   citizenship and creative behaviors. Journal of Management. 34(1): 69-88. 33.Kanter, R. M. (1988).When a thousand flowers bloom:Structural, Coollective and social conditions for innovation inorganization. Research in Organizational Behavior,10:169-211. 34.Knight, G. (2000). Entrepreneurship and Marketing Strategy: The SME under Globalization, Journal of International Marketing, Vol. 8(2):12-32. 35.MacDowall, J. (1984).The technology innovation system in, Japan.Journal of Product Innovation anagement,2(5):165-172. 36.Mumford, M. D., & Gustafson, S. B. (1988).Creativity syndrome: Integration application and innovation. Psychological Bulletin.103(1):27-43. 37.Madjar, N., Oldham, G. R., & Pratt, M. G. (2002). There' snoplace like home? The contributions of work andnonwork creativity support to employees creativeperformance. Academy of Management Journal,45: 757– 767. 38.Mathieu, J., Maynard, M. T., Rapp, T., & Gilson, L. (2008). Team effectiveness 1997-2007: A review of recent advancements and a glimpse into the future. Journal of Management. 34(3): 410-476. 39.Nelson-Le Gall. S.,   Jones. E. (1990). Cognitive-motivational influences on the task-related help-seeking behavior of black children. Child Development. 61: 81-589. 40.Nonaka, I., & Takeuchi, H. (1995). The knowledge-creating company. New York, NY: Qxford University Press. 41.Newman. R. S. (1998).Student help seeking during problem solving:Influence of personal and contextual achievement goals. Journal of Educational Psychology. 90(4):644-658. 42.Pierce.J., & Delbecq, A.L. (1977).Organization structure,insivisual attitsual ant innovation. Academy of management REVIEW, 2: 26-37. 43.Philips, J. M., and S. M. Gully, (1997). Role of Goal Orientation, Ability, Need for Achievement, and Locus of Control in the Self-efficacy and Goalsetting Process.Journal of Applied Psychology, 82: 792-802. 44.Perry-Smith, J. E., & Shally, C. E. (2003).The social side of creativity: A static and dynamic social netwok perspective. Academy of management joural, 28(1):89-106. 45.Park, H. S., Baker, C., & Lee, D. W. (2008). Need for cognition, task complexity, and job satisfaction. Journal of Management in Engineering. 24(2): 111-117. 46.Robbins, S. P. (1998). Organizational behavior: Concepts, controversies, applications. 8th International edition, NC: Prentice Hall. 47.Robbins, S. P.

(2003).Orgamizational behavior.NEW Jersey:Prentice-Mall. 48.Raub, S. (2007). Does bureaucracy kill individual initiative? The impact of structure on organizational citizenship behavior in the hospitality industry. International Journal of Hospitality Management, 27:179– 186. 49.Schachter, S. (1959). The psychology of affiliation. Palo Alto, California: Standford University Press. 50.Shalley, C. E. (1995). Effects of coaction, expected evaluation, and goal setting on creativity and productivity. Academy of Management Journal, 38: 483– 503. 51.Steele-Johnson, D. R. S., Beauregard, P. B., Hoover and. A. M., Schmidt, (2000). Goal Orientation and Task Demand Effects on Motivation, Affect, and Performance. Journal of Applied Psychology, 85:724-738. 52.Stewart, G. L., & Barrick, M. R. (2000). Team structure and performance: Assessing the mediating role of intrateam process and the moderating role of task type, Academy of Management Journal, 43(2): 135 -148. 53.Shalley, C. E., Gilson, L. L., & Blum, T. C. (2000). Matching creativity requirements and the work environment: Effects on 54.satisfaction and intent to turnover. Academyof Management Journal, 43: 215– 224. 55.Shalley, C. E., Zhou, J., & Oldham, G. R. (2004). The effects of personal and contextual characteristics on creativity: Where should we go from here? Journal of Management, 30: 933– 958. 56.Shalley, C. E., & Gilson, L. L. (2004). What leaders need toknow: A review of social and contextual factors thatcan foster or hinder creativity. Leadership Quarterly, 15: 33– 53. 57.Tuddenham, R. D. (1959). Correlates of yielding to distorted group norm. Journal of Personality, 27: 67-74. 58.Thompson, V. A. (1965). Bureaucracy and innovation. Administrative Science Quarterly, 10: 1– 20. 59.Triandis, H. C. (1989).The self and social behavior in differing cultural contexts. Psychological Review.96(3):506-520. 60.Taggar, S. (2002). Individual creativity and group ability to utilize individual creative resources: A multilevelmodel. Academy of Management Journal, 45: 315– 330. 61.Tett, R. P., & Burnett, D. D. (2003). A personality traitbased interactionist model of job performance. Journalof Applied Psychology, 88: 500– 517. 62.Urdan , T. C. (1997).Achievement goal theory: Past results, future directions. In M. L. Maehr, &P. R. Pintrich (Eds.), Advances in motivation and achievement , 10: 99-137. 63.Van de ven, A. H. (1986).Central problems in the management of innovation.Management Science,32(5):590-670. 64.VandeWalle, D. (1997). Development and Validation of a Work Domain Goal Orientation Instrument.Educational and Psychological Measurement, 57:995-1015. 65.Van der Vegt, G., Emans, B., & Van de Vliert, E. (1999). Effects of interdependencies in project teams. Journal of Social Psy- chology, 139(2): 202-214. 66.Van der Vegt, G. S., & Janssen, O. (2003). Joint impact of interde- pendence and group diversity on innovation. Journal of Management, 29: 729-751. 67.Woodman, R. W., Sawyer, J. E., & Griffin, R. W. (1993).Toward a theory of organizational creativity. Academy of Management Review, 18(2):293-321. 68.Wageman, R. (1995). Interdependence and group effectiveness, Administrative Science Quarterly, 40(1): 145-180. 69.West, M. A., and N. R. Anderson, (1996). Innovation in Top Management Teams. Journal of Applied Psychology, 81: 680-693. 70.West, M. A. (1987). A Measure of Role Innovation at Work. British Journal of Social Psychology, 26: 83-85. 71.Wageman, R. (2001). How leaders foster team self-management: The relative effects of design activities and hands-on coaching. Organization Science, 12: 559-577. 72.Wolters, C. A. (2004).Advancing achievement goal theory: Using goal structure and goal orientation to predictstudents motivation, cognition, and achievement. Journal of Educational Psychology, 96(2): 236-250. 73.Yli-Renko, H., Autio, E., & Sapienza, H. J. (2001).Social capital, knowledge acquisition, and knowledge exeploitation,in young technology-basedfirms.Strategic Management Journal,22(6/7): 587-613. 74.Young, G. J., Charns, M. P., & Shoretell, S. M. (2001).Top manager and netwok effects on the adoption of innovative management practices:A tudy of TQM in a public hospital system.Strategic Managemert Journal,22(10):935-951. 75.Zaccaro, S. J. (1990). Nonequivalent associations between forms of cohesiveness and group-related outcomes: Evidence for multidimensionality. The Journal of Social Psychology, 13(3): 387-399. 76.Zhou, J., & George, J. M. (2001).When job di ssatisfaction leads to creativity:Encouraging the expression of voice.Academy of Management Journal,44(4):682-696. 77.Zhou, J., & Shalley, C. E. (2003). Research on employee creativity: A critical review and directions for futureresearch. In J. Martocchio (Ed.), Research in personnel and human resource management: 165– 217.