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Burnout and Creativity: The Role of Intrinsic Motivation and Proactive Personality*

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〈목 차〉

Ⅰ. Introduction

In organizational context, occupational stress is a crucial challenge that has been received great attention in contemporary organizational behavior (Lazarus & Folkman, 1984; LePine, LePine & Jakson, 2004; Sonnentag & Frese, 2003). There are vigorous disagreements about terminology and definitions of stress, especially in organizational behavior and psychology, and thus it referred to the internal resisting force against the external environment (Kahn & Byosiere, 1992). Previous studies found the negative effects of occupational stress on the several work-related consequences such as the mental and physical health

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of employees, operation of work group, and organizational performance (Podsakoff, LePine, & LePine, 2007; Rodell & Judge, 2009).

Among various types of stress, this study focuses on employees' perception of burnout. Although considerable researches have shown that they show negative attitudes and behaviors, and poor job performance when employees perceive burnout (Cropanzano, Rupp, & Byrne, 2003; Houkes, Janssen, de Jonge, & Nijhuis, 2001; Taris, 2006), these linkages did not pay attention on the different types of burnout. However, examining different reasons of emotional exhaustion and each of these different mechanisms would be interesting, to investigate their disinct causes of emotional exhaustion. Since individuals have several way of thinking and follow-up action, emotional exhaustion might oriented from many different causes such as interpersonal issues, task itself, work circumstances, inadequate rewards, family concern, and personal characteristics. Moreover, we contemplate the psychological mechanism that resides in between employee burnout and creativity. Based on the conservation of resources model (Hobfoll, 1989) and self-determination theory (Deci & Ryan, 1985; Gagne & Deci, 2005), we argue that intrinsic motivation would mediate the relationship between burnout and creativity. In fact, researchers suggested that intrinsic motivation can be key mechanism for enhancement of creativity due to their pursue of novel and challenging opportunities (Amabile, 1988; Grant & Berry, 2011). Thus, we suggest the indirect relationships between the different sources of emotional exhaustion (personal burnout and task burnout) and creativity through intrinsic motivation.

Although most existing studies have been shown that burnout has critical influence on focal employee creative performance, the effects of burnout can vary. Indeed, Byron and colleagues' meta-analysis (2010) provided an important cue for future research such that stress-creativity relationship is not determined simple way but the nature of the relationship changes depending on a variety of boundary conditions. In particular, we suggest that exhausted employee's

characteristics play a critical role in determining the extent to which that individual will cope the stressed work context. According to motivated action theory (Frese & Zapf, 1994), high degree of proactive personality would buffer the harmful effects of burnout on intrinsic motivation, which can differ negative relationship between burnout and creativity to positive one. Thus, we propose the moderating role of employee's proactive personality on the relationship between burnout and creativity.

To summarize, this study intends to contemplate closer look on the relationship between burnout and creativity by examining mediating psychological mechanism and moderating role of individual differences through their different response. By doing so, we tried to clarify the reason of prior mixed findings and the importance of employee characteristics. In this vein, this study also provides a practical implication; practitioners should be careful in managing employees with different personality to enhance their performance.

Ⅱ. Theoretical Framework and Hypotheses

Job burnout is a pervasive problem for organizations and often a consequence of people work (Maslach & Jackson, 1981; Maslach, Schaufeli, & Leiter, 2001). In organizational literature, burnout refers to the feeling of emotional resource depletion and loss of adaptive resources in their job (Hakanen, Bakker, & Schaufeli, 2006; Maslach, 1982). Since employees try to explain and understand their symptoms in the context of already existing schemata (Bishop, 1991; Eysenck & Keane, 1990), the same emotionally exhausted phenomena could be interpreted in several different ways and its analysis would also influence an individual's modes of thought and the follow-up action deemed necessary. Specifically, burnout can be caused by two sources: personal and task burnout (Kristensen, Borritz, Valladsen, & Christense, 2005). Unlike normal conditions,

employees with burned out may feel that they are lack of resources and energies to engage in work behaviors (Halbesleben & Buckley, 2004).

According to conservation of resource theory (Hobfoll, 1989), if employees experience burnout, employee would be less likely to invest the limited resources but rather maintain a defensive posture to protect those resources (Hobfoll, 2001). Employees who experienced burnout primary motivator becomes protecting whatever scarce resources remain and then they would not have any intrinsic motivation to invest into completing the tasks, duties, resulting fail to do some of creative behavior. Because creativity is considered as part of work performance and needs some resources such as personal characteristics, personal control over the job, and energies, the burnout has negative relationship with creativity. Thus, we expect the following:

Hypothesis 1a: Employee's perception of personal burnout is negatively related to creativity.

Hypothesis 1b: Employee's perception of task burnout is negatively related to creativity.

Intrinsic motivation refers to the desire to expend effort based on interest in and enjoyment of the work that is being performed from an internal drive (Amabile, 1996; Deci and Ryan, 1985; Ryan & Deci, 2000). The motivation comes from the pleasure and interest from the task itself or from the sense of satisfaction in completing or even working on a task (Ryan & Deci, 2000).

Burnout can arise when employee meets burdensome task, repeated daily life, and conflict with others from the workplace. It represents an affective reaction to the gradual depletion of one's intrinsic energetic resources (Lee & Ashforth, 1996; Shirom, 1989). Because individual would be vulnerable to the extent that depletion of energy and emotion resources, one would estrange from self and be cynical to everything. Therefore employees may evoke no

inducement to work and not intrinsically motivated anymore (Best et al., 2005; Leiter, 1993).

Hypothesis 2: Employee's perception of burnout is negatively related to intrinsic motivation.

After Amabile's argument (1988), several researchers suggest that intrinsic motivation is the key mechanism for creativity enhancement. That means, individuals who are intrinsically motivated by the nature of the task generally seek out novel and challenging possibilities (Deci & Ryan, 1985; Grant & Berry, 2011)

Psychological and organizational researchers have investigated three interrelated psychological mechanisms through how intrinsic motivation may stimulate creativity. First, emotion theorists have proposed that intrinsically motivated employees would experience more positive affect (Silvia, 2008). This revealed affect stimulates creativity by broadening the range of cognitive information available, expanding the scope of attention toward assimilating a wider set of ideas, and encouraging cognitive flexibility for identifying patterns and associations between ideas (Amabile, Barsade, Mueller, & Staw, 2005; Fredrickson, 1998). Second, self-determination theorists said that employee's curiosity and learning interest will enhance their cognitive flexibility, willingness to take risks, and openness to complexity, which in turn will expand their access to ideas and potential solutions (Gagne´ & Deci, 2005; Spiro, Coulson, Feltovich, & Anderson, 1988). Third, both theorists suggest that intrinsic motivation promotes creativity by encouraging persistence. Promoted positive affect enhances psychological engagement and builds energy for sustaining effort (Fredrickson, 1998). Also, intrinsic motivation encourages employee to has confidence and interest on doing something and then persist with challenging, complex, unfamiliar tasks (Gagne´ & Deci, 2005). Thus,

Hypothesis 3: Employee's intrinsic motivation is positively related to creativity.

Through hypothesis 1 to 3, we consider the mediating effect of intrinsic task motivation within association between burnout and creativity. Thus,

Hypothesis 4: Employee's intrinsic motivation will mediate the relationship between employee's burnout and creativity.

Proactive personality refers to a relative stable behavioral tendency to identify opportunities to change things at work and take action to given environment (Bateman & Crant, 1993; Crant, 2000). Contrary to more passive workers, the employees who have proactive personality are more likely to perform task actively and try to shape and manipulate the environment in order to accomplish their goals. This initiative factor gives positive impact on the way of cognitions and behaviors that lead career initiative, satisfaction, innovation. Based on motivated action theory (Frese & Zapf, 1994) that explains how individuals regulate their behavior to achieve goals actively in regular and/or novel situations, we examined how proactive personality employee behaves. By seeking to new ideas of improving work processes, better understand their task, and updating their work skills, proactive personality makes employee to set high goal standards, and utilize all possible chances or resources (Crant, 1995; Seibert, Kraimer, & crant, 2001).

Therefore, according to the theory of motivated action and self-development model, high level of proactive personality employee would be called as one of the motivators of proactive behavior (Antonacopoulou, 2000; Bateman & crant, 1993; Frese & Zapf, 1994). Employees with proactive personality would have advantage for performance (Crant, 1995), and extrinsic as well as intrinsic career related success (Seibert, Crant, & Kraimer, 1999; Seibert, Kraimer, &

Crant, 2001).

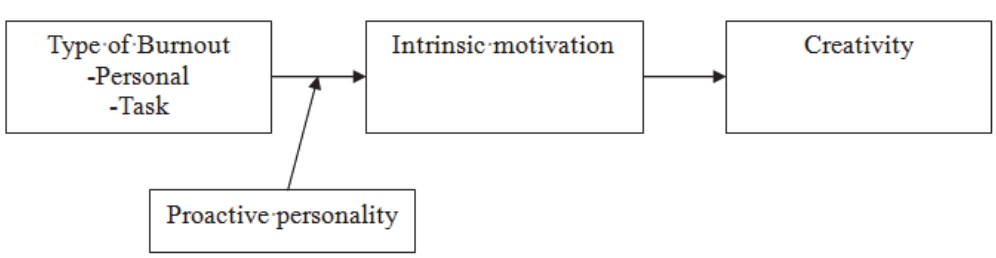
In this regard, this study will examine 1) moderating roles of proactive personality as well as 2) the effectiveness of dependent variable in terms of employee's level of proactive personality. We expect that employees whose proactive personality level is high will induce weak negative relationship by initiative. Thus,

Hypothesis 5a: The negative relationship between burnout and intrinsic motivation will be weaker for high level of proactive personality than for low.

Assuming proactive personality moderates the association between burnout and intrinsic task motivation, it is also likely that proactive personality will conditionally influence the strength of the indirect relationship between burnout and creativity. Thus,

Hypothesis 5b: Proactive personality will moderate the negative and indirect effect of burnout on creativity. Specifically, Intrinsic motivation will mediate the indirect effect when proactive personality is high but not when it is low.

Figure 1 presents the current research model.



〈Figure 1〉 Research Model

Ⅲ. Methodology

1. Data collection and samples

In order to test the hypothesize model of this study, pairs of survey packages were distributed to several companies located in Republic of Korea. The survey design was intended to minimize potential common method bias effects by separating the responses for the outcome and predictor variables. A total of 280 dyads were used for current data analysis.

2. Measures

The subjects were asked to respond to the questionnaires using a seven-point Likert scale (ranging from 1= strongly disagree to 7= strongly agree).

1) Burnout

The perception of burnout was measured with multi-item subscales developed by Kristensen, Borritz, Valladsen, and Christense (2005). In this study, we consider two types of burnout: personal burnout and task burnout. To measure Task burnout, 5-item work-related burnout subscale of CBI was used. A sample item includes "Do you feel worn out at the end of the working day?" Cronbach alpha value was .84. On the other hand, personal related subscale was also used. It has 6-item and Cronbach's alpha value was .88. A Sample item stated, "How often do you feel tired?"

2) Intrinsic motivation

We used 5-item measurement of intrinsic task motivation developed by Tierney, Farmer, & Graen (1999). A sample item is "I enjoy finding solutions to complex problems."

3) Proactive personality

We used a shortened version of Bateman and Crant's (1993) original scale, which has 10 items (Seibert et al., 1999). A sample item is, "I am constantly on the lookout for new ways to improve my life."

4) Creativity

It was measured with 13-item developed by Zhou and George (2001), supervisors rated the creative performance of their subordinates. Cronbach's alpha value was .97.

5) Control variables

Demographic variables including age, gender, education, were used as controls to reduce the possibilities of influencing the relationships in this research. Additionally, factors that reflect hierarchical status of the employees such as organizational tenure, position were included as control. Some of researches showed consistent positive relationships between proactive personality and Big Five factors: so, we also controlled openness to experience variable in this study.

3. Analytic procedure

Hierarchical regression analysis was conducted in current study. Collectively, Hypotheses 1 through 4 suggest an indirect effects model, whereby the relationship between burnout and creativity is transmitted by intrinsic task motivation. Tests of such mediation hypotheses are often guided by the multistep approach proposed by Baron and Kenny (1986).

To tests of moderating hypotheses, this study used hierarchical regression. Before conducting a hierarchical regression analysis, we mean-centered both of the independent variable and moderating variables to reduce potential multicollinearity problems (Aiken & West, 1991). At last, we conducted mediation

effects using bootstrapping and Sobel's test (1982).

Ⅳ. Results

1. Descriptive statistics

Table 1 shows the means, reliability, standard deviations of the variables included in this study, and the inter-correlations among them. As expected, each type of burnout appears to be negatively correlated to outcome variable of creativity (personal burnout: $r = -.13$, $p < .05$; task burnout: $r = -.17$, $p < .01$).

〈Table 1〉 Means, standard deviations, and inter-scale correlation

	Mean	S. D.	1	2	3	4
1. Personal burnout	4.49	1.04				
2. Task burnout	3.78	1.04	.60**			
3. Intrinsic motivation	4.59	1.00	-.10	-.21**		
4. Proactive personality	4.66	.84	-.06	-.16**	.54**	
5. Creativity	4.62	1.00	-.13*	-.17**	.26**	.16**

N= 280, *p ≤ .05, **p ≤ .01 (two-tailed).

2. Main and moderating effect

Hypothesis 1, which posits the negative relationship between type of burnout and creativity, was partially supported. Only task burnout was resulted as significant (Model 2 in Table 2; $\beta = -.15$, $p < .05$). Hypothesis 2, which supposes the association with burnout and intrinsic motivation was only supported about task burnout (Model 2 in Table 3; $\beta = -.22$, $p < .01$). Hypothesis 3 was supported that intrinsic motivation is positively related to creativity ($\beta = .28$, $p < .01$). Hypothesis 4 that intrinsic motivation as mediator was supported

〈Table 2〉 Hierarchical regression results for creativity

Variable	Model 1	Model 2	Model 3
Step1: Controls			
Age	-.07	-.08	-.13
Tenure	.05	.04	.10
Gender	-.02	.01	.05
Education level	.09	.10	.07
Position	.13	.15†	.12
Openness to experience	-.00	-.01	-.07
Step2: Main effects			
Personal burnout		-.05	-.07
Task burnout		-.15*	-.09†
Step3: Mediatng effects			
Intrinsic motivation			.25**
Overall F	1.277	2.155	3.733
R^2	.03	.06	.11
R^2 change	.03	.03	.05

Note. N = 280, † p≤ .10, *p ≤ .05, **p ≤ .01 (two-tailed)

〈Table 3〉 Hierarchical regression results for Intrinsic motivation

Variable	Model 1	Model 2	Model 3	Model 4
Step1: Controls				
Age	.21†	.21*	.17†	.17†
Tenure	-.23	-.26**	-.20*	-.19*
Gender	.18	-.16**	-.09†	-.10†
Education level	.10	.10†	.09†	.08
Position	.06	.08	.07	.07
Openness to experience	.25	.24**	.13**	.13**
Step2: Main effects				
Personal burnout		.06	.03	.02
Task burnout		-.22**	-.15*	-.14*
Step3: Moderating variable				
Proactive personality			.45**	.44**
Step4: Moderating effects				
PB*PP				-.08
TB*PP				.13*
Overall F	8.037	7.830	17.171	14.673
R^2	.15	.19	.36	.38
R^2 change	.15	.04	.18	.01

Note. N = 280, † p≤ .10, *p ≤ .05, **p ≤ .01 (two-tailed)
PB: Personal burnout, TB: Task burnout, PP: Proactive personality

(Model 3 in Table 2; β = .25, p〈.01). Hypothesis 5a which predicts the level of proactive personality will moderate the relationship between burnout and intrinsic motivation, was supported in case of task burnout (Model 4 in Table 3; β = .13, p〈.01).

With regard to Hypothesis 5b, we predicted the story of the moderation mediation. We conducted hierarchical multiple regression by following the procedures for mediated moderation recommended by Muller et al. (2005). The first and second criterion, for the interaction between the moderator and the independent variable to significantly predict the mediating variable and dependent variable, were met by prior analyses. The third criterion, for the mediator to significantly predict the dependent variable while controlling for the interaction between the moderator and the independent variable and the interaction between the moderator and the mediator, was met by an additional regression analysis. Results indicated that the interaction term between burnout and proactive personality on creativity through intrinsic motivation was significant (Model 4 in Table 4; β = .22, p〈.01). Finally, the association between the independent variable and the dependent variable decreased significantly after entering the mediator, as the association between task burnout-proactive personality interaction and creativity from β=.13, p〈.05 to β=.12, p〈.10. Therefore, hypothesis 5b was supported. In addition, Table 5 provides 95% bootstrap confidence intervals for the indirect effects of burnout (task burnout) on creative peroformance. Because these intervals do not include zero, the indirect effect is significantly different from zero (at α=.05) (Shrout & Bolger, 2002), providing additional supports for Hypothesis 5b.

〈Table 4〉 Hierarchical regression results for moderated mediation

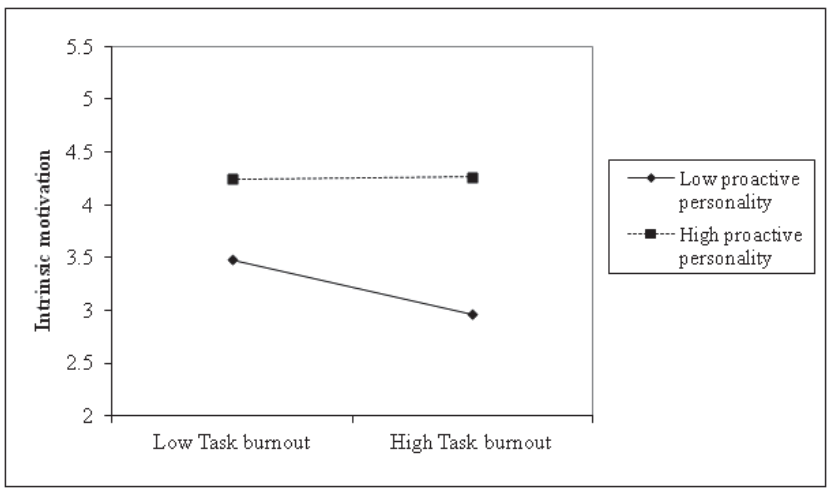
Variable	Model 1	Model 2	Model 3	Model 4	Model 5
Step1: Controls					
Age	-.07	-.08	-.09	-.09	-.13
Tenure	.05	.04	.06	.06	.10
Gender	-.02	.01	.03	.02	.05
Education level	.09	.10	.09	.08	.07
Position	.13	.15†	.14†	.15†	.13†
Openness to experience	-.00	-.01	-.05	-.04	-.07
Step2: Main effects					
Personal burnout		-.05	-.06	-.07	-.07
Task burnout		-.15*	.12†	-.12	-.09
Step3: Moderating variable					
Proactive personality			.15*	.14*	.04
Step4:Moderating effects					
PB*PP				-.03	-.01
TB*PP				.12†	.09
Step5:					
Intrinsic motivation					.22**
Overall F	1.277	2.155	2.554	2.384	2.995
R^2	.03	.06	.08	.09	.12
R^2 change	.03	.03	.02	.01	.03

Note. N = 280, † p≤ .10, *p≤ .05, **p≤ .01 (two-tailed)
PB: Personal burnout, TB: Task burnout, PP: Proactive personality

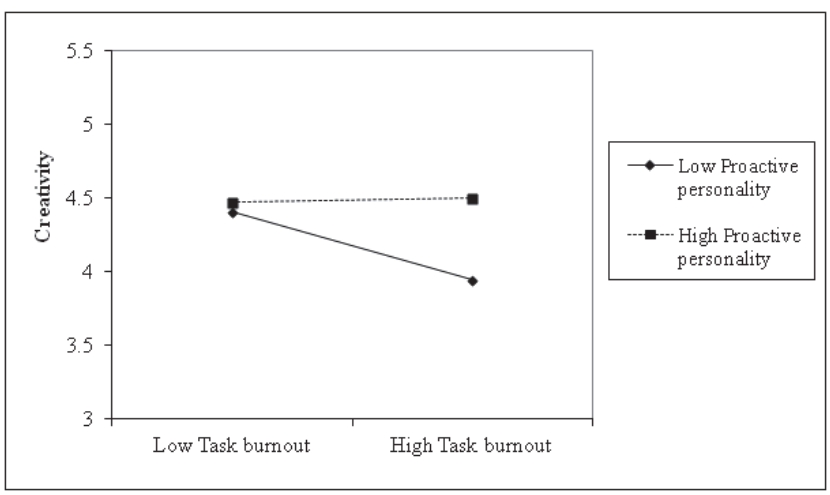
〈Table 5〉 Results of bootstrap for conditional indirect effect of Task burnout

Dependent Variable	Bias-Corrected Confidence Intervals	
	Lower	Upper
Creativity	-.19	-.01

Note. N = 280, Bootstrap sample size = 5000, Confidence interval does not include zero; thus, the indirect effect is indeed significantly different from zero at p〈 .01(two-tailed).



〈Figure 2〉 Interaction of Task burnout and proactive personality on intrinsic motivation



〈Figure 3〉 Interaction of Task burnout and proactive personality on creativity

Ⅴ. Discussion

In the present study, we examined the direct relationship between abusive supervision and task performance and how the subordinate's feedback seeking behavior moderated this relationship. We found that support for our hypothesis regarding a negative relationship between abusive supervision and subordinate's task performance rating by supervisor. Two possible models give some explanations for our significant findings: social exchange theory and COR theory. In terms of COR theory, we investigate that the negative abusive supervision - task performance relationship may exist due to the threat that abusive behaviors pose to an employee′s resources. Abuse creates a detrimental environment to work and promotes feelings loss of control in abused subordinates. To counter such threats, employees may draw effort and energy away from their job work and refocus it on managing upwards with abusive supervisory behaviors. Another possibility explanation from social exchange theory, employees may view the abusive behaviors by their supervisors as actions of their employing organizations (Schneider, 1987) and perceived the abuse as a mistreatment by organizations. Thus, they reciprocate negative treatment with low levels of job performance to repay an abusive supervision.

Our results also indicated that the moderating effects of feedback seeking behavior on the relationship between abusive supervision and task performance. The negative relationship between abuse by supervisor and performance was strongest for those employees reporting the high levels of feedback seeking behavior. Additionally, when the levels of feedback seeking behavior were low, the impact of abusive supervision on job performance was not significantly change. A possible explanation for these findings can be also found in the stems of COR theory. Shortly, when individuals choose their coping strategy as active, they heavily invest resources in their jobs. This means that compared to employees who use avoidant coping strategy, they are more susceptible to

lose resources when interfaced with abusive supervisors. As abused subordinates choose more active coping strategy, they may be diverted away from their job task and towards addressing the abusive situation. Therefore, the work performance of employees who choose more active behavior strategy is likely to suffer. A possible explanation for these findings is that active type of coping strategy may not always be adaptive in the face of abusive supervision. It is noted as a hindrance stressor (as opposed to a challenge stressor) which cannot be altered through external intervention (Nandkeolyar et al., 2013). Consistent with previous researches (Nandkeolyar et al., 2013), our results also show that active coping is not an effective technique for dealing with hindrance stressors.

In this study, we examined the relationship between employee burnout and creativity. Specifically, we contemplated the mediating role of intrinsic motivation and moderating role of proactive personality. In line with prior studies on burnout, employee's perception of burnout is negatively related to creativity as well as intrinsic motivation, supporting Hypothesis1 and Hypothesis2. Also, our results showed mediating effects of intrinsic motivation on the relationship between burnout and creativity. Thus, Hypothesis3 and Hypothesi4 were supported. Finally, proactive personality plays a moderator in relationship of burnout with intrinsic motivation, and relationship of burnout and creativity, providing supports for hypothesis5a. Additionally, we found the story of moderated mediation effects, too.

Our study aimed to contribute theoretical advancement in following ways. First, this study provides the psychological framework about how burnout influences creativity through decreased intrinsic motivation. Based on conservation of resources theory, we tried to explain how burned out employees behave at work. Second, findings of this study add to our understanding of proactive personality, indicating that increased intrinsic motivation and individual's creativity are possible interpreted as consequences of employee's proactive orientation. Third, results for the current study shed new light on the stress literature. Existing

studies have focused on the relationship between just stressors and creativity, however this study found the relationship between the perception of stressors and individual's creativity.

Regarding conflicting findings of existing studies, we attempted to explain when and why stress-creativity relationship can be positive, rather than negative. In this vein, the results of this study imply practical implication on management of employees – how managers assign work toward employees who have different personality? According to the results, leaders should be careful in assigning high workload toward employees with low proactive personality. To the contrary, however, for high proactive personality employees, high workload can cause proactive initiative and induce higher creative performance, as well. In this vein, our work provided managerial implication to the realm of stress management in the workplace.

Not without exception, this study has some limitations. First, the data were collected at one point of time which allows the possibilities of reverse-causality. The cross-sectional design of the current study limits the precise causality of variables. Future study should adopt more advanced research design such as longitudinal design that can exclude alternative explanations. Second, owing to the nature of survey study, we do not perfectly exclude the possible third-factor impacts that can be related both employee burnout and creativity. However, to overcome this limitation, we included the number of individual differences including age, gender, and openness to experience as control variables. Despite these limitations, this study attempted to advance our understanding regarding the nature of employee burnout and creativity.

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번아웃이 조직구성원의 창의적 업무에 미치는 영향: 적극적 성격과 내재적 동기의 조절효과

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요 약

본 연구는 번아웃 현상이 조직구성원의 창의적 업무 성과에 미치는 영향에 관해 살펴보고자 한다. 먼저, 개인의 번아웃을 일종의 직업병 혹은 산업재해로 간주하여, 번아웃 현상이 초래될수록 내재적 동기에 부정적인 영향을 미쳐 창의적 업무성과가 저하됨을 제시하고 있다. 더불어, 개인의 적극적 성격은 스트레스에 대응하기 위한 효과적인 조절변수로써, 번아웃 현상이 내재적 동기에 미치는 부정적 영향을 약화시켜 결과적으로 창의적 성과를 증가시킬 수 있을 것으로 기대된다. 이를 검증하기 위하여 한국 기업들을 대상으로 설문을 이용하여 데이터를 수집하였다. 개인의 번아웃 정도에 대한 인식, 적극적 성격, 내재적 동기는 조직구성원이, 해당 구성원의 창의적 업무 성과는 상사가 각각 측정하였다. 총 280쌍의 데이터를 가지고 실증하였으며, 가설은 대체적으로 지지되었다.

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