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Generating and Implementing New Ideas in Work Teams: A Motivational Perspective

Hyun Sun Chung¹  | Jin Nam Choi¹  | Thomas Sy²

¹College of Business Administration Seoul National University, Seoul, Republic of Korea | ²Department of Psychology, University of California, Riverside, Riverside, California, USA

Correspondence: Hyun Sun Chung (chunghsunny@snu.ac.kr)

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ABSTRACT

Drawing on motivational perspectives, we develop a framework that explains the psychological mechanisms linking idea generation to implementation. We propose that intrinsically and extrinsically driven idea generation give rise to distinct patterns of team members' commitment to their ideas, which function as key motivational pathways linking idea generation to implementation and, ultimately, to the realization of intended benefits. To validate our propositions, we collected multi-source field data from 190 members and 60 leaders comprising 60 work teams and conducted an experimental vignette study with 154 participants. Our analyses reveal three key patterns: (a) intrinsic idea generation is positively associated with normative commitment to implementation; (b) extrinsic idea generation is positively related to affective commitment to implementation; and (c) extrinsic, but not intrinsic, idea generation exerts significant indirect effects on positive implementation outcomes via affective idea commitment. Taken together, these findings indicate that extrinsic idea generation demonstrates stronger and more consistent downstream effects on implementation outcomes than intrinsic idea generation. These findings highlight the importance of managing extrinsic motivation to enhance affective commitment to ensure the effective implementation of new ideas in teams.

1 | Introduction

Organizations in dynamic environments must continuously generate and implement creative ideas to remain competitive (Aggarwal et al. 2024; Kim and Chung 2017). Innovation, defined as “the intentional introduction and application within a role, group, or organization of ideas, processes, products, or procedures new to the relevant unit of adoption” (West and Farr 1990, 8), involves two stages: idea generation and idea implementation (Qu and Liu 2021; West 2002). Both stages are critical, as even the most promising ideas hold little value without effective implementation (Klein and Knight 2005).

Despite their inherent interdependence, idea generation and implementation have largely been examined as disconnected phenomena in the extant literature. Creativity research has primarily focused on the antecedents of idea generation, with

limited attention to whether and how ideas progress to implementation (Amabile 1996; Anderson et al. 2014). For instance, Cortellazzo et al. (2025) identified various exploratory behaviors (e.g., searching, experimenting, reframing, connecting disparate ideas) that translate individual and contextual factors into creative outputs, yet do not examine whether these ideas advance to implementation. Conversely, innovation implementation research has concentrated on execution-related factors (e.g., individual capabilities, leadership support, and organizational context), while offering limited insight into how ideas are generated or how their motivational origins shape subsequent implementation (Perry-Smith and Mannucci 2017; Watts et al. 2019). Systematic reviews and meta-analyses further reinforce this divide by collapsing creativity and implementation into a single outcome, thereby obscuring their distinct yet complementary roles within the innovation process (Byron et al. 2023; Hughes et al. 2018).

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These research streams suggest that our current understanding remains limited with respect to how the psychological conditions underlying idea generation shape subsequent implementation outcomes. This fragmented treatment has constrained theoretical progress and left critical questions unresolved regarding how ideas not only emerge but also advance to successful implementation and yield intended benefits. Although prior research has identified factors that drive idea generation and those that facilitate implementation (Acar et al. 2024; Byron et al. 2023), relatively little is known about how the initial motivations for idea generation translate into implementation, thereby bridging these two stages of innovation. Given that innovation entails the sequential processes of idea generation followed by implementation or realization (West 2002; Byron et al. 2023), elucidating the connection between these stages remains a fundamental yet underexplored issue.

To address this gap, we develop a theoretical framework that explicates the motivational mechanisms linking idea generation to implementation in work teams. Building on recent work on team idea generation and implementation (Kim and Choi 2022), our model examines how distinct motivational drivers of idea generation, intrinsic versus extrinsic, influence team members' commitment to implementing their ideas, which in turn shapes implementation outcomes. Intrinsically driven idea generation refers to creative activity undertaken for inherent enjoyment and satisfaction, whereas extrinsically driven idea generation refers to creative activity initiated in response to external demands, rewards, or performance contingencies (Ryan and Deci 2000). Once ideas are generated, teams must develop psychological commitment to those ideas to sustain effort, overcome resistance, and persist through implementation challenges (Kim and Choi 2022). We theorize that intrinsically and extrinsically motivated idea generation gives rise to distinct patterns of commitment among team members, which in turn enable teams to realize positive implementation outcomes, such as improved performance and enhanced team morale.

In sum, this study advances innovation research with several distinct theoretical and empirical contributions. First, recognizing teams as a central locus of organizational innovation (Mathieu et al. 2017; Zhang and Zhou 2023), we focus on the transition from idea generation to implementation in work teams. Second, by considering both intrinsic and extrinsic motivations for idea generation (Amabile 1997), we identify distinct motivational drivers underlying the emergence of new ideas. Third, we extend the three-component model of commitment (Meyer and Allen 1991) to innovation contexts, conceptualizing team members' commitment to implementing their ideas as a motivational transition mechanism linking generation to implementation of ideas. Collectively, these contributions illuminate the neglected motivational mechanisms that connect idea generation to implementation in organizational teams.

Our findings across both field and experimental studies indicate that extrinsically driven idea generation exerts consistent and reliable effects on positive implementation outcomes through team members' commitment to implementing their ideas. In contrast, intrinsically driven idea generation does not consistently translate into positive implementation outcomes. These asymmetric patterns challenge the prevailing assumption of the

primacy of intrinsic motivation in the innovation process and highlight the importance of differentiating motivational dynamics across stages, particularly as teams move from idea generation to implementation to realize intended benefits.

2 | Theory and Hypothesis Development

2.1 | Conceptual Foundation and Multilevel Considerations

Although motivation theories have traditionally emphasized individual-level processes, understanding the link between idea generation and implementation requires a team-level perspective. Drawing on recent conceptualizations of motivation as a team-level construct (Baldé et al. 2018; Wang et al. 2016), we propose that team motivation emerges from individual motivations through three forms of multilevel equivalence (Chen et al. 2005).

First, functional equivalence suggests that while motivation at the individual and team levels serves the same theoretical function of stimulating and directing behavior, team-level motivation influences member behaviors through collective mechanisms (e.g., shared goals and coordinated effort) rather than individual-level processes (Chen et al. 2005).

Second, compositional equivalence posits that team motivation emerges from the aggregation of individual members' motivational orientations and develops through social interaction processes such as communication, shared experiences, and mutual influence (Grenier et al. 2024).

Third, process equivalence indicates that analogous psychological processes operate across levels: individual-level processes (e.g., enjoyment, goal pursuit, and commitment) have team-level counterparts (e.g., collective enjoyment, pursuit of shared goals, and collective commitment), grounded in shared cognition and collective affective experiences (Lu and Li 2021).

This multilevel equivalence perspective and its accompanying processes provide the foundation for extending individual-level motivation theories to team contexts, while also recognizing the emergent properties unique to teams (Wang et al. 2016).

2.2 | Intrinsically and Extrinsically Motivated Idea Generation in Work Teams

Intrinsically driven idea generation (hereafter, *intrinsic idea generation*) occurs when individuals initiate the creative process to pursue inherent satisfaction, such as a spontaneous desire to improve existing conditions or develop novel solutions. This process is fueled by enjoyment, interest, and curiosity at work, such that individuals engage in creative activity for its own sake rather than to obtain external outcomes (Amabile 1993; Ryan and Deci 2000). In contrast, extrinsically driven idea generation (hereafter, *extrinsic idea generation*) occurs when individuals generate ideas in response to external demands or in pursuit of recognition and performance outcomes. Here, creative activity is undertaken to satisfy task or organizational requirements and

to secure rewards beyond the task itself, making idea generation a means to an end (Yoon et al. 2015).

Both intrinsic and extrinsic motivations can initiate the innovation process of generating new ideas, yet their implications for subsequent implementation may differ considerably. Creativity research has traditionally emphasized the benefits of intrinsic motivation while portraying extrinsic rewards and incentives as neutral or even detrimental predictors (Amabile 1996; Yoon et al. 2015). More recent evidence, however, points to the positive potential of extrinsic motivation in fostering creativity in organizational settings (Malik et al. 2019; Sue-Chan and Hempel 2016). Self-determination theory (Deci and Ryan 2000) provides a useful lens for explaining these findings by distinguishing between autonomous and controlled forms of extrinsic motivation. When external goals are experienced as personally meaningful and aligned with organizational objectives, extrinsic motivation can operate in an autonomous manner that promotes, rather than undermines, innovative behavior. In team contexts, external demands such as performance targets or customer requirements may be embraced as legitimate and congruent with team goals, thereby strengthening innovation motivation. This perspective suggests that extrinsic idea generation can encourage team members to identify with and develop emotional attachment to ideas that serve valued external purposes.

At the team-level, individual motivational orientations converge into shared team-level constructs through bottom-up processes of social interaction, communication, and mutual influence (Chan 1998; Chen et al. 2005). Teams whose members predominantly experience intrinsic motivation for idea generation are likely to develop a collective orientation characterized by shared enjoyment, curiosity, and a sense of ownership over the ideas produced. In contrast, teams in which members respond primarily to external demands, performance targets, or recognition incentives tend to develop a shared extrinsic orientation toward idea generation.

2.3 | Commitment to Ideas as the Motivational Transition Mechanism

Although idea generation is vital for innovation, many ideas never reach implementation (Watts et al. 2019). Perry-Smith and Mannucci (2017) highlighted this disconnect by showing that idea generation does not automatically lead to implementation and by proposing the idea journey framework to describe how ideas evolve. According to this framework, ideas must undergo transitional steps, such as elaboration, championing, and promotion, before they can be implemented. Thus, intermediary processes are required to move ideas from initial generation toward realization of their intended benefits. However, while the idea journey framework effectively delineates the phases of idea development and evolution, it remains largely descriptive, specifying *what* occurs at each stage but not *why* ideas progress through these transitions. This omission leaves a critical gap in our understanding of innovation processes: without uncovering the underlying motivational mechanisms, it remains unclear why some ideas successfully advance from generation to implementation while others stall.

To address this gap, we develop a motivational framework that explains how distinct forms of idea generation shape team members' commitment to idea implementation, thereby illuminating the mechanisms that enable ideas to advance along the innovation journey. Moving beyond descriptive stage models, we propose that members' collective commitment serves as the motivational engine driving this progression. Specifically, commitment provides the motivational force that enables resource mobilization and consensus among team members, thereby linking idea generation to implementation in work teams (cf. Kim and Choi 2022). Although originally conceptualized as commitment to employing organizations (Meyer and Allen 1991), the construct has since been extended to a variety of targets and behaviors, including organizational change and innovation (Herscovitch and Meyer 2002). For instance, Choi and Price (2005) defined commitment to innovation implementation as the belief in a particular innovation and the willingness to exert substantial effort in its adoption, which leads to positive outcomes of implementation. By positioning commitment as the underlying motivational mechanism, our framework not only explains *what* occurs during innovation processes but also *why* and *how* ideas advance from conception to realization.

To specify the intermediary role of commitment to idea implementation (hereafter, *idea commitment*), we draw on Meyer and Allen's (1991) three-component model of commitment. This framework offers advantages over alternative approaches, such as goal commitment models (Locke and Latham 1990) and implementation intention frameworks (Gollwitzer 1999), which primarily emphasize cognitive and volitional aspects (e.g., goal clarity and planning). In contrast, the three-component model captures a broader motivational spectrum encompassing affective, normative, and continuance commitment. By incorporating these distinct dimensions, the model provides a more comprehensive account of the motivational pathways through which idea generation translates into effective implementation for realizing intended benefits.

Accordingly, we consider the following three forms of commitment (Meyer and Allen 1991). First, affective commitment to idea implementation (hereafter, *affective idea commitment*) refers to the extent to which team members form an emotional connection to the ideas they have generated and become willing to implement them. This form of commitment reflects emotional attachment and genuine enthusiasm for bringing ideas to fruition. Second, normative commitment to idea implementation (hereafter, *normative idea commitment*) reflects the extent to which team members feel a sense of obligation or moral duty to support and implement their new ideas. This form of commitment arises from feelings of responsibility, whereby members believe they should implement their ideas, either out of personal ethical considerations or in response to the expectations of others. Third, continuance commitment to idea implementation (hereafter, *continuance idea commitment*) reflects the extent to which team members recognize the potential costs of failing to implement the ideas they have generated. This form of commitment rests on calculated assessments of what the team stands to lose, such as wasted effort, diminished credibility, or missed opportunities, if the ideas are not carried forward. Taken together, these three dimensions underscore that idea commitment is a multidimensional construct, encompassing emotional, moral,

and cost-based components that collectively drive whether and how teams carry their ideas forward to realization.

2.4 | Relationships Between Idea Generation Motivations and Idea Commitments

According to self-determination theory, when ideas are generated for intrinsic reasons or for extrinsic reasons that have been fully internalized, individuals are more likely to personally endorse and invest in those ideas, thereby strengthening their commitment to implementation (Ryan and Deci 2000). Extending this logic, we propose that the nature of commitment team members form toward their ideas depends on the underlying motivation for idea generation.

When individuals generate ideas through their own decisions without external solicitation (i.e., intrinsic idea generation), they feel personally accountable for the fate of those ideas because they alone are responsible for proposing them and bearing their consequences (cf. internal attribution, Weiner 1985). Intrinsic motivation arises from inherent satisfaction and personal meaning-making (Ryan and Deci 2000). In such cases, team members experience an internal locus of causality (self-determined action), task enjoyment, and a focus on inherent value rather than external costs or benefits (Ryan and Deci 2017).

These psychological states promote a sense of ownership and moral obligation to implement ideas and demonstrate their value, aligning closely with affective and normative forms of idea commitment (Meyer and Allen 1991; Pierce et al. 2001). However, we do not expect intrinsic idea generation to predict continuance commitment, because the underlying psychological states are conceptually distinct from the cost-avoidance cognitions that characterize continuance commitment (Meyer et al. 2002; Ryan and Deci 2000). When teams generate ideas out of genuine interest and curiosity, they are less likely to frame implementation in terms of potential losses or concerns about sunk costs.

By contrast, when team members generate ideas in response to external requests or task demands (i.e., extrinsic idea generation), they may perceive these ideas as valuable for advancing organizational goals and securing recognition (Sue-Chan and Hempel 2016). Such perceptions can promote emotional attachment or affective idea commitment toward ideas that serve meaningful goals for their team and organization. At the same time, extrinsically generated ideas often carry performance-related pressures, as their successful implementation may be necessary to satisfy customers or achieve recognition. These pressures, in turn, give rise to continuance idea commitment, rooted in the perceived costs of failure to implement. Thus, we propose the following hypotheses:

Hypothesis 1. *Intrinsic idea generation is positively related to (a) affective idea commitment and (b) normative idea commitment.*

Hypothesis 2. *Extrinsic idea generation is positively related to (a) affective idea commitment and (b) continuance idea commitment.*

2.5 | Relationships Between Idea Commitments and Positive Implementation Outcomes

Psychological commitment to various targets, such as the organization, the team, or organizational change and innovation, has been reported to predict target-relevant outcomes, including organizational citizenship, team performance, and change-supportive behavior (Pearce and Herbig 2004; van Dijke et al. 2025). Empirical research further indicates that among the three forms of commitment, affective commitment exhibits the strongest positive relationship with target-relevant outcomes, followed by normative commitment, whereas continuance commitment is often associated with negative outcomes, such as task disengagement and motivational withdrawal (Meyer et al. 2002; van Dijke et al. 2025). Extending these insights to the innovation context, we propose that commitment to idea implementation will exhibit differential effects: affective and normative idea commitment are expected to promote positive implementation outcomes, whereas continuance idea commitment is likely to undermine them.

Because achieving positive outcomes from implementing new ideas requires substantial resource investment, team members must draw on strong motivational forces grounded in psychological commitment (Anagha and Magesh 2016). In support of this view, Choi and Price (2005) show that commitment to implementation as an affective response reflecting belief in an innovation and willingness to exert effort tends to mobilize personal resources and facilitate successful innovation implementation. Building on this logic, we propose that affective idea commitment, grounded in emotional attachment to newly generated ideas, and normative idea commitment, stemming from a sense of duty or obligation toward those ideas, will effectively channel team resources and member efforts toward successful idea implementation, allowing the teams to accrue intended benefits such as improved performance and enhanced morale.

By contrast, continuance commitment reflects a calculative attachment to an organization or innovation based on the perceived costs of discontinuing an action, rather than genuine enthusiasm or belief in its value (Meyer and Allen 1991; Meyer et al. 2002). In innovation contexts, this mindset may lead teams to allocate minimal resources, adopt risk-averse strategies, and concentrate on short-term cost avoidance (Herscovitch and Meyer 2002; Kanter 1988). Such a passive motivational stance undermines the vigorous engagement and extra resource mobilization necessary to move beyond idea generation toward implementation. Teams characterized by continuance idea commitment may provide only minimal funding, staffing, and time, treating implementation as a box-ticking exercise to avoid penalties rather than as an opportunity to create value (Kanter 1988; Meyer and Maltin 2010). Such superficial investment often leads to half-hearted implementation efforts and missed opportunities for meaningful improvement, thereby limiting the team's ability to realize the benefits of their ideas. This passive, compliance-oriented stance is misaligned with the vigorous engagement, resource mobilization, and sustained effort required for effective idea implementation (Choi and Price 2005). Therefore, we hypothesize the following:

Hypothesis 3. (a) *Affective idea commitment* and (b) *normative idea commitment* are positively related to positive implementation outcomes.

Hypothesis 4. *Continuance idea commitment* is negatively related to positive implementation outcomes.

Empirical studies demonstrate that psychological commitments function as an intermediary process linking attitudes to behaviors (Choi and Price 2005; Yoon et al. 2015). For instance, in the context of organizational change, Michaelis et al. (2009) showed that commitment to change serves as a critical psychological pathway through which individuals' cognitive appraisals of a change situation translate into change-supportive behavior and performance. Extending this logic and building on the main effect hypotheses articulated earlier, we propose that idea commitment mediates the relationship between idea generation and implementation outcomes. Specifically, intrinsically and extrinsically driven idea generation may strengthen team members' affective and normative commitment to their ideas, which in turn facilitates the realization of positive outcomes through successful implementation (Ben Ayed et al. 2024; Herscovitch and Meyer 2002; Ryan and Deci 2017).

However, when team members engage in extrinsic idea generation and thus develop continuance idea commitment, they may primarily focus on the costs of not implementing their ideas, resulting in passive and unenthusiastic implementation efforts (Meyer et al. 2002). Such hesitant and lukewarm support is unlikely to mobilize the collective energy and resources required to realize the intended benefits of ideas, thereby undermining positive outcomes from their implementation (Choi et al. 2019; Herscovitch and Meyer 2002). In summary, we hypothesize the following mediated relationships:

Hypothesis 5. *Intrinsic idea generation* has indirect effects on positive implementation outcomes through (a) *affective idea commitment* and (b) *normative idea commitment*.

Hypothesis 6. *Extrinsic idea generation* has indirect effects on positive implementation outcomes through (a) *affective idea commitment* and (b) *continuance idea commitment*.

3 | Method

3.1 | Sample and Procedure

Data were collected through online surveys completed by leaders and members of work teams representing diverse industries in the United States. Participants were recruited with the assistance of students enrolled in an applied psychology course, who received extra credit for their involvement in the recruitment process. All procedures complied with the ethical standards of the university's institutional review guidelines.

To ensure that participants worked together as intact teams, we implemented three verification checks: (1) team leaders provided the names and contact information of their team members, (2) team members confirmed their leader's identity by name in the

survey, and (3) teams with mismatched leader-member identifications were excluded from analysis. Students were instructed to provide contact information only for teams consisting of one leader and at least three members. In total, contact information was obtained for 119 teams, and personalized online survey links containing team-matching codes were distributed. The initial sample included responses from either a leader or one or more members of 83 teams (response rate = 69.7%). After applying the verification procedures and excluding teams without matching leader data and those with fewer than three members, the final sample consisted of 60 leaders and 190 members, representing 60 intact work teams (Jung and Lee 2015). These teams performed a variety of functions, including general management (43.3%), sales (25%), professional services (26.6%), and other activities (5.1%). Among the team members, 65.1% were female, the mean age was 28.27 years, and the average team tenure was 3.58 years.

3.2 | Measures

To minimize common method variance (Podsakoff et al. 2003), team members reported on idea generation motivation and idea commitment, while leaders rated positive implementation outcomes. All constructs were measured with multi-item scales demonstrating adequate reliability, using five-point Likert scales (1 = strongly disagree to 5 = strongly agree). A full list of items is provided in Appendix 1.

3.2.1 | Intrinsic and Extrinsic Idea Generation

We adapted measures from Amabile et al. (1994) to assess the motivational drivers of idea generation. Intrinsic idea generation was measured with items such as, "My team enjoys tackling creative problems that are completely new to us" ($\alpha = 0.89$). Extrinsic idea generation was assessed with items such as, "My team is strongly motivated by the recognition we can receive from other people for our own ideas" ($\alpha = 0.75$). Both scales demonstrated acceptable interrater agreement and reliability: for intrinsic idea generation, $rwg = 0.85$, $ICC(1) = 0.59$, $ICC(2) = 0.76$; for extrinsic idea generation, $rwg = 0.89$, $ICC(1) = 0.59$, $ICC(2) = 0.76$.

3.2.2 | Idea Commitment

We assessed team members' psychological commitment to implementing their ideas by adapting Allen and Meyer's (1990) organizational commitment scale. Specifically, we changed the referent from "I" to "my team members" and modified the target to idea implementation. To ensure reliable responses, we employed abbreviated versions with three items each and carefully reviewed all items for directional consistency to avoid confusion. All items indicated higher levels of commitment as agreement increased, so no reverse coding was required. Sample items include: affective idea commitment, "My team members become emotionally attached to implementing ideas we generated" ($\alpha = 0.79$); normative idea commitment, "My team members believe that we are accountable to the ideas we generated" ($\alpha = 0.73$); and continuance idea commitment, "Not

implementing the ideas we suggested will be too costly for our team" ($\alpha=0.76$). Aggregation statistics demonstrated acceptable interrater agreement and intra-class correlations: for affective idea commitment, $rwg=0.79$, $ICC(1)=0.32$, $ICC(2)=0.51$, $F=2.03$, $p<0.005$; for normative idea commitment, $rwg=0.89$, $ICC(1)=0.38$, $ICC(2)=0.58$, $F=2.36$, $p<0.005$; and for continuance idea commitment, $rwg=0.85$, $ICC(1)=0.32$, $ICC(2)=0.50$, $F=2.02$, $p<0.005$.

3.2.3 | Positive Implementation Outcomes

Team leaders reported the extent to which their teams achieved the benefits by effectively implementing their ideas. We adapted four items from Klein et al.'s (2001) innovation effectiveness scale, which assesses the extent to which implementing an innovation yields intended benefits for users or the organization. Specifically, we modified the referent from individuals to teams while retaining the original focus on core outcome domains, including quality improvements, performance enhancement, productivity gains, and morale benefits derived from implementation ($\alpha=0.89$). Consistent with Klein et al.'s (2001) conceptualization of innovation effectiveness as capturing realized benefits, our measure assesses the extent to which idea implementation produced positive outcomes for the team, rather than the degree of behavioral adoption or the implementation process itself (see Appendix 1 for the full set of items).

3.2.4 | Control Variables

To address alternative explanations and reduce confounding, we followed Bernerth and Aguinis' (2016) recommendations by including theoretically meaningful control variables. First, we controlled for team function (i.e., general management, professional services, and sales), which has significant implications for team innovation (Sung and Choi 2012). Although team size is a basic team property, it was excluded because the sampled

teams consisted of only three or four members, and team size did not correlate with other study variables. Second, we controlled for innovative climate, which reflects the extent of encouragement and support for innovation within teams. As the contextual environment for innovation, innovative climate is especially relevant to our hypotheses concerning idea generation and implementation (Amabile 1996; Anderson et al. 2014). Innovative climate was assessed using five items adapted from Klein et al. (2001), as listed in Appendix 1.

4 | Results

4.1 | Preliminary Analyses

We assessed the empirical distinctiveness of the study variables using confirmatory factor analysis (CFA). The hypothesized five-factor model demonstrated good fit to the data ($\chi^2(25)=35.64$, $p<0.05$, CFI=0.97, TLI=0.94, RMSEA=0.06). In contrast, alternative models that combined idea generation motivations or idea commitment variables showed significantly worse fit (all $\Delta\chi^2$ tests, $p<0.001$), supporting the validity of the hypothesized measurement model. Table 1 reports descriptive statistics and correlations among the study variables.

We tested the main effect hypotheses using multiple regression analyses in Stata 15 (Rubinfeld 2011) and examined the mediated relationships with Model 4 of the PROCESS macro in SPSS 26 (Hayes 2013). The results of the multiple regression analyses are summarized visually in Figure 1.

4.2 | Main Effects of Idea Generation on Idea Commitment

Hypothesis 1 predicted that intrinsic idea generation would be positively related to affective and normative idea commitment. Multiple regression results (Table 2) indicated that intrinsic idea

TABLE 1 | Means, standard deviations, and correlations (main study).

	Mean	SD	1	2	3	4	5	6	7	8	9	10
1. Management/administration	0.43	0.50	1									
2. Services	0.27	0.45	-0.53**	1								
3. Sales	0.25	0.44	-0.51**	-0.35**	1							
4. Innovative climate	3.46	0.93	0.30*	-0.18	0.04	1						
5. Intrinsic idea generation	3.45	0.71	-0.37**	0.03	0.33*	-0.10	1					
6. Extrinsic idea generation	3.68	0.68	-0.27*	0.28*	0.14	0.01	0.53**	1				
7. Affective idea commitment	3.19	0.58	-0.05	-0.01	0.17	-0.14	0.18	0.41**	1			
8. Normative idea commitment	3.57	0.49	-0.34**	0.15	0.26*	-0.04	0.49**	0.46**	0.47**	1		
9. Continuance idea commitment	2.98	0.56	-0.16	0.07	0.16	0.09	0.09	0.27*	0.48**	0.34**	1	
10. Positive implementation outcomes	4.28	0.72	0.24	-0.05	0.01	0.56**	-0.14	0.05	0.09	-0.15	-0.06	1

Note: $N=60$.

* $p<0.05$.

** $p<0.01$.

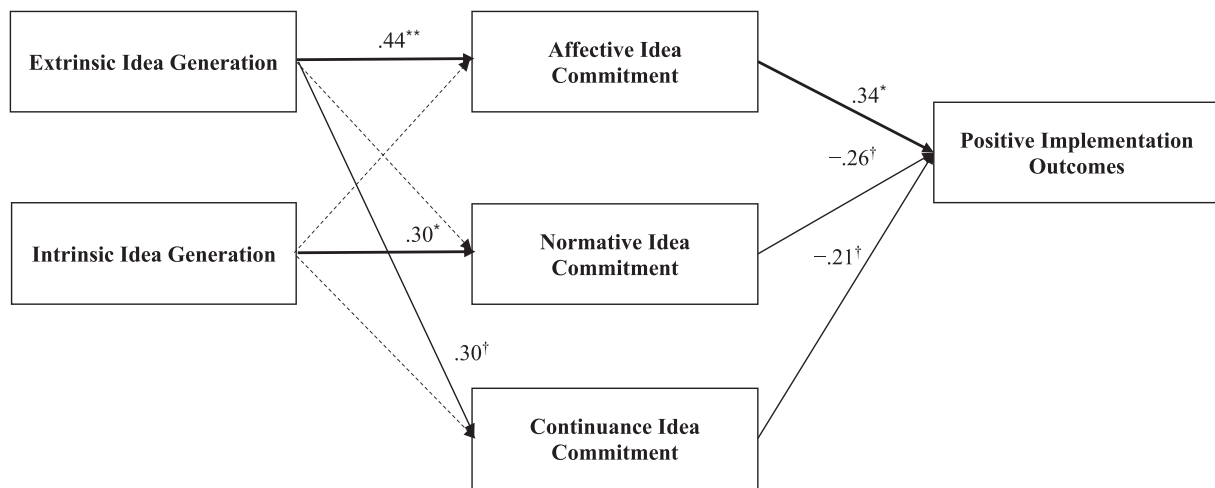


FIGURE 1 | Conceptual model and summary of analysis results (main study). *Note:* Thicker lines represent regression coefficients with greater statistical significance. Dotted lines represent regression coefficients that are statistically nonsignificant. $^{\dagger}p < 0.10$, $*p < 0.05$, $**p < 0.01$.

TABLE 2 | Regression results of the relationship between idea generation and commitments to idea implementation (main study).

Variable	Outcome variable:					
	Model 1: Affective idea commitment		Model 2: Normative idea commitment		Model 3: Continuance idea commitment	
	With control variables	Without control variables	With control variables	Without control variables	With control variables	Without control variables
Management/administration	0.50		0.01		−0.20	
Services	0.25		0.14		−0.09	
Sales	0.47 [†]		0.18		0.02	
Innovative climate	−0.27*		0.00		0.11	
Intrinsic idea generation	−0.06	−0.06	0.30*	0.34*	−0.14	−0.07
Extrinsic idea generation	0.44**	0.44**	0.24	0.28*	0.30 [†]	0.30 [†]
R-squared	0.26	0.17**	0.32**	0.30***	0.11	0.07
F	3.12	5.88**	4.22**	11.96***	1.07	2.26

Note: $N = 60$. Standardized regression coefficients are reported.

[†] $p < 0.10$.

* $p < 0.05$.

** $p < 0.01$.

*** $p < 0.001$.

generation significantly predicted normative idea commitment ($\beta = 0.30$, $p = 0.05$) but was not significantly related to affective idea commitment ($\beta = -0.06$, $p = 0.70$). Accordingly, Hypothesis 1a was not supported, whereas Hypothesis 1b was supported.

Hypothesis 2 predicted that extrinsic idea generation would be positively related to affective and continuance idea commitment. The results showed that extrinsic idea generation significantly predicted affective idea commitment ($\beta = 0.44$, $p = 0.006$), but its association with continuance idea commitment was only marginally significant ($\beta = 0.30$, $p = 0.08$). Thus, Hypothesis 2a was supported, whereas Hypothesis 2b was not supported.

4.3 | Main Effects of Idea Commitment on Positive Implementation Outcomes

Hypotheses 3 and 4 predicted that affective and normative idea commitments would be positively related, whereas continuance idea commitment would be negatively related to positive implementation outcomes. As shown in Model 3 of Table 3, affective idea commitment was a significant positive predictor of positive implementation outcomes ($\beta = 0.34$, $p = 0.02$). By contrast, the effects of normative and continuance idea commitment were only marginally significant and negative ($\beta = -0.26$, $p = 0.07$; $\beta = -0.21$, $p = 0.10$, respectively). Thus, only the main effect of

TABLE 3 | Regression results of the relationship between commitments to idea implementation and positive implementation outcomes (main study).

Variable	Outcome variable: Positive implementation outcomes					
	Model 1		Model 2		Model 3	
	With control variables	Without control variables	With control variables	Without control variables	With control variables	Without control variables
Management/administration	0.63*		0.41		0.42	
Services	0.54 [†]		0.47 [†]		0.47 [†]	
Sales	0.51 [†]		0.39		0.40	
Innovative climate	0.45***		0.56***		0.56***	
Intrinsic idea generation	−0.05	−0.23			0.02	−0.16
Extrinsic idea generation	0.03	0.18			0.00	0.19
Affective idea commitment			0.34*	0.24	0.34*	0.19
Normative idea commitment			−0.24*	−0.23	−0.26 [†]	−0.21
Continuance idea commitment			−0.21 [†]	−0.09	−0.21 [†]	−0.11
R-squared	0.39**	0.04	0.47***	0.06	0.07**	0.09
F	5.59**	1.22	6.67***	1.21	4.99**	1.02

Note: N = 60. Standardized regression coefficients are reported.

[†]p < 0.10.

*p < 0.05.

**p < 0.01.

***p < 0.001.

TABLE 4 | Bootstrapped indirect effects of idea generation motivation (main study).

Independent variable	Outcome variable:		Bootstrapped bias-corrected 95% CI			
	Positive implementation outcomes					
	Mediator		Indirect effect	SE	Lower	Upper
Intrinsic idea generation	Affective idea commitment		0.06	0.07	−0.06	0.23
	Normative idea commitment		−0.11	0.07	−0.28	0.01
	Continuance idea commitment		−0.01	0.05	−0.09	0.11
Extrinsic idea generation	Affective idea commitment		0.14*	0.08	0.02	0.33
	Normative idea commitment		−0.11	0.06	−0.24	0.00
	Continuance idea commitment		−0.05	0.05	−0.17	0.01

Note: N = 60.

*p < 0.05.

affective idea commitment was supported, providing evidence for Hypothesis 3a.

4.4 | Mediation by Idea Commitment

Hypotheses 5 and 6 proposed that idea commitment would mediate the relationship between idea generation motivation and positive implementation outcomes. We tested these mediation hypotheses using 5000 bootstrapped samples to evaluate the significance of the indirect effects (Preacher and Hayes 2008). As shown in Table 4, only the indirect effect of extrinsic idea

generation on positive implementation outcomes through affective idea commitment was statistically significant (b = 0.14, 95% CI [0.02, 0.33]). Therefore, Hypothesis 5 was not supported, while Hypothesis 6 received partial support through affective idea commitment.

5 | Supplementary Study

Although our field study relied on multi-source data, its design does not allow for definitive causal inferences. Therefore, we designed a complementary vignette-based online experiment to

establish causal relationships among the current study variables. Whereas the field study focuses solely on positive implementation outcomes, the supplementary study extends this approach by incorporating both implementation processes, operationalized as participants' willingness to implement team ideas, and implementation outcomes, thereby enabling a more comprehensive test of the hypothesized pathways.

5.1 | Method

We conducted a vignette-based online experiment using Amazon's Mechanical Turk (MTurk) with a between-subjects design comprising two experimental conditions. Participants were randomly assigned to read a vignette describing either intrinsic or extrinsic motivations for team idea generation. Of the 190 individuals recruited, 36 were excluded for failing attention checks or completing the survey too quickly, yielding a final sample of 154 participants (79 in the intrinsic condition and 75 in the extrinsic condition) (Goldammer et al. 2020).

After reading the vignette corresponding to their assigned motivation condition (Appendix 2), participants completed a screening question. Those who failed to provide the correct answer consistent with their experimental condition were instructed to reread the vignette before proceeding. Participants then responded to the same scales used in the field study (Appendix 1), with the addition of a measure assessing implementation intention to capture their willingness to actually implement team ideas. Implementation intention was measured with a three-item scale adapted from Lukes and Stephan (2017) (Appendix 1).

5.2 | Results

For intrinsic idea generation, participants in the intrinsic motivation condition reported significantly higher scores than those in the extrinsic motivation condition ($M = 3.80$ vs. 3.62 ; $t(78) = 1.98$, $p = 0.05$). For extrinsic idea generation, participants in the extrinsic motivation condition reported significantly higher scores than those in the intrinsic motivation condition ($M = 4.24$ vs. 3.86 ; $t(74) = 4.64$, $p < 0.001$). These results confirm the successful manipulation of team motivation for idea generation.

Using data from the vignette-based experiment, we tested the hypothesized indirect effects of idea generation motivation on both implementation intention and positive implementation outcomes through idea commitment. Indirect effects on implementation intention were estimated with 5000 bootstrapped samples. As shown in Table 5, intrinsic idea generation exerted a significant positive indirect effect on implementation intention through normative idea commitment ($b = 0.10$, 95% CI [0.01, 0.18]), reaffirming the link between intrinsic idea generation and normative idea commitment illustrated in Figure 1. Moreover, extrinsic idea generation produced significant indirect effects on implementation intention through both affective idea commitment ($b = 0.20$, 95% CI [0.07, 0.35]) and normative idea commitment ($b = 0.21$, 95% CI [0.06, 0.40]). These results parallel the main effect patterns observed in our field study (Figure 1), providing convergent evidence across methods.

Second, we examined the indirect effects of idea generation motivation on positive implementation outcomes. As reported in Table 5, the indirect effect of extrinsic idea generation on

TABLE 5 | Bootstrapped indirect effects of idea generation motivation (supplementary experimental study).

Independent variable	Mediator	Outcome variable: Implementation intention			
		Indirect effect	SE	Lower	Upper
Intrinsic idea generation	Affective idea commitment	0.07	0.06	-0.00	0.22
	Normative idea commitment	0.10*	0.04	0.01	0.18
	Continuance idea commitment	0.01	0.02	-0.03	0.06
Extrinsic idea generation	Affective idea commitment	0.20*	0.07	0.07	0.35
	Normative idea commitment	0.21*	0.09	0.06	0.40
	Continuance idea commitment	-0.01	0.04	-0.08	0.07
Outcome variable: Positive implementation outcomes					
Independent variable	Mediator	Indirect effect	SE	Lower	Upper
Intrinsic idea generation	Affective idea commitment	0.04	0.04	-0.01	0.16
	Normative idea commitment	0.09	0.04	-0.01	0.16
	Continuance idea commitment	0.04	0.03	-0.01	0.09
Extrinsic idea generation	Affective idea commitment	0.13*	0.06	0.01	0.26
	Normative idea commitment	0.14	0.08	-0.01	0.32
	Continuance idea commitment	-0.00	0.02	-0.05	0.03

Note: $N = 154$ (intrinsic motivation group = 79, extrinsic motivation group = 75).

* $p < 0.05$.

positive implementation outcomes through affective idea commitment was significant ($b = 0.13$, 95% CI [0.01, 0.26]), whereas all other indirect effects were nonsignificant. This pattern mirrors the indirect effect findings from the field study (Table 4), thereby strengthening confidence in the robustness of the empirical results.

5.3 | Cross-Study Convergence

The results across the field study and the supplementary online experiment reveal both convergences and divergences. The most consistent finding is the positive indirect effect of extrinsic idea generation through affective commitment on implementation, particularly predicting implementation intention in the experimental study and positive implementation outcomes in both field and experimental studies. This cross-method convergence underscores the robustness of this central motivational pathway.

By contrast, intrinsic idea generation shows a significant indirect effect via normative commitment on implementation intention (experimental study) but does not translate into significant effects on positive implementation outcomes in either study. Given that the field study assesses only positive implementation outcomes, whereas the experimental study includes both implementation intention and outcomes, the more proximal nature of implementation intention likely accounts for the stronger effects observed for certain pathways in the experimental context.

6 | Discussion

6.1 | Theoretical Implications

This study advances innovation research in several important ways by identifying the motivational mechanisms that bridge idea generation and implementation at the team-level, which represents an issue that has remained largely unexamined despite its central importance to organizational innovation. The current analysis highlights the importance of examining distinct motivational and commitment mechanisms at the team-level to bridge the longstanding gap between creativity and innovation.

First, it challenges the prevailing assumption of the primacy of intrinsic motivation in the innovation process, an assumption largely derived from individual-level creativity research (Yesuf et al. 2023). Our findings suggest that the drivers of innovation differ at the team level, with extrinsic motivation exhibiting stronger and more consistent effects on implementation outcomes than intrinsic motivation.

Second, we extend Meyer and Allen's (1991) three-component model of commitment to the innovation context. Our results indicate that affective commitment is the most consistent predictor of positive implementation outcomes (Damasceno et al. 2021; Torlak et al. 2024), whereas normative and continuance commitment demonstrate more nuanced or even negative effects.

Third, we provide novel empirical evidence on how team-level motivation translates idea generation into implementation outcomes. Prior research has typically treated creativity antecedents

(Amabile 1996; Anderson et al. 2014) and implementation facilitators (Choi and Price 2005) as separate domains. By showing that idea generation motives shape distinct commitment profiles, which in turn influence implementation outcomes, this study delineates a theoretical pathway that previously siloed approaches have overlooked. The cross-method replication of this motivational mechanism across field and experimental studies further strengthens the robustness of these findings.

6.2 | Potential Theoretical Expansion of Motivational Mechanisms Underpinning Innovation

Our analysis reveals several intriguing patterns, some of which are unexpected and even counterintuitive. These findings not only offer fresh insights into the innovation process linking idea generation and implementation but also point to opportunities for extending, refining, and revising prevailing theories of innovation, as elaborated below.

6.2.1 | Extrinsic Motivation Primacy in Bridging Idea Generation to Implementation

The dominant role of extrinsic motivation in driving implementation success through affective commitment challenges the creativity literature's long-standing emphasis on intrinsic motives (Baer 2012; Fischer et al. 2019). Directly comparing intrinsic and extrinsic idea generation across both studies, extrinsic motivation demonstrates consistently significant effects on positive implementation outcomes via affective commitment, whereas intrinsic motivation does not exhibit a comparable effect. The robustness of this pattern across both field and experimental studies underscores the need for theoretical reconsideration: innovation is a multi-stage process that likely requires different motivational orientations at different phases (Amabile and Pratt 2016; Torlak et al. 2024). In particular, these findings suggest that, at the team-level, especially encompassing both the generation and implementation stages, extrinsic motivation may serve as a more reliable driver of implementation success than intrinsic motivation.

However, this conclusion warrants qualification. Prior work (Amabile 1988, 1996) suggests that although extrinsic motivation may facilitate implementation, it can also constrain idea originality by narrowing attention toward outcomes rather than exploratory processes. Thus, extrinsic motivation may promote the implementation of feasible and practical ideas, but potentially at the expense of novelty or originality. Because our study does not directly assess idea originality or quality, this represents an important boundary condition. Future research should explicitly examine this potential trade-off by jointly assessing the motivational basis of idea generation and the objective quality of ideas across stages of the innovation process (Amabile and Pratt 2016; Torlak et al. 2024). More broadly, further theoretical development is needed to account for shifting motivational dynamics across stages of innovation, recognizing that intrinsic motivation may be more critical during early idea generation, whereas extrinsic motivation (when framed as meaningful external demands rather than coercive pressure) may play a stronger role in sustaining implementation.

6.2.2 | Contextual Constraints on Intrinsic Motivation

The limited impact of intrinsic motivation on implementation may reflect differences between controlled laboratory settings and real organizational environments. In practice, resource constraints, time pressures, and competing priorities often compromise the luxury of pursuing ideas purely for inherent satisfaction and enjoyment (Amabile and Pratt 2016). Moreover, organizational hierarchies and formal approval processes require teams to justify innovations in business terms, which can diminish or neutralize the benefits of intrinsic motivation during later stages of the innovation process (Ritala et al. 2020). Future research should therefore investigate the boundary conditions under which intrinsic motivation continues to facilitate idea implementation, such as contexts with greater resource slack, supportive leadership, or innovation-friendly climates that allow intrinsic motives to translate more effectively into execution.

6.2.3 | Distinct Team-Level Motivational Dynamics

Our findings highlight potential discontinuities between individual- and team-level motivation. Whereas intrinsic motivation has robust effects at the individual level, its influence in teams appears much weaker, underscoring fundamental differences in how motivation operates across levels of analysis. These results suggest that innovation may require distinct motivational pathways and support mechanisms at the team-level compared with the individual level (Amabile 1988; Deci and Ryan 2000; Damasceno et al. 2021). Future research should adopt multilevel approaches to examine how individual and team motivations interact, whether they reinforce, conflict, or compensate for one another in shaping innovation outcomes.

6.2.4 | Idea Commitment as Critical Pathway to Effective Idea Implementation

By identifying affective idea commitment as the primary psychological mechanism linking idea generation to positive implementation outcomes, this study helps to open the “black box” between developing ideas and their execution. Our findings suggest that emotional attachment to ideas, rather than moral obligation or cost avoidance, supplies the sustained energy required for successful implementation (Choi and Price 2005; Herscovitch and Meyer 2002; Meyer and Allen 1991). Future research may further explore the way to cultivate affective idea commitment within teams, for example by fostering ownership, celebrating team-generated ideas, and creating contexts in which members feel emotionally invested in bringing their ideas to fruition.

6.2.5 | Normative Commitment Complications

The weak or even negative effects of normative commitment suggest that obligation without emotional buy-in may foster mechanical compliance rather than enthusiastic execution (Meyer et al. 2002). Excessive feelings of duty may also elicit psychological reactance, as team members resist overt obligations in order to preserve their autonomy (Steindl et al. 2015). An alternative explanation is that normative commitment exerts its

strongest influence during initial adoption decisions rather than during sustained implementation, such that our measurement timing may not have captured its peak effect (Herscovitch and Meyer 2002). Future research should examine the temporal dynamics of normative commitment by identifying the stages of the innovation process in which it exerts the greatest influence.

6.3 | Practical Implications

These findings offer actionable guidance for managers seeking to convert team creativity into positive implementation outcomes. First, managers should adopt a stage-sensitive approach to motivating team idea generation rather than privileging a single type of motivation. To realize the benefits through implementation, leveraging extrinsic motivators, such as clear performance targets and recognition, can more reliably translate ideas into successful outcomes. At the same time, organizations should not neglect intrinsic motivation, as it likely plays a critical role in fostering the creativity and originality of ideas at earlier stages. Thus, leaders should manage extrinsic motivation in ways that support rather than undermine intrinsic drive. External requirements and performance targets can be framed as opportunities for teams to create value rather than as obligations. Providing clear implementation pathways that map each idea to strategic goals and success metrics can further enhance affective idea commitment and facilitate follow-through.

Second, fostering affective commitment to ideas is essential. Managers can strengthen emotional attachment by linking proposals to meaningful outcomes, such as demonstrating how they address customer needs or advance the organization's mission. Recognizing and celebrating the creative quality of team solutions, for example, through public acknowledgment or awards, can further deepen emotional buy-in.

Third, managers should be cautious in relying too heavily on normative commitment. While appealing to a sense of duty may encourage compliance, obligation without emotional buy-in risks mechanical execution, and even psychological resistance. To avoid these problems, leaders should frame responsibilities in ways that emphasize shared purpose and voluntary engagement rather than enforced obligation.

Finally, managers should avoid the pitfalls of continuance commitment, in which teams pursue implementation mainly to avoid penalties. Overemphasizing the costs of failure can produce compliance without genuine engagement. Instead, leaders should reduce perceived risks and costs by offering training, coaching, or pilot-project funds, and reframe implementation tasks as opportunities for growth. Stressing the benefits and learning potential of implementation, rather than the obligations or consequences of nonperformance, promotes sustained and enthusiastic execution.

6.4 | Study Limitations and Future Research Directions

Several study design issues should be considered in interpreting the current findings. First, the cross-sectional nature of the field study restricts causal inference and limits our ability to capture

stage-specific motivational dynamics. Intrinsic motives may be particularly influential during early ideation, whereas extrinsic drivers may become more critical during execution (Maxwell and Cole 2007). Although our experimental study confirmed the findings from the field study, future research should employ longitudinal designs to trace these temporal shifts and provide stronger causal inference.

Second, the present studies rely on ratings of leaders and participants to assess implementation outcomes. This approach constrains our ability to draw inferences about the extent to which idea generation motives translate into objectively verifiable benefits. Future research should incorporate objective indicators, such as financial performance, expert evaluations, and behavioral observations, to assess whether extrinsically motivated teams achieve superior implementation outcomes. In addition, subsequent studies could evaluate the novelty, feasibility, and overall quality of generated and implemented ideas to examine whether extrinsic motivation, while facilitating commitment and implementation, may be associated with lower-quality ideas.

Third, our team-level aggregation approach may obscure within-team variation in motivational orientations and commitment types, potentially masking more complex interaction patterns (Chan 1998). Although the current aggregation statistics (ICC and rwg) support aggregation based on theoretical rationale and established precedents for small teams (Bliese 2000; Heimann et al. 2020; Woehr et al. 2015), ICC values are sensitive to team size. Accordingly, future research should examine larger teams to enhance the reliability of team-level analyses.

Finally, the relatively modest sample of 60 teams drawn from a single cultural context may limit statistical power and the generalizability of our findings. The sample size also precluded the use of structural equation modeling (SEM), preventing formal statistical comparisons of the relative magnitudes of intrinsic versus extrinsic motivation effects on idea commitment and implementation outcomes. Future research should draw on larger, more diverse, and cross-cultural team samples with sufficient power for SEM analyses. This would enable formal tests of path coefficient equality and strengthen the external validity and boundary conditions of the present findings.

7 | Conclusion

This research indicates that transforming creative ideas into positive implementation outcomes requires more than the generation of novel solutions. At the team-level, extrinsic motivation, operating through affective commitment, emerges as a central driver of successful idea implementation to realize intended benefits. By contrast, intrinsic motivation and commitment rooted in obligation or cost considerations appear less effective. Recognizing these distinct motivational pathways that bridge idea generation and implementation outcomes advances both theory and practice by highlighting the importance of phase-specific strategies across the multi-stage innovation process. While our framework offers a foundation for understanding how motivational and commitment mechanisms operate in team contexts, future research should address current design

limitations and expand the range of motivational perspectives to better capture the complexity of team-based innovation.

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Data Availability Statement

The data that support the findings of this study are available from the corresponding author upon reasonable request.

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Appendix 1

Measurement Scale Items

Intrinsic Idea Generation

In the process of generating new ideas in my team ...

- My team enjoys the problem-solving process more when the new ideas are more difficult to generate.
- My team enjoys tackling creative problems that are completely new to us
- My team enjoys attempting to solve complex problems creatively.

Extrinsic Idea Generation

In the process of generating new ideas in my team ...

- My team wants other people to acknowledge how capable we are of providing creative solutions.
- My team is strongly motivated by the recognition we can receive from other people for our own ideas.
- My team is keenly aware of the team performance target we have as we generate new ideas

Affective Commitment to Idea Implementation

- My team members become "emotionally attached" to implementing ideas we generated.
- Implementing our own ideas has a considerably personal meaning for my team members.
- My team members feel a strong sense of ownership of our own ideas.

Normative Commitment to Idea Implementation

- My team members believe that we are accountable to the ideas we generated.
- My team members feel a sense of social obligation to implement the ideas we offered.
- My team members feel responsible for implementing the ideas we suggested even when we have other tasks to perform.

Continuance Commitment to Idea Implementation

- Not implementing the ideas we suggested will be too costly for our team.
- Implementing the ideas we offered is a matter of necessity as much as desire.
- Not implementing the ideas we offered, even if we did not want to, will be too difficult for our team.

Positive Implementation Outcomes

- By implementing our own ideas, my team's quality for product, service, or work processes is improved.
- By implementing our own ideas, my team's morale is boosted.
- By implementing our own ideas, my team's performance is improved

- d. By implementing our own ideas, my team's productivity is enhanced

Innovative Climate

- a. Innovations are a top priority in my organization.
- b. People in my organization recognize that innovations are important.
- c. In my organization, people are encouraged to benefit from innovations
- d. People exert considerable effort in making innovations a success in my organization.
- e. One of my organization's main goals is to use innovations effectively.

Implementation Intention (Supplementary Online Study)

- (a) Many ideas my team comes up with will be used in our work.
- (b) Whenever my team works, my team will implement our ideas.
- (c) My team will be successful in implementing our ideas and putting them into practice.

Expected Positive Implementation Outcomes (Supplementary Online Study)

- a. By implementing our own ideas, my team's quality for product, service, or work processes will be improved.
- b. By implementing our own ideas, my team's morale will be boosted.
- c. By implementing our own ideas, my team's performance will be improved.
- d. By implementing our own ideas, my team's productivity will be enhanced.

Appendix 2

Vignettes Used in the Supplementary Online Study

Intrinsic Idea Generation Condition

Please imagine that you are a member of a work team in a business organization. When you are working in this team, team members, including yourself, voluntarily generate new ideas related to work processes, products or services. Your team enjoys tackling creative problems that are new to the team. Your team members also enjoy the problem-solving process more when the new ideas are more difficult to generate. Your team members provide new ideas without any outside influences but for the sake of enjoyment, interest, satisfaction, and curiosity.

Extrinsic Idea Generation Condition

Please imagine that you are a member of a work team in a business organization. When you are working in this team, team members, including yourself, generate new ideas related to work processes, products or services. Your team's efforts to generate new ideas are driven by task demands or requests from others related to the task. External requests and their rewards drive your team's motivation to generate ideas. By providing creative solutions, your team attempts to achieve acknowledgment and recognition through meeting task demands and improving performance.