

**The Research Centre of the Faculty of Economics**  
cordially invites you to a research seminar  
on **Tuesday, 19<sup>th</sup> September 2017**  
at **13 p.m.** in room **P-201**  
at the **Faculty of Economics, University of Ljubljana**

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will present the article:

### **“Failing to Try: Creative Self-efficacy and Creative Performance”**

“Employee creativity is a primary driver for organization innovation. Yet, fostering employee creativity can be challenging and complex. It has thus engaged a large body of research endeavored to crack the code (e.g. (Amabile, Barsade, Mueller, & Staw, 2005; Černe, Nerstad, Dysvik, & Škerlavaj, 2014; Redmond, Mumford, & Teach, 1993; Richter, Hirst, van Knippenberg, & Baer, 2012; Sun, Zhang, Qi, & Chen, 2012; Tierney & Farmer, 2011; Zhang & Bartol, 2010). Of which, much attention has been directed to creative self-efficacy, individual beliefs in his/her ability to produce creative outcomes (Tierney & Farmer, 2002), supporting a positive relationship between creative self-efficacy and creative performance (cf. (Choi, 2004; Y. Gong, J.-C. Huang, & J.-L. Farh, 2009; Tierney & Farmer, 2002, 2011).

Despite the general agreement of the alleged positive relationship, Richter and colleagues (2012) pointed out that the empirical results have not been consistently strong stressing the need to look into possible factors that may alter the nature of the relation. In particular, they argued that this inconsistency could be explained by social-cognitive theory, which addresses that individual behavior is largely based on the judgement of their abilities to carry out a task successfully under the circumstance/situation (s)he is in. In other words, inefficacious and efficacious individuals may respond to their situations differently when facing creative performance. As such, the question is not about the degree to which creative self-efficacy may lead to creative performance, but how.

To address this gap, we propose and test a performance apprehension model such that the supposed positive relationship between creative self-efficacy and creative performance may turn negative depending on the performance feedback valence the person receive and his/her performance avoidance goal orientation, which refers to a person’s focus on the avoidance of negative evaluation (Elliot & McGregor, 2001). Specifically, we argue that inefficacious individuals would respond more positively than efficacious individuals would towards negative performance feedback on their subsequent creative task. In addition, with high performance avoidance goal orientation, highly efficacious individuals who have received positive feedback would be more prone to the fear of failing and would perform worse on the creative task than individuals with lower creative self-efficacy. We test this model among crowdworkers, who were platform-mediated, self-employed laborers.

The intended contributions of the present study are three folded. First, our findings extend the current understanding of the role of creative self-efficacy on creative performance by testing the contextual and personal factors, i.e., performance feedback valence and performance avoidance goal orientation respectively, that may moderate the relationship. Second, the current study also sheds light on the role of leadership in terms of how and when performance feedback should be delivered in fostering employee creativity. Third, in light of the rapid growth of crowdsourcing arrangements as a way for organizations to augment their businesses by accessing talent to fill critical gaps, investigations into how crowdworkers see and approach their work would provide us with important and timely theoretical and practical insights. ”

You can register for the free seminar by phone (01) 58-92-490, or via e-mail:

[research.seminars@ef.uni-lj.si](mailto:research.seminars@ef.uni-lj.si) by Monday, 18<sup>th</sup> September 2017.

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**We look forward to seeing you!**

