

EFFECT OF CREATIVITY AND CONFIDENCE ON JOB PERFORMANCE – AN EMPIRICAL STUDY AMONG IT PROFESSIONALS

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Abstract

Leadership performance is an important component for IT Professionals in terms of viability in the long run. As a complex phenomenon, leadership performance is affected by many other variables, including the perception of managers of their own behavior as leaders. This study examines the perceived impact of confidence and creativity of IT professionals on their job performance, for which 117 individuals participating from IT sectors of the studied area were surveyed. The results indicate that confidence has a positive, strong and significant relationship with the ability of the managers to articulate a vision and hence it influenced their job performance, but not the creativity whose relationship, although positive and significant, is not considered strong. In addition, a strong, positive and significant relationship was found between the ability to articulate a vision and contribute to their job performance.

Keywords: Confidence, Creativity, Job Performance, IT Professionals, Performance feedback, Leadership Performance

1. INTRODUCTION

Leadership is vital in any industry and IT is no exception for the same. Success of an organization depends on the professionals who take the organization way forward. The inbuilt qualities of the professionals which are essential for optimizing their performance in their environment can be listed as creativity, confidence, vision, job readiness, team playing. However, according to earlier research, creativity and confidence are one of the two pillars to help an individual to excel in his job. Kayemuddin, 2012 have tested the influence of confidence on leadership performance at Ecuadorian context. Shin 2015 studied the role of creativity on job performance among different sectors of professionals. The main objective of the present study is to explore the influence of confidence & creativity on job performance among IT professionals. The study aims to identify the characteristics which positively influence job performance.

2. THEORITICAL FRAMEWORK

Most literature cited in early studies in the 1950s and 1960s on the relationship between job satisfaction and job performance dealt with simple labor (Brayfield & Crockett, 1955; Latham, 2007; Vroom, 1964). However, current social and economic structures have greatly changed with the advance of science and technology. The quality of jobs is also changing significantly in the rapidly evolving globalized information society. Job complexity has significantly increased in every occupation and greater emphasis is placed on the creativity of each employee. In this context, the importance of examining attitude and behavior in relation to highly skilled professionals is growing in organizational settings. For this study, focusing on IT Professionals as a typical example of highly skilled professionals is effective for making future predictions because Information Technology is an ever demanding sector and is both highly complex and creative. In particular, this study focuses on IT professionals who are in the middle level management for whom creativity and confidence is a must to have quality in their day to day activities of their profession.

2.1 Creativity

Castillo-Vergara et al (2018) defined creativity as a concept related with achieving objectives alongwith presentation of new results, emergence of new products or the development of new and appropriate solutions. Agogué et al. (2015) explained that managers not only have to create novel and innovative ideas and methods as a central aspect of his role of leaders, but also should promote creativity and innovativeness among the members of their organizations to positively impact their own performance as leaders. Reid et al (2017) predicted that managers as leaders, can influence employees creativity in many ways by orienting their actions toward s creative behavior, they also can generate emotional states that could lead employees to be more creative identifying problems, questioning existing methods, generating new ideas to get things done, and promoting positives discussion between them.

2.2 Confidence

Axelrod (2017) revealed that leadership is about having the confidence to make decisions. Confidence, is the judgment of the capability to successfully accomplish something; this judgment is based on weighing all capabilities – abilities, motivation, and available resources versus the requirements of the task to be performed. On the other hand, owner – managers, as leaders has to be able to infusing self- confidence in the others members of their organizations, so they can became self – confidence to as an indication of successful leadership performance. Hall (2004) explained that when a manager takes risks and displays a lot of confidence in relation to the decision to make to reach some vision, an as a result of this behave succeed, not only become more confident, but also is instilling confidence in their sub ordinates. Self-confidence is the fundamental basis from which leadership grows. If the managers are creative and promote creativity in their subordinates, in addition to having confidence in their own capabilities to achieve the vision, then it is possible to achieve these desired results for their companies. Based on the aforementioned explanations, the study expects creativity and confidence specifically to be positively related to job performance. (Ruvio et al., 2010; Sosik & Dinger, 2007).

2.3 Job Performance

According to Motowidlo (2003), *job performance* is defined as the total expected value to the organization of the discrete behavioural episodes that an individual carries out over a specified time period. Those researchers emphasize two key issues in this definition. First, performance is an aggregated property of multiple, discrete behaviours that occur over time. Second, the property of behaviour to which performance refers is its expected value to the organization. Two performance criteria – mean performance and performance variation – are among the most commonly studied indicators in pay-for-performance research. Sturman (2007) maintains that long-term or directional changes over time are differentiated from short-term fluctuations, or unsystematic variation of performance. According to Barnes et al. (2012), there are several reasons to expect that performance variation of greater magnitude is associated with smaller compensation. By definition, it is easier to predict the performance of employees who show little performance variability as compared to those who show high variability. Organizations tend to value predictability. Barnes & Morgeson (2007) studied that employees performing who perform well in an organization do so due to their own interest and because of their contribution to their task with full creativity and confidence.

2.4 Constant Feedback As A Mediator Between Creativity & Confidence To Influence Job Performance :

The present study investigates the impact of creativity and confidence which would influence job performance when constant feedback being the mediating factor for enhancing the job performance. The conceptual framework of the study is explained in Figure 1.

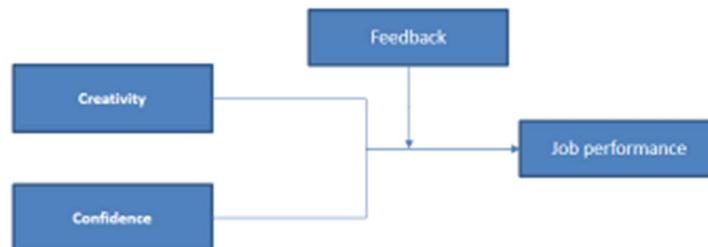


Figure 1 : CONCEPTUAL FRAMEWORK OF THE STUDY

3. HYPOTHESES OF THE STUDY :

The hypotheses of the study based on the constructs within the model are as follows:

H1. Creativity has impact on job performance while receiving constant feedback.

H2. Confidence has impact on job performance while receiving constant feedback.

If IT professionals do not naturally have the traits of creativity and confidence and receive constant feedback from their higher personnel their performance cannot be positively measured. Through training and coaching, it is possible to develop the necessary competencies to stand at the helm of their businesses (Hutchinson, 2018). Nevertheless, the knowledge of

how they are currently influencing could contribute to establishing the necessary training to improve their performance. As individuals, owner/managers engage with their subordinates and organizations in different ways. Specific traits we mentioned before should be utilized to their advantage because may lead toward taking on improving leadership role. It is also recognized that situation in which this leadership is attempted and the personal characteristics of the members of the organization (García- Vidal et al., 2017; Offermann & Coats, 2017).

RESEARCH METHODOLOGY:

- Universe: Employees from IT professional in Chennai city
- Sample size: 117 employees were taken as sample size by using convenience sampling.
- Research Design: The descriptive research design was used for this study.
- Tools of data collection: a questionnaire was prepared to collect data from employees on the various aspects of creativity, confidence and job performance.
- Tools used: Percentage analysis, Structural Equation Modeling.

3.1 Measures

- Creativity

Creativity was measured with the self- perceived creativity (17 items) scale (Boada Grau et al., 2014). On a five-point scale (1=totally disagree; 5=totally agree), the owner/managers rated the extent to which they agreed with each sentence. This scale is an spanish adaptation of the Creative Potential and Practiced Creativity scale (CPPC) (DiLiello & Houghton, 2008). This version of the original scale, present a similar reliability to that of the original version and ranged between 0.80 and 0.90. A CFA was implemented by the mentioned authors which presented an acceptable goodness of fit index and all indices fell within acceptable ranges (TLI=0.923; CFI=0.934; RMSEA=0.066) (Boada Grau et al., 2014).

- Confidence

This variable was measured with a self- confidence scale (14 items), developed for this study following previous researches (Axelrod, 2017; Garant et al., 1995; Hollenbeck & Hall, 2004; Kipnis & Lane, 1962). The five-point scale ranged from "Very Often," weighted 5, to "Not at All," with a weight of 1. The developed scale was administered to 30 owner – managers of the sample in a pilot test. The internal consistency of the self-confidence scale (0.865) appears satisfactory (Nunnally & Bernstein, 1994).

- Feedback

Constant Feedback was measured by adapting an instrument taking into account 12 categories (Sosik & Dinger, 2007). Using those 12 categories, managers evaluated each statement on a five point Likert scale assessing if the statement is a reveals their behavior. A pilot test was developed with 30 managers of the sample and the Reliability coefficients for the scale was $\alpha=0.784$.

- Job Performance

Job performance is the dependent variable in this study. To measure this variable, we made a combination of an instrument developed by Gupta & Govindarajan (1984), related to organizational outcomes and the leader’s outcomes proposed by Madanchian et al. (2017). This nine-item construct was measured using a five-point scale (1 = totally dissatisfied; 5=totally satisfied) and confidence with items is $\alpha=0.796$). Managers were asked to evaluate the satisfaction attached to specified performance criteria such as sales level, cash flow, sales growth, return on sales, and net profit, and also express their satisfaction with developed subordinate job satisfaction, improved subordinate performance, improved subordinate confidence and improved subordinate creativity.

3.2 Data Analysis :

The hypotheses were tested using the structural equation modeling technique with AMOS v24.0 (Dunne et al., 2016; Sosik & Dinger, 2007). This technique generates estimates of standardized regression coefficients for the model paths, which will be used to expose the relationships between analyzed variables.

3.3 RESULTS

The purpose of this study is to examine the influence of creativity, confidence and feedback on job performance. The model proposed contains the following number of variables (See Table 1).

<i>Elements</i>	<i>Count</i>
Number of observed variables	4
Number of unobserved variables	2
Number of exogenous variables	4
Number of endogenous variables	2
Number of variables in the model	6

Figure 2 summarizes results of the analysis of the overall sample for hypothesized model.

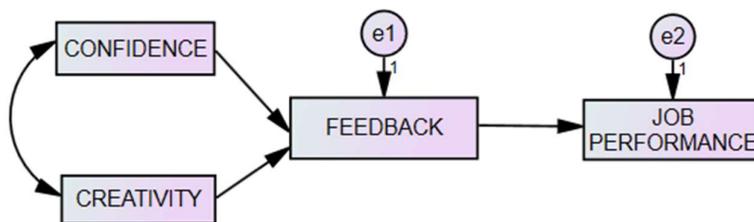


Figure 2. Results of analysis for hypothesized model

With all indices within acceptable ranges, the model shows acceptable goodness of fit index (IFI=0.953; GFI=0.979; AGFI=0.893; SRMR=0.008).

Hypothesis 1 proposed that creativity has impact on job performance while receiving constant feedback. The results presented in Table 2 indicate that manager’s creativity is significantly related with their job performance. However, this relation is not strong.

Hypothesis 2 proposed that confidence has impact on job performance while receiving constant feedback. The results presented in Table 2 indicate that manager's creativity is significantly related with their job performance and this relation is found to be strong.

Table 2 Regression Weights

		Estimate	S.E.	C.R.	P
Job Performance	Creativity	0.584	0.060	7.986	***
Job Performance	Confidence	0.382	0.039	9.059	***

Table 2 shows that the results of our analysis indicate a positive and significant relationship between the analyzed variables. Thus, strong support was found for Hypothesis 2. All the paths in the model were statistically significant thereby supporting the hypotheses upon which the model was based.

3. DISCUSSION

With this research, authors seek to examine the impact that creativity, confidence and constant feedback have on job performance. Specifically, the hypothesized that creativity and confidence has positive relations on job performance through the constant feedback. Overall, the findings support the notion that those variables affects job performance at IT Sector but not with the same intensity.

Unexpectedly, the did not find a strong relation between creativity and job performance mainly when literature research support the idea that feeedback is a construction that managers elaborate out of the study of opportunities mixed with their capacity of project their organizations to the future (Ruvio et al., 2010; Sosik & Dinger, 2007; Venus et al., 2013). While there is strong evidence that the construction of feedback is per se a creative process, the study results did not suggest its relevance. On the other hand, there are studies that found that sometimes self- perceptions of creativity do not reflect the actual creative performance (Baer, 2017; Pretz & McCollum, 2014).

In agreement with researches related with confidence (Axelrod, 2017; Cremer & Knippenberg, 2004; Hollenbeck & Hall, 2004), the results of this study support that the manager's confidence has a positive relation with job performance with constant feedback in place. The finding suggests a possible training strategy for improve or create the capabilities of managers of designing a vision of the future for their organizations and communicate it to their subordinates.

Our study presents some limitations. First, the results are based only in the opinion of IT Professionals. Is true that their perspective is important because is a way to know how they see themselves, and open a self - reflection that could lead to an improvement of they work as managers of their organizations. This is essential in the context we investigate because "when analyzing business mortality, 52.7% of the micro organizations that were active in 2009 died sometime between 2009and 2015. There is also a high rate of business mortality

in small companies, since 32.1% of these companies died at some point in this period” (Laboratorio de Dinámica Laboral Empresarial, 2017).

Although the sample include the most representative sectors of the economy in which IT operates at the investigated locality, those managers are not alone in the complex economic framework. Also, in an increasingly complex world, the dependent variables are seldom caused by a few other variables. There is no doubt that, for the sake of simplifying the analysis, we tend to select those variables that, according to the researchers, have been insufficiently related to the phenomenon investigated. Nevertheless, with this behavior, there is a risk of simplify this phenomenon and not achieve a full understanding of it. In future researches, it is recommended to explore other variables that, without doubt, can be taken into account. In future research, variables that were not taken into account in the present study should be explored.

4. CONCLUSIONS

An organization’s ability to survive largely depends on the job performance of the employees. Based on the manager’s perceptions, the present investigation confirmed that the capacity to utilize feedback as a mediating aspect for creativity and confidence in relevance with job performance. This study also provides evidence that confidence have a positive influence on the way managers stimulate their subordinates to follow it. Further, it presented and tested a model of the investigated variables involve in the development of leadership performance perceptions.

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