Impact of Creative Personality, Domain Expertise on Employee Creativity with Moderating Role of LMX Quality

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Abstract:- The purpose of this study is to analyze the association among creative leadership, domain expertise on employee creativity. It also analyzes cross level interactions between LMX qualities in organizational perspective persuading employee creativity. Ordinary least square (OLS) regression modeling used to test the hypothesis using 200 employees and 85 supervisors in organization. In this research we found domain expertise and LMX quality has positively impact on employee creativity. Also we found a positive moderating role of LMX quality in defining the correlation between domain expertise and employee creativity. Furthermore, it is found their no significant impact on creative personality and employee creativity. This research has to explore the major gap in the context of employee creativity. It has wide field and understanding different backgrounds about creativity, domain expertise and LMX quality as persuasive factor. In addition domain expertise has positive impact on employee creativity when LMX is high. Furthermore, this study analyzed an encouraging awareness in considerate the contribution of organizational learning philosophy as in employee creativity.

Keywords:- Creative leadership, domain expertise, employee creativity and LMX quality.

I. INTRODUCTION

The basic principle of LMX theory suggest very high quality relation between leader and follower and fundamental characterized by to have in , constancy for every one (Morrow et al., 2005). Prior researcher proves that high quality exchange relationship has significant impact on behavioral outcome, like commitment with organizational incoming intention and employee creative and performance behavior . When leader give to employee sense of self-rule or any objective oriented task interpersonal support task of supervision in term of organizational commitment creativity (Volmer et al., 2012).LMX quality plays very important role in the performance of individual performance and manager as well can affect the performance of employee (Gerstner & Day, 1997).

Leader plays very much chief role in providing environment and philosophy for work that inspire or depress the creativity (Shalley et al., 2004).4 Great leader have a very strong objective boost up and create the sense in order to commented with organization without any promising inner or outer incentive. Horth and Buchner (2009)5 compete that innovative leader is that who encourage the employee to be engaged with work with honestly and creative process by showing esteem and expectation in their work, valuable involvement paying them for their creative outcomes.
Componential theory of creativity Amabile’s (1988)6 we suggest domain expertise, creative personality ,LMX(leader member quality) as individual and or contextual antecedent and analyze the main impact on employee creativity. The basic objective of present study was to analyze the moderator role of LMX (Leader member exchange) the relationship between creative personalities, Domain expertise on employee creativity. In order to understand the creativity at deeper level researchers have paid deep attention and conduct various studies (Shalley et al., 2004)7.

Intellectual Property Organization Global in 2012 announce in order to present the ranking index of nearly 200 creative countries and territories worldwide (INSEAD, 2012)8. This research is based on 84 creativity dimensions in different prospective such as human resource capacity, innovation of product, relation of knowledge about product and advance technology and different business.

Asian Development Bank present a report In 2014 about standard evaluation of creative performance of employee called creative index in different Asian countries ( Zaitouni., & Ouakouak.. (2018).9Here are great empirical studies have been supporting relationship between employee creativity ( Amabile et al., 1996)10. but people tend to be reactive which further explains its low performance with respect to creativity. We further elaborate personal attribute such as contextual factor within the organization significantly impact on employee creativity. Zaitouni, M., & Ouakouak M. L. (2018).11.A creative and open minded leader and its thinking towards new scenario and playing with ideas may be transferred to his or her work climate. Possibly, creative and open leaders also demonstrate honesty toward others’ concepts and recommendations and in this way nurture an atmosphere where enhancement ideas are welcomed.

Here are many factor related to personality such as broad-mindedness, haziness, self-confidence (Feist, 1999)12. effectiveness (Tierney andFarmer,2002)13. have been found all are related to creativity. In recently, in order to promote the concept of creativity many scholars have focused on the organizational perspective (Zhou and George, 2003).14 The main gap is that research has mostly examine major impact of focusing solely on the basis of individual or contextual factors but it is the negligence of researchers joint effect of these factor on employee creativity (Hirst et al., 2009).15Recently the non-controlling supervision and organizational learning culture have been used as moderator with employee creativity and Domain expertise, creative personality (Shinhee Jeong et al., 2017)16.However, amazingly, these antecedents rarely analyzed by empirical research in research and development context. (ShalleyandGilson,2000)17.

Number of researcher states that qualifying idea of creativity convergence of numerous component or variable transversely the level is very needed for creativity research. High attentions cross moderation impact only a few experimental research have analyzed the person environment interactions.

II. LITERATURE REVIEW AND RESEARCH HYPOTHESIS

A. Main effect of LMX quality

Leader member exchange theory has progressed few years as important and major approaches for researching hypothesize relation between leadership and outcome of organization (Gerstner & Day, 1997)18. Assistant that have relationship of high quality able to receive high level of resources, confidence emotional supports from their boss (Uhl-Bien, Graen, & Scandura, 2000)19.

Stream of research analyzed the element that define how a firm can develop its performance (Pauwe et al., 2013;Den Hartog et al., 2013)20,21. Perception of clear goals enhance the awareness of employee in required outcome prospective and direct their attention to finding creative solution to achieve those goals (Wu et al., 2012).22Within the organization employees are more creative they are expected to gain the performance and goals. When the employees are in confident that if we will creative, this will boost up our performance, the predictable performance results are optimistic (Yuan and Woodman, 2010).23 It is found that leader support for ideas was positively impact on employee creativity .In higher-quality exchanges, together managers and subordinates appreciate rewards. (Jawahar & Carr, 2007).24

H1: LMX quality is positively impact on employee creativity.

B. Main effect of Domain expertise

The concept of domain expertise explained to wide understanding, involvement and problem-solving skills in a required zone (Germain and Tejeda, 2012)25. (Tierney and farmer (2002)26. creative self-efficacy have positive impact on creative performance. Employees are wont to show upper levels of problem-solving and creative process arrangement when they have advanced stages of creative self-efficacy (Tierney and Farmer, 2011).26 The incremental formation of skill which symbolized employee learning direction is malleable. More ever they resolve effectively and efficiently conflicts confrontation from co-workers that may co-occur with modernizations. How over many studies analyzed the relationship among these construct in different work setting (Germain and Tejeda, 2012).27

H2: A domain expertise is positively on employee creativity.

C. Main effect of creative personality

The person who has creative personality they have great confidence of sense of self as creative .revealed that active personality expected employee creativity.(Dul and Ceylan 2011)28, predicted that there is a positive relationship between creative personality and creative performance. Probably, creative leaders have a predominantly positive outcome on administrative creativity by encouraging creative work climates.
The concept of creativity has been analyzed at individual level personal experience, abilities and personal traits as well, that incorporate cognitive such as knowledge and skills and non-cognitive like personality perspective (Woodman et al., 1993).

**H3**: A creative leadership positively impact on employee creativity.

**D. Cross level interaction**

Entities through a extremely creative personality are additional expected to increase in value understanding surroundings and flexible management that admit ambiguity and risk-taking concepts (LMX quality has been found to play an important role in individual performance; managers (leaders and supervisors) can affect their employees’ performance (Illies et al., 2007). Researchers studying LMX qualification have shown that when the employees are more engaged with their jobs, they are more satisfied, and their work improves. This process leads to better group performance, and business.

On the basis of such hypothesis and theoretical foundation we develop a model for this research as shown in Figure 1.

**III. METHODOLOGY**

In this section we present population and simple size, data collection ad instrument use, including the reliability and validity and analyze the data.

**A. Sample and data collection**

The purpose of this study is to analyze the impact of creative leadership and domain expertise on employee creativity by keeping in mind LMX quality. In order to achieve the purpose a structured questionnaire was developed to collect the data and for analyze the result. In this research the target population was to collect data from the employees.
of textile industry. The sampling method which is used in this research paper is to gather information from employee who were best appropriately accessible is non-probabilistic method. The respondent contribute willingly and it was guaranteed their replies will be keep confidential and it will use only for this research.

We distributed 250 questionnaires 203 were received back and out of them 3 questionnaires were filled inappropriately and 200 were able to use for this study. So the respondent rate is 80%. The questionnaires were distributed by hand to different employees, and from some users online data was together who had access to internet. In our sample work groups has number of functional department (e.g., marketing, accounting, human resources, and engineering). All respondent were professional employees. During the work time all questionnaire were completed.

**B. Demographic details of respondents**

Total response of sample size was 200 out of these most part was containing male were 179, 21 were female. 30% that was youth and between 18 to 25 ages. 35.8% of those respondents who were 26 to 35 years. As major portion fall under between 26 to 35 ages so most of the respondents was unmarried, that were 70% of the total sample size and 30% respondent were married. 52.2% of the total sample was having master qualification at master level whereas 38.8% were having graduate. 9% participants were below to under graduate.

**C. Questionnaire and scale**

Questionnaire has distributed into 4 sections. First two sections are contain on major portion of our study which explains the independent variable i.e. domain expertise and creative personality, one is dependent variable which is employee creativity while LMX quality playing moderating role in this research. Last section represents demographic details of respondents like Gender, age, marital status and education. All items were measured on a Likert-type scale ranging from 1 (strongly disagree) to 7 (strongly agree).

LMX quality - LMX quality was measured through using the 7-item Leader – Member Exchange. This scale was developed by Scandura and Graen (1984) 35(e.g., “Do you know how Satisfied your supervisor is with you?”, “to what extent do you find your supervisor able to understand your problems and needs?”, “to what extent do you think your supervisor recognizes your potential?”). Respondents answered using a 4-point scale, where 1 was indicative of a high quality LMX, and 4 was indicative of a low quality LMX. Prior to computing LMX quality scores, we reversed the response scale, so that high scores were indicative of high quality LMX.

We use three control variables in order to multilevel analysis. Education level and number of year in current career in organization were controlled for at level one i.e. individual level. Team size was also controlled for at level two i.e. team level.

**IV. DATA ANALYSIS**

We used hierarchical linear modeling (HLM) for the reason that it delivers a better-quality assessment of direct effects at multiple levels and also at cross-level effects, the nested organization of the multilevel data. We established and verified a series of multilevel models by means of the incremental improvement procedure presenting three phases as mention below:

- Shown structure at multi-level;
- Shown Level-1 Impact of creative personality and domain expertise on employee creativity;
- Show Level-2 impact of LMX quality on employee creativity; and Show the cross-level moderating impact LMX quality on their associations in the middle of creative personality, domain expertise and employee creativity.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Mean</th>
<th>SD</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.Team_size</td>
<td>3.75</td>
<td>2.88</td>
<td>0.07</td>
<td>-0.28</td>
<td>-0.12</td>
<td>0.09</td>
<td>-0.33</td>
<td>0.09</td>
<td></td>
</tr>
<tr>
<td>2.Edu</td>
<td>3.33</td>
<td>1.82</td>
<td>0.06</td>
<td>0.04</td>
<td>0.09</td>
<td>0.33*</td>
<td>0.06</td>
<td>0.22</td>
<td></td>
</tr>
<tr>
<td>3.Career_exp</td>
<td>12.18</td>
<td>8.31</td>
<td>-0.06</td>
<td>-0.14</td>
<td>0.88**</td>
<td>-0.33**</td>
<td>0.24*</td>
<td>-0.19</td>
<td></td>
</tr>
<tr>
<td>4.CP</td>
<td>4.66</td>
<td>4.54</td>
<td>0.08</td>
<td>0.09</td>
<td>0.040**</td>
<td>0.21**</td>
<td>0.54</td>
<td>0.44</td>
<td>0.24</td>
</tr>
<tr>
<td>5.DE</td>
<td>2.70</td>
<td>0.74</td>
<td>0.18*</td>
<td>0.06</td>
<td>0.19**</td>
<td>0.31**</td>
<td>0.33</td>
<td>0.08</td>
<td></td>
</tr>
<tr>
<td>6.LMX</td>
<td>71.31</td>
<td>62.00</td>
<td>0.08</td>
<td>0.05</td>
<td>0.40*</td>
<td>0.61**</td>
<td>0.23*</td>
<td>0.13</td>
<td>0.19*</td>
</tr>
<tr>
<td>7.Creativity</td>
<td>6.86</td>
<td>14.08</td>
<td>0.09</td>
<td>0.03</td>
<td>0.08</td>
<td>0.47*</td>
<td>0.44**</td>
<td>0.06</td>
<td></td>
</tr>
</tbody>
</table>

4.1: Table 1: Mean, standard deviation and correlation

Note

Here are two tables. Table one shows diagonal result at individual level and table two present diagonal result at team level study; N = 48 teams including 200 employees; By using the team-level statistics, we calculated means and standard deviations of CP and DE; That data was included Team size = the quantity of employees per boss; Edu = instruction level; Career_exp = the number of years in career; CP = creative personality; DE = domain LMX quality = leader member exchange; *p< 0.05; **p < 0.01

**V. RESULTS**

In this division, we present the results of our research as well as the descriptive statistics and examine the five hypotheses.
In Table one, we present the means, standard deviations and associations of the variables. The correlation results indicated that domain expertise have positive impact on employee creativity \((r=0.44, p < 0.01)\) and LMX quality \((r=0.23, p < 0.01)\). Further, among the independent variables at different levels, there was also positive association between creative personality and LMX quality \((r = 0.33, p < 0.05)\).

### Hierarchical linear modeling outcomes

In this section we used HLM, to test the hypothesis: the results are shown below.

<table>
<thead>
<tr>
<th>1</th>
<th>Variables</th>
<th>Null model</th>
<th>Model 1</th>
<th>Model 2</th>
<th>Model 3</th>
<th>Model4</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Level1</td>
<td>8.88**(0.03)</td>
<td>8.68**(2.07)</td>
<td>6.65**(2.35)</td>
<td>7.69**(1.14)</td>
<td>6.63**(2.16 )</td>
</tr>
<tr>
<td>3</td>
<td>Edu</td>
<td>0.33* (0.09 )</td>
<td>0.44(1.54)</td>
<td>0.44(1.61)</td>
<td>0.16(1.82)</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Career Exp</td>
<td>0.010(0.05)</td>
<td>0.15(0.16)</td>
<td>0.16(0.15)</td>
<td>0.14(0.12)</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>CP</td>
<td>0.72(0.12)</td>
<td>0.93(0.32)</td>
<td>0.41(0.21)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>DE</td>
<td>6.27**(3.053)</td>
<td>3.67**(2.27)</td>
<td>5.31**(2.05)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Level 2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Team Size</td>
<td>0.55(0.56)</td>
<td>1.18(0.74)</td>
<td>0.41(0.58)</td>
<td>0.46(0.55)</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>LMX</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Interaction Effects</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>CP*LMX</td>
<td>2288.06</td>
<td>2280.28</td>
<td>2169.33</td>
<td>2186.63</td>
<td>2184.54</td>
</tr>
<tr>
<td>12</td>
<td>DE*LMX</td>
<td>48</td>
<td>48</td>
<td>86</td>
<td>86</td>
<td>86</td>
</tr>
<tr>
<td>13</td>
<td>Level2n</td>
<td>200</td>
<td>200</td>
<td>325</td>
<td>325</td>
<td>325</td>
</tr>
</tbody>
</table>

Table 2: Multilevel analysis result for employee creativity as the dependent variable

Note:

Entries are educated guess of fixed belongings with robust standard errors. Standard errors are given in parentheses; Team size = the quantity of employees per manager; Edu = instruction level; Career_exp = the number of years in career; CP = creative personality; DE = domain expertise, LMX quality leader member exchange; *p < 0.05;**p< 0.01

Model 1

Model one consist control variables. Education level, number of years in the existing career as individual level variables. And team size shown as a team-level variable. Only Education \((r= 0.33, p < 0.05)\) a significant association with employee creativity (see Table II).

Model 2

In model two creative personality and domain expertise were included by way of individual-level variables. These models also show impact of independent variables i.e. (creative personality and domain expertise) on dependent variable i.e. (employee creativity). After controlling for single- and team-level control variables (get Model 1). Model two also directed creative personality \((r = 0.72)\).There was no significant impact on employee creativity. Hence, H3 was not supported. But, the impact of domain expertise was significant and positive on employee creativity \((r= 5.27, p<0.05)\). So this situation supports H2.

Model 3

This model comprised LMX quality as team level variable. This model assessed hypothesis No 1.After the adjusting of individual and team level forecasters impact of LMX \((r =2.89, p < 0.01)\) was positively by way of employee creativity. After analyzing of this result our hypothesis No 1 supported.

Model 4

In this study one moderator was used that was LMX quality. Model four examine the moderation association LMX quality (H4, H5) on the association between creative personality, domain expertise and employee creativity (get table 2).The result of model four shown in table 2 and with the sub section named “interaction effect”. According to H5 the moderation impact of LMX quality by the way of association between creative personality and employee creativity was not supported. But LMX quality positively moderates the relation between domain expertise and employee creativity\(r=0.09, p<0.05\) hence our hypothesis 5 supported.

VI. DISCUSSION

This research examined the independent and joint impact of specific non-cognitive and cognitive appearances (i.e. creativity personality and domain expertise) and managerial perspectives (i.e.LMX quality) on a pointer of employee creativity, the measure of intellectual property. The impact of this study can be establish not merely in that we established an collaboration model with a distinctive combination of variables constructed on a firm hypothetical foundation. But we also test on empirically base. The results from the hypotheses of the model are argued with their different contributions.
In the First, it was found that creative personality never influence on employee creativity. We also reasonably found domain expertise is positive co relator of employee creativity. In addition current research adds empirical suggestion that domain expertise matter in employee creativity rather than creative personality in the context of research and development declared that attaining creative nature problems techniques depends on expertise, not intelligence or differing thoughtful skills and techniques. Tierney and Farmer (2002)32 also recommended that the employees who have low level of expertise, they see themselves as peak of creative. In the context of this study we found that no association between creative personality and employee creativity not amazing reason ,as define earlier ,precious studies have described changeable result .This study also provide additional result on the basis of empirical the relation between both.

In the second, it was found major impact of LMX quality on employee creativity, which is reliable through previous research ( Basu and Green, 1997)33.In the context of research and development explain that the leaders who improve high level quality exchange association with team member are expected to have plan achievement. LMX with high quality provides team work with greater and independently (Basu and Green, 1997)34.Doing work with independently plays a significant role in functioning at high scale intrinsic motivation that is a key element of creativity. Evidence also shows there is significant relation between autonomy and intrinsic motivation and also positive and significant relation between intrinsic motivation and employee creativity (ZhangandBartol,2010)35.Leadership is a very important and interesting element in research and development functions because it the fundamental requirement of R&D possess certain leader skills and also expertise .In the context of research and development finding presented in this study provide fruitful literature in setting of R&D.

In the third we established that LMX quality positively moderates the relationship between employees’ domain expertise and creativity. It is also the support of this literature that as a professional expert have solid uniqueness and wish to perform the work independently they perform work under better condition.

A.PRACTICAL IMPLICATION

The outcomes of this research suggest practical implications for research and development association in order to increase the creativity among their employees of organization. Organizations should reflect two factors one is personal and second contextual factors when planning interventions, as creativity is an important element of public interactions. Organization requirement is to deliver personnel with training and learning chances to improve their domain expertise. Also permit them to participate in the in dependent practice of task domain skills and accomplishments. Furthermore, bearing in mind that expertise does not essentially appear only in a one person by knowledge, training and skill, but moreover from a system of share expertise with each other (ShalleyandGilson, 2004)36.If the organization have the strong system of knowledge management in order to restore and share the skill, experience it will fruitful for that organization.

Organizations should struggle to invite and recruit to a person who has superior domain-relevant expertise. It is also the basic requirement of organization to be aware with features of extremely well-informed and skillful employees that value a self-directed, LMX environment, which also has implications for employee recruitment and selection. In order to improve work independence, managers should authorize juniors to use several resources to achieve the project objectives. Provide least advices or instructions, boosting them to atmosphere free to explore their distinctive understandings. Leader with constructive response and grant for risk taking behavior would more fruitful among followers.

Lastly, organizations should promote creative-friendly situations that improve intrinsic motivation. In order to achieve this determination; organizations may require a structure of self-management. Organizations can offer an inspirational vision, in order to co-create clear goals with personnel, delegate employees to indicate in what way to fulfill those objectives. Help them keep inspiration through encouraging but exact response and skill appreciation. Such approaches can offer workers with a sense of significance, choice and competencies .

B THEORETICAL IMPLICATION

Generally, outcome of this study support an interactionist method in which mutually individual and contextual aspects arise into play in defining creativity in the organization. Furthermore address the individual–background (i.e. cross-level) fit in that individuals by way of significant capability are additional expected to value the contextual abilities of leader member exchange. In other context, we advise suggestion that creativity is a role of societal development which has been least studied (Sagivetall.,2010)37.In that detail, we have initiated to discourse the significant and main gap in the present employee creativity literature and have proceeded from the joint study practice of examining creativity at a sole level.

This research also pays to the current creativity literature and related philosophies. The outcomes of this study increase our concept of the backgrounds of creativity with experimental indication, as they disclose that domain expertise and LMX quality are pursuit factors. Furthermore, we demonstrate that domain expertise has positive impact on creativity. Additional theoretic input of this investigation can be originated from an exciting ambiguity in the literature associated to the role of capability in creative performance. Although creativity theory Amabile’s (1988)38 and related studies obviously debated domain expertise as an vital factor. Further literature has reasoned that domain expertise element creativity as specialists are inflexible and have difficulty adjusting to innovative guidelines and thoughtful from other domains (i.e. functional fixedness). The reasons of the counter
good relationships between skillful and creativity has also been more stayed by some experimental work that demonstrates a substandard role of regular cognitive style in increasing creative behavior (Sagiv, 2010).

Our findings show that that, experts' organized thinking style works well than creative personality in creative presentation and creates cooperation once autonomy is established.

VII. LIMITATION AND DIRECTION FOR FUTURE DIRECTION

We analyzed only one team-level moderators, LMX quality however; other contextual features are expected to play a character in the process of creativity. By elaborating other contextual features further research should continue or you can use other moderator or mediator. It is not necessary that finding will be same for all population like workers in textile industry on other who works in different organizational culture.

Tierney and Farmer (2002)27 analyzed that their research on creative performance were changed in the middle of blue-collar and white-collar sections. Coming researchers may use other frameworks such as different industrial sector or in new organizational cultures. Further researcher may change the population sector for data collection. Furthermore, the level to which creativity is necessary will differ crosswise jobs and industrial sector and nation state.

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**APPENDIX**

All tables of results and figures are taken from SPSS(Statistical package for social sciences) after testing different statistical tests.