

Building Employee Creative Performance: through Person-Job Fit, Empowering Leadership, and Creative Self Efficacy

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Creativity is a positive ability to organisations as a support for innovation and organisational success in competitive environments. This study is to examine employee creative performance, which is influenced by Person – job fit from DA-fit and SV-fit perspectives, empowering leadership and creative self-efficacy. This study sample consists of 154 employees who work in television media, and the data were collected by delivering questionnaires directly or online. This study examines four hypotheses using smart PLS. The result of this study states that all hypotheses are proven significant. Empowering leadership provides more contribution in influencing creative self-efficacy compared with Person-job fit from DA-fit and SV-fit perspectives. Thus, creative self-efficacy also significantly influences employee creative performance. Creativity can develop better in organisations, depending on the leader role. Empowering leadership can support employee self-efficacy to be creative and ultimately will improve employee creative performance.

Keywords: *Person–job fit DA-fit, Person-job fit SV-fit, Empowering leadership, Creative self-efficacy, Employee creative performance.*

Introduction

Creativity is a positive ability for organisations as a support for innovation and organisational success in competitive environments (Hennessey & Amabile, 2010, Hon & Lu, 2016). The organisation must create working environments that support creative ideas (Zhang & Bartol, 2010). Employee Creative performance is a behaviour embodiment stemming from employee creative ability so that employees have the ability to propose new ideas to solve problems



(Tierney & Farmer, 2011). The organisation can build employee creative performance through person-job fit, empowerment leadership and creative self-efficacy (Egbunike & Odum, 2018; Lianto, L., Eliyana & Fauzan, 2018).

Person-job fit is a fit between individual ability and job demands, or through an individual's needs, or wants and what is available on the job (Kristof-Brown et al., 2005). Person-job fit refers to the compatibility level between individuals and their jobs. There are two perspectives on the person-job fit, these are the demand-abilities perspective (DA-fit) and supply-value perspective (SV-fit) (Edwards, 1991). In the DA-fit perspective, fit can be achieved when individuals have enough knowledge, skill, and ability to fill job demands, while in the SV-fit, fit can be achieved when the job supplies are equal with the individual's needs, preferences and wants. Person-job fit creativity can be achieved if an employee has some knowledge, skills and creative abilities (DA-fit creativity) and the organization can be also facilitated as a working environment that supports creativity (SV-fit creativity). Person-job fit creativity will improve employee confidence to be creative so the employee will have creative self-efficacy. An employee will be confident in their abilities and creative behaviour, which can support employee creative performance (Bandura & Locke, 2003). Thus, empowering leadership has some potency to improve their creativity (Zhang & Zhou, 2014). Empowering leadership is a leader behaviour that allows employees to explore and experiment so that it will improve creative self-efficacy. Empowering leadership will improve employee confidence in their abilities and it will create new ideas, which will result in a positive contribution, as creative ideas are contributed to the organisation.

This study will examine how the organization builds employee creative performance from person-job fit creativity through two perspectives, DA-fit and SV-fit perspectives because there are few studies which examine the two perspectives separately. Most studies focus on general person-job fit (Enwereuzor et al., 2016; Peng & Mao, 2014; Risman et al., 2016) and does not specifically examine person-job fit under creativity. Because employee creativity results from the interaction between employee characteristics and contextual factors (Hennessey & Amabile, 2010), this study also examines the role of empowering leadership in building employee creative performance. Person-fit job creativity and empowering leadership are expected to improve creative self-efficacy and ultimately will improve employee creative performance.

Literature Review

Employee Creative Performance

Employee creativity can be defined; as a result, idea, and way to meet two conditions, new or native, and have some potency to use in organisations (Oldham & Cummings 1996). Moreover, employee creativity can be defined as an employee's ability to create creative ideas or useful solutions to solve problems. Employee creativity does not appear spontaneously (Kylene & Shani, 2002). The creativity process is an output that resulted from interactions and social systems (Henry, 2001). Furthermore, Tierney and Farmer (2011) state that employee creativity can be indicated by the originality when they are comparable with others, so they can be confirmed that they are different. Employee creativity is an employee who can create new ideas to complete their tasks, and their new ideas are then used to solve the problems at work.

Empowering Leadership

Empowering leadership includes a power provided by the leader to the supervisor with a higher level of autonomy so that they can take the initiative in making decisions (Ford & Fottler, 1995). Amundsen and Martinsen (2014) identify two dimensions empowering leadership behaviours, such as autonomy support and development support. Empowering leadership is a leadership style in which their followers are targeted to develop self-control, supported to join in decision-making, freed to innovate and take self-action (Liu et al., 2003). Empowering leadership is a process to influence subordinates by dividing rules, supporting through motivation, and supporting in development to support their own experience from self-reliance, and working self-ability toward the whole organisational strategy. (Amundsen & Martinsen, 2014; Subair & Oriogu 2016).

Person-Job Fit

Person-job fit is also defined by fit perceptions between persons and jobs, and especially refers to the value which fits between employee skills and job demands (Cable & Judge, 1994; Kristof-Brown & Jansen, 2007). Edwards (1991) defines a person-job fit as a fit between individual ability and job demands or individual wants and jobs (Cable & DeRue, 2002). Moreover, Edwards (1991) also states that the general operationalisation from person-job fit includes the needs-supplies fit and demands-abilities fit perspectives. Demand-abilities (DA-fit) perspectives are when the fit can be achieved at the time when individuals have enough knowledge, skill, and ability to meet the job demands, while supply-value fit (SV-fit), is when the fit can be achieved at the time when the supplied job fits with needs, preferences, and individual wants.

Creative Self-Efficacy

Creative self-efficacy has some differences with self-efficacy in general; creative self-efficacy focuses on the self-confidence in the skills and abilities to be self-creative (Chen et al., 2016). Bandura (1997) defines creative self-efficacy as individual confidence in the ability to create new creative ideas. Individuals who have some information, knowledge and creative skill will easily enact creative performance (Amabile, 1988). According to Bandura (2001), creative self-efficacy derives from a social cognitive theory of human agency regarding the role of motivation in the creative process and within individual innovation (Bandura, 1997). Social cognitive theory indicates that an individual tends to seek control within their life. The theory of individual creative action is explained by Ford (1996) as a basis to place creative self-efficacy in the process to create something creative and innovative. Overall, the main goal of this theory is to explain a whole of the creative process in organisations. Tierney and Farmer (2002) argue that the theory of individual creative action can be a basis to develop creative self-efficacy to build confidence and the ability to produce creative results.

The Influence of Person-Job fit on Creative Self-efficacy

Peng and Mao (2014) find that, from the person-job fit perspective, it will improve employee self-efficacy. Appropriate fit between jobs, knowledge, skill, ability and employee expectation will improve self-efficacy. P-J fit is typically operationalised in terms of two different dimensions, namely needs-supplies (SV) fit and demands abilities (DA) fit. These types of fit refer, respectively, to the congruence between the needs, desires, and preferences of an individual with the environmental supplies provided by the job (SV-fit) and the perceived congruence between the knowledge, skill, ability of an individual with the requirement of the job (DA-fit) (Kristof-Brown et al., 2005). For the employee who has opportunities to maximise their creative jobs if the organisation supplies the job, that creativity is essential in doing the tasks (Tierney & Farmer, 2011). A job that needs creativity will provide some complicated situations in the working environment therefore it will provide a creative response which can develop the individual's creative self-efficacy. Based on the relationship among variables:

H1: Person-job fit in a DA-fit perspective significantly influences creative self-efficacy

H2: Person-job fit in a SV-fit perspective significantly influences creative self-efficacy

The Influence of Empowering Leadership on Creative Self-efficacy

Empowering leadership is a leader who supports the participation of their employees in making a decision, giving freedom for innovation and self-action (Liu, Lepak, Takeuchi, & Sims, 2003). The power given by the leader to the employee with a high autonomy level is such that they can take the initiative in making decisions. Leaders' ability to give some autonomy will

improve the positive thinking and self-efficacy of their employees. Empowering leadership can support their employees' ability to contribute more creatively. That behaviour can improve self-efficacy because of the supporting of positive emotional and persuasive words (Bandura, 1997; Conger & Kanungo, 1988). Empowering leadership which supports employee creativity can improve creative self-efficacy. Based on the relationship among variables:

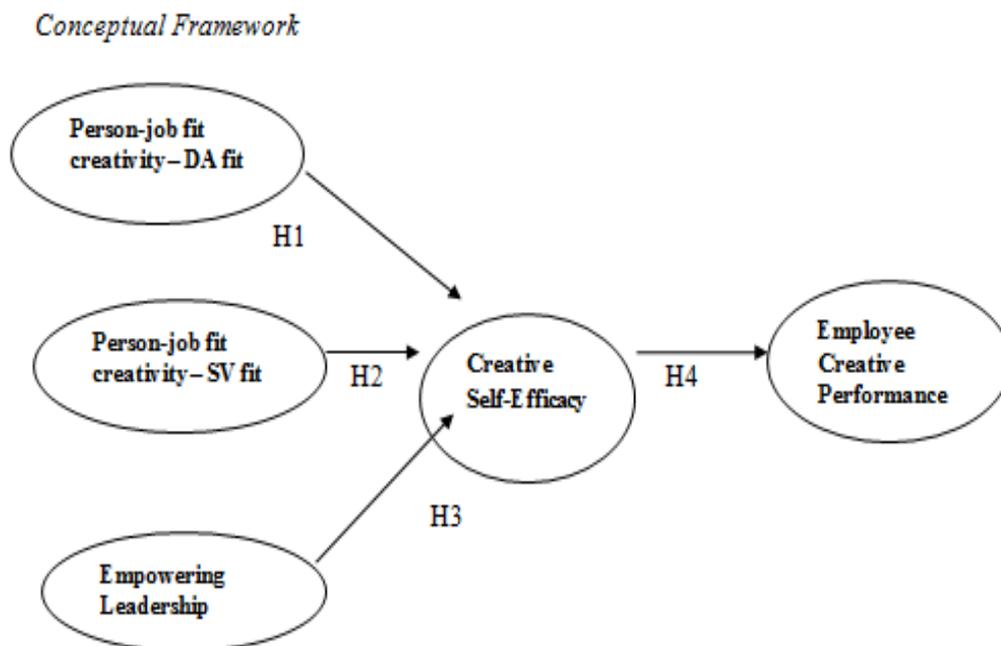
H3: Empowering leadership significantly influences creative self-efficacy

The Influence of Creative Self-efficacy on Employee Creative Performance

An employee who has creative self-efficacy will tend to involve in creative activities and keep motivated to create new ideas. Creative self-efficacy can support employee creative performance (Bandura & Locke, 2003). Research by Gong et al. (2009) also supported that creative self-efficacy has a positive influence on creative performance. If creative self-efficacy has managed to develop successfully, then creative performance will appear (Tierney & Farmer, 2011). Based on the relationship among variables:

H4: Creative self-efficacy significantly influences employee creative performance

Figure 1. Conceptual Framework



Research Method

The population in this research is employees who work in the television media industry in Surabaya with criteria that requires some creativity. That divisions surveyed are marketing, technique, program, production, and news. Total employees surveyed are about 157. The sampling technique uses a sampling census so that each member of the population is used as a sample. Data was collected by questionnaire, and about 157 questionnaires were sent, but only 154 were able to be processed, meaning three questionnaires were not valid. This study aims to examine hypotheses using Partial Least Square (PLS) analysed with SmartPLS 2.0 program. The variable measurement of Person--Job fit uses six indicators developed by Cable and DeRue (2002). Person-job fit, DA-fit consists of three indicators, such as fit between job demands and ability, skills and employee education and Person-job fit, SV-fit consists of three indicators, such as fit between motive, need and criteria supplied by jobs. Empowering leadership uses two dimensions of autonomy and development support developed by Amundsen and Martinsen (2014). The autonomy support dimension consists of five indicators, such as autonomous, motivation, confidence, focus on the jobs and support to leader initiative among employees (Eliyana & Muzakki, 2019). The development support dimension consists of four indicators, such as supervision leadership in making, planning, organising, working implementation, and performance improvement.

The measurement of creative self-efficacy and employee creative performance uses indicators developed by Tierney and Farmer (2011). Creative self-efficacy is measured by three indicators, confidence to solve the problem creatively, the ability to create a new idea and the ability to develop this idea Employee creative performance uses five indicators: the ability to take a risk, to find a new way, to try a new idea, to identify the opportunity in handling the job and to become a role leader in terms of creativity. The questionnaire was completed by the employees for the variables; person-job fit, empowering leadership and creative self-efficacy while a supervisor completed the variable of employee creative performance.

Results and Discussion

The first step is the outer model test to examine the construct of validity and reliability. The second step is the inner model test. Indicators have loading factor values > 0.5 , see Table 2. A construct has good construct validity if the average variance extracted value (AVE) is above 0.5 see Table 3. Composite reliability is > 0.7 , see Table 4, and Cronbach's alpha is > 0.5 , see Table 1 (Hair et al., 2014). This result of this study meets the validity and reliability criteria.

Table 1: Cronbach's Alpha

Variable	Dimension	Cronbach's Alpha	Result
Person-job fit DA-fit		0.772216	Reliable
Person-job fit SV-fit		0.857615	Reliable
Empowering leadership	Autonomy Support	0.868790	Reliable
	Development support	0.851196	Reliable

Table 2: Outer Model (Weights or Loadings)

Variable	Indicator	Loading Value	Result	Dimension	Loading Value	Result
Person-job fit DA-fit	Fit Knowledge-work	0.878185	Valid			
	Fit Skill-work	0.908114	Valid			
	Fit Ability-work	0.862973	Valid			
Person-job fit SV-fit	Desire appropriate to the task	0.861500	Valid			
	Needs appropriate to the task	0.756694	Valid			
	Want appropriate to the task	0.865774	Valid			
Autonomy support	Autonomy support	0.609266	Valid	Autonomy Support	0,78651	Valid
	Trust support	0.771859	Valid			
	Motivation support	0.768467	Valid			
	Focus support	0.857079	Valid			

Empowering Leadership	Initiate support	0.867768	Valid			
	Planning	0.898185	Valid	Development Support	0.73422	Valid
	Organize	0.68114	Valid			
	Implementation	0.864973	Valid			
	Increasing performance	0.696659	Valid			
Creative Self-Efficacy	Self-confidence problem solving	0.976308	Valid			
	Generate new ideas	0.954881	Valid			
	Develop ideas	0.986608	Valid			
Variable	Indicator	Loading Value	Result	Dimension	Loading Value	Result
Employee Creative Performance	Take risks	0.667058	Valid			
	Find new ways	0.772036	Valid			
	Try new ideas	0.802691	Valid			
	Identify opportunities to handle work	0.800267	Valid			
	Be an example to other employees in terms of creativity	0.790303	Valid			

Table 3: Average Variance Extracted (AVE)

Variable	Dimension	AVE	Result
Person-job fit DA-fit		0.688111	Valid
Person-job fit SV-fit		0.706414	Valid
Empowering Leadership	Autonomy Support	0.610256	Valid
	Development support	0.770751	Valid
Creative Self- Efficacy		0.590065	Valid
Employee Creative Performance		0.825299	Valid

Table 4: Composite Reliability

Variable	Dimension	Composite Reliability	Result
Person-job fit DA-fit		0.868323	Reliable
Person-job fit SV-fit		0.905052	Reliable
Empowering Leadership	Autonomy Support	0.902766	Reliable
	Development support	0.909771	Reliable
Creative Self- Efficacy		0.877533	Reliable
Employee Creative Performance		0.88987 3	Reliable

The second step is the inner model test, see Table 5.

Table 5: Path Coefficient and Parameter Coefficient

Hypotheses	The relationship Variable	Original Sample	T-Statistics	Result
H1	Person-job fit creativity - DA-fit perspectives --→ creative self-efficacy	0.27528	2.637552	Significant
H2	Person-job fit creativity - SV-fit perspectives ---→ creative self-efficacy	0.044963	2.580959	Significant
H3	Empowering leadership -→ Creative self-efficacy	0.310792	3.190594	Significant
H4	Creative self-efficacy -→ Employee creative performance	0.317185	3.024154	Significant

The result of this study is that the four hypotheses are proven, with T statistic > 1.96. Person-job fit, DA-fit, SV-fit perspectives, and empowering leadership have a significant influence on creative self-efficacy. Creative self-efficacy also has a significant influence on employee creative self-efficacy.

Person-job fit from DA-fit perspectives has a significant influence on creative self-efficacy. Employees who find a fit between knowledge, skill, and ability can fill job demands related to creativity. The employee will have an opportunity to maximise their working ability using the best fit working methods. They will have more self-confidence in doing a task using their own ability (Lam & Chen, 2018). The fit within ability can improve creative self-efficacy. Creative self-efficacy influences employee expectations about their ability to succeed in doing a task that needs creativity. Furthermore, person-job fit from the SV-fit perspective has a significant influence on creative self-efficacy; employees find a fit between working and their needs, preferences, and wants. The result indicates that SV-fit significantly positively influences self-efficacy according to Peng and Mao (2015). The result of this study indicates that SV-fit has less contribution than DA-fit to create creative self-efficacy. DA-fit is important to improve creative self-efficacy and means that, when the jobs require creativity, the organisation must look for an employee who has requisite knowledge, skill, and ability in terms of creativity. SV-fit influences in building creative self-efficacy, but its role is not greater than DA-fit. Self-efficacy is confidence in the ability of the employee to do the jobs and the fit between ability and job demands will improve employee self-efficacy DA-fit is more about the fulfilment of needs and preference among the jobs, not just the ability.



Empowering leadership has a significant influence on creative self-efficacy. A leader who is empowering will motivate their employees to use both their best ability and give their best performance (Zhang & Zhou, 2014). Such a leader will always support the development and freedom of their employees in doing tasks (Amundsen & Martinsen, 2014). The support that is given by a leader will improve employee self-efficacy in their abilities. The result of this study states that the contribution of empowering leadership to build creative self-efficacy is greater than with person-job fit even from DA-fit or SV-fit perspectives. To build employee creativity, organisations need empowering leadership. This condition supports the result of the study by Liao et al. (2010) which states that leaders, through effective social persuasion, can build employee self-efficacy through strong social-emotional support which supports employees self-efficacy to be creative when they do something new and challenging so that it will improve creative performances. Creative self-efficacy has a significant influence on employee creative performance. To build employee creative performance, organisations need a degree of person- job fit with DA-fit or SV-fit, as well as effective empowering leadership so that it can build creative self-efficacy, and ultimately improve employee creative performance.

Conclusion

This study has some weaknesses. First, all data is cross-sectional or one-shot data , The study has attempted to reduce the measurement bias of employee creative performance by each employee leader, but there is still some weakness inherent in the model. Future study can be done using a different time span to examine the relationship amongst variables to obtain a better result. Second, this study is only on television media, for the next study, we suggest it can be on various industries which demand more creativity.



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