

# Impact of Creativity on Employee Self-Rated Performance in Bangladeshi Organizations

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## ABSTRACT

This research investigates the relationship between creativity and self-rated performance among employees in Bangladeshi organizations. Drawing on a rich array of literature, the study employs a quantitative methodology, utilizing a structured questionnaire for data collection. A sample of 100 employees from various Bangladeshi organizations was analyzed through descriptive statistics, correlation, and regression analyses. The findings demonstrate a significant positive correlation between employee creativity and self-rated performance. Employees who perceive themselves as more creative tend to rate their performance higher. This correlation suggests that creativity not only influences self-perception of performance but may also have broader implications for actual performance outcomes within organizations. The study further explores the implications of these findings for organizational practices, emphasizing the importance of fostering a creative environment to enhance employee performance. The research highlights the need for organizational leadership and human resource strategies that support creativity. It also acknowledges the complex and multifaceted nature of the relationship between creativity and performance, influenced by various factors like organizational culture and job roles. The paper concludes with recommendations for organizations to harness the transformative power of creativity, thereby driving innovation and sustainable growth. This study contributes to the understanding of creativity's role in organizational settings and its impact on individual performance, providing valuable insights for academia and industry.

## Introduction

In today's rapidly changing business environment, the ability of an organization to innovate and adapt is paramount for its sustainability and success. While various factors contribute to a company's adaptive capability, the role of individual creativity within the workforce stands out as an influential and essential element. This creativity, which refers to the generation of new and valuable ideas by employees, is not limited to roles traditionally associated with innovation, such as design or research and development. Instead, it permeates all layers and functions of an organization, offering fresh perspectives to even the most mundane tasks. A growing body of literature suggests that fostering creativity is not just beneficial for organizational outcomes, but also for individual employee performance. However, the linkage between creativity and how employees perceive their own performance within an organizational setting remains a subject of intricate debate and exploration. This paper aims to shed light on the impact of creativity on employee self-rated performance in Bangladeshi organizations.

Historically, performance metrics in organizations have been based on quantifiable outputs and traditional evaluation criteria. For roles where creativity was not overtly required, the emphasis was predominantly on efficiency, adherence to established procedures, and achieving set targets. However, the onset of the digital age, coupled with a shift towards a knowledge-based economy, has necessitated a re-evaluation of what constitutes performance. In this context, individual creativity has emerged as a key differentiator. As businesses grapple with novel challenges and disruptions, the ability of their workforce to think outside the box, suggest unconventional solutions, and engage in

creative problem-solving becomes invaluable. Consequently, organizations are increasingly recognizing and valuing the creative contributions of their employees.

From the perspective of employees, creativity is not just a tool for problem-solving but also a means of self-expression and personal fulfillment. Engaging in creative activities and being recognized for creative contributions can significantly impact an individual's self-worth, job satisfaction, and consequently, their perception of their own performance. While objective measures of performance are certainly crucial, the subjective dimension, encapsulated by self-rated performance, is gaining prominence. This is because self-perception of performance often dictates an employee's motivation, engagement level, and overall commitment to the organization.

Yet, the relationship between creativity and self-rated performance is complex. On one hand, employees who rate their performance highly might be more confident and thus more willing to take creative risks. On the other hand, it is also plausible that those who frequently engage in creative endeavors and experience the associated intrinsic rewards may consequently perceive their performance more positively. Navigating this bidirectional relationship requires nuanced understanding and robust empirical investigation.

This research is situated at the intersection of these evolving discourses, aiming to provide a comprehensive analysis of the role of creativity in shaping employee self-rated performance. By deepening our understanding of this relationship, we aspire to offer actionable insights to organizations striving to harness the full potential of their workforce and cultivate an environment where creativity and self-worth are mutually reinforcing.

As the business landscape becomes increasingly complex and unpredictable, the importance of creativity within the workforce is undeniable. Exploring its impact on how employees perceive their own performance is not just an academic endeavor but a pursuit that holds tangible implications for the future of work and organizational success.

## Literature Review

### Introduction

#### *Background*

In the complex and dynamic landscape of modern organizations, creativity has emerged as a critical factor driving growth, innovation, and sustainability. It is no longer confined to the realm of artists or inventors but has become integral to various organizational roles and functions. Within this context, self-rated performance, where employees assess their own achievements and competencies, has gained attention. The interplay between creativity and self-rated performance has significant implications for both organizational effectiveness and individual career development. This literature review aims to examine the multifaceted relationship between these two constructs.

#### *Definitions*

Creativity. Creativity is defined as the ability to produce ideas, solutions, or products that are both novel and appropriate within a certain context. It involves not only divergent thinking but also the convergent process of refining and applying ideas effectively (Sternberg, 2003; Amabile, 1983).

Self-Rated Performance. Self-rated performance refers to an individual's own evaluation of his or her work performance, encompassing aspects like productivity, quality of work, goal attainment, and adherence to organizational values (Atwater & Yammarino, 1997). This subjective assessment can offer unique insights into an employee's perception of his or her role, value, and growth within an organization.

#### *Importance of the Topic*

Understanding the relationship between creativity and self-rated performance has considerable implications:

For Organizations. Encouraging creativity can lead to innovative products, improved problem-solving, and a competitive edge. Understanding the correlation between creativity and self-rated performance can assist in designing effective human resource practices, fostering a supportive culture, and optimizing team dynamics.

For Individuals. Creativity is increasingly seen as a vital skill in diverse roles and industries. Understanding how creativity influences self-rated performance could provide employees with insights into personal development and career advancement.

The relationship between creativity and self-rated performance is nuanced and influenced by various factors such as personality traits, motivational aspects, leadership styles, organizational culture, and the nature of work itself. This review draws upon a wide spectrum of theories and empirical studies to offer a comprehensive analysis of the topic.

## Theoretical Frameworks

### *Cognitive Perspective*

Mental Flexibility and Divergent Thinking. The cognitive perspective views creativity as an expression of mental flexibility, enabling individuals to explore a wide array of ideas and solutions. Guilford's (1950) Structure of Intellect model identifies divergent thinking as key to creativity, promoting flexibility, fluency, originality, and elaboration. This perspective has inspired various creativity tests and assessments that link cognitive abilities to creative potential (Runco & Acar, 2012).

Problem-Solving Models. Creativity is often associated with complex problem-solving. Wallas's (1926) four-stage model highlights the cognitive processes underlying creative problem-solving. Later theories expand on these stages, integrating intuition, insight, and conscious analysis (Weisberg, 2006; Csikszentmihalyi, 1996).

### *Motivational Perspective*

Intrinsic and Extrinsic Motivation. Ryan and Deci's (2000) Self-Determination Theory posit that intrinsic motivation, driven by personal interest and satisfaction, fosters creativity. Conversely, extrinsic motivation can either enhance or hinder creativity, depending on the nature of rewards and external pressures (Amabile, 1993). This dichotomy has significant implications for managing creativity in organizations.

Goal Setting Theory. The Goal Setting Theory (Locke & Latham, 1990) emphasizes the role of specific, challenging, and attainable goals in stimulating creativity. However, overly rigid or unrealistic goals may stifle creativity (Shalley, 1991).

### *Environmental Perspective*

Organizational Climate. The concept of a creative organizational climate refers to a set of attributes that encourage or hinder creativity (Ekvall, 1996). Factors such as support for innovation, freedom, trust, and open communication are found to foster creativity (Amabile et al., 1996; Oldham & Cummings, 1996).

Leadership and Management. Transformational leadership, characterized by inspiration, stimulation, and individualized consideration, is linked to enhanced creativity and performance (Bass & Riggio, 2006). Conversely, transactional leadership may have a limited or negative impact (Shin & Zhou, 2003).

### *Organizational Culture Perspective*

Organizational Culture and Trust. Creativity is influenced by organizational culture, which shapes values, norms, and behaviors. A culture that promotes trust, risk-taking, and collaboration fosters creativity and enhances performance (Schein, 2010).

Diversity and Inclusion. Diverse and inclusive work environments stimulate creativity by introducing different perspectives and approaches. Managing diversity, ensuring psychological safety, and avoiding groupthink are crucial to self-rated performance (Cox & Blake, 1991; Nishii, 2013).

### *Psychological Perspective*

Personality Traits. The Five Factor Model highlights traits such as openness and extraversion as positively correlated with creativity and performance (Feist, 1998). Other traits like risk-taking and tolerance for ambiguity also influence creativity and performance (Barrick & Mount, 1991).

Emotional Intelligence. Emotional intelligence, encompassing self-awareness, self-regulation, and social skills, is found to contribute to creativity by fostering a positive emotional climate and enhancing collaboration (Carmeli & Josman, 2006; George, 2007).

### Empirical Evidence

#### *Positive Correlations*

Creativity Enhancing Performance. Multiple studies have reported a positive relationship between creativity and self-rated performance. For instance, Tierney et al. (1999) found that creativity led to enhanced self-efficacy, impacting individual performance positively. Creativity has also been associated with greater job satisfaction and commitment (Shalley et al., 2004), reinforcing the link between creativity and positive self-assessment.

Creativity as a Mediator. In some contexts, creativity acts as a mediator between other variables and self-rated performance. Zhang and Bartol (2010) found that creativity mediated the relationship between empowering leadership and performance, underscoring the complexity of the link between creativity and performance.

#### *Moderating Factors*

Task Complexity. The impact of creativity on self-rated performance varies with task complexity. Complex tasks that require higher levels of creativity may strengthen the positive relationship between creativity and performance (Oldham & Cummings, 1996).

Organizational Culture and Climate. Organizational culture and climate significantly moderate the relationship between creativity and self-rated performance. A supportive and open environment enhances this relationship, while a constrained environment may weaken it (Amabile et al., 1996).

Team Dynamics. Team dynamics, including collaboration and communication, also play a moderating role. High levels of collaboration tend to strengthen the positive impact of creativity on performance (Paulus & Dzindolet, 2008).

#### *Contradictory Findings*

Some studies report contradictory findings, where creativity may not always relate to higher self-rated performance or may even negatively influence it.

Creativity-Performance Paradox. In some instances, an overemphasis on creativity can lead to neglect of routine tasks, creating a potential creativity-performance paradox where increased creativity may not necessarily translate into higher self-rated performance (Ford, 1996).

Creative Role Requirements. When creativity is not aligned with role requirements, it may not lead to improved performance. Misalignment between individual creativity and organizational or job demands may limit its positive impact on self-rated performance (Janssen, 2001).

### *Cross-Cultural Studies*

Cross-cultural research offers insights into how cultural values and norms influence the relationship between creativity and self-rated performance.

Cultural Differences. Different cultures may have varying interpretations of creativity, leading to diverse impacts on performance. For example, Western cultures often emphasize individual creativity, whereas Eastern cultures may value collective creativity (Morris & Leung, 2010).

Cultural Moderators. Cultural dimensions such as power distance, individualism, and uncertainty avoidance have been found to moderate the relationship between creativity and self-rated performance (Shane et al., 1995).

### *Virtual Teams and Remote Work*

With the rise of virtual teams and remote work, new dimensions of creativity and self-rated performance have emerged.

Virtual Collaboration. Virtual collaboration tools may both enable and hinder creativity, with implications for self-rated performance. Technology can foster creativity by enhancing access to information and diverse perspectives but may also create barriers like miscommunication (Gilson et al., 2015).

Remote Work Environment. Remote work environments present unique challenges and opportunities for creativity. Autonomy and flexibility may enhance creativity, but isolation and technology issues can impede it (Allen et al., 2015).

## Conclusion

### *Summary of Key Findings*

The literature review has comprehensively explored the multifaceted relationship between creativity and self-rated performance in organizations. Key findings include:

Positive Correlations. Creativity often enhances self-rated performance, mediated by factors such as intrinsic motivation and leadership.

Moderating Factors. Task complexity, organizational culture, team dynamics, and cross-cultural differences significantly influence this relationship.

Contradictions. In some contexts, creativity may not always correlate positively with performance or may even negatively affect it.

### *Theoretical Contributions*

The review contributes to the theoretical understanding of creativity's role within organizational behavior. It synthesizes diverse perspectives, integrating various theories and models to form a cohesive overview. The complex interplay between creativity and self-rated performance is illuminated, highlighting the nuanced dynamics that underlie this relationship.

### *Practical Contributions*

From a practical standpoint, this review provides organizations with actionable insights and guidelines. The synthesized findings can inform strategies for enhancing creativity within organizational contexts, promoting a positive impact on employee self-rated performance.

### *Overview of Existing Literature*

The relationship between creativity and self-rated performance in organizations is intricate, dynamic, and multifaceted. This comprehensive review has provided a synthesis of theoretical frameworks and empirical evidence.

The integration of various strands of literature offers a rich, nuanced understanding of how creativity shapes employee self-assessment in diverse organizational contexts. It highlights the potential for creativity to be leveraged as a vital resource in enhancing both individual and organizational performance.

By addressing both the theoretical underpinnings and practical applications, this review contributes to scholarly discourse and offers tangible insights for practitioners.

As creativity continues to be recognized as a critical asset in today's complex and competitive global environment, the insights gleaned from this review will undoubtedly remain relevant and valuable for researchers, practitioners, and policymakers alike.

## **Research Methodology**

### Research Design

This research employed a quantitative approach to assess the relationship between creativity and self-rated performance among employees in Bangladeshi organizations. It incorporated a structured questionnaire. Data was collected cross-sectionally to observe immediate correlations.

### Population Sample

One hundred participants were selected through a combination of purposive, stratified, and random sampling. These participants included male and female employees from various Bangladeshi organizations and represented various sectors, roles, and hierarchical levels.

### Data Collection Method

A structured questionnaire was given to all 100 participants. The questionnaire was used to measure creativity and gauge self-rated performance.

### Data Analysis

Data derived from the questionnaire was subject to rigorous statistical analysis. Initially, the data underwent a cleaning process to rectify any discrepancies. Descriptive statistics offered a preliminary overview of the data distribution. The relationship between creativity and self-rated performance was established using Pearson's correlation coefficient. Subsequently, a simple linear regression was conducted to evaluate the predictive power of creativity on self-rated performance. Analyses was executed using the IBM SPSS software, with significance levels set at 0.05.

## Validity

To ensure content validity, items in the questionnaire were based on the theoretical framework and concepts of creativity and work performance. Construct validity was examined by looking at how well creativity, as measured by the questionnaire, correlated with known factors of creative performance in the workplace.

## Reliability

To ensure internal consistency of the questionnaire, Cronbach's alpha was calculated for the questionnaire. A high Cronbach's alpha coefficient indicated that the items within the questionnaire were measuring the same underlying construct. Moreover, test-retest reliability was considered by administering the questionnaire to a small subset of the sample at two different points in time to check for consistent results.

## Ethical Considerations

All participants provided informed consent, being made aware of the study's purpose, procedures, risks, and benefits. Anonymity, privacy, and confidentiality was upheld throughout the research, with the study strictly following institutional ethical guidelines.

## Limitations

This study acknowledges several inherent limitations. Primarily, the cross-sectional design captures data at one point in time, inhibiting causation inference. The reliance on self-rated performance via the questionnaire might introduce biases as employees could overestimate or underestimate their achievements. While the sample size of 100 participants from various industries provides some diversity, it may not capture the full spectrum of Bangladeshi organizational culture. The selected sampling techniques, even with their combination, might still present selection biases. Lastly, the study's findings, centered on the Bangladeshi context, may not be directly extrapolated to other cultural or organizational settings.

# Findings and Analysis

## Introduction

### *Research Objective*

The primary objective of this research was to investigate and elucidate the relationship between employee creativity and their self-rated performance in Bangladeshi organizations, seeking to understand whether and how creativity influences employees' perceptions of their performance. By examining this relationship, the research aims to offer insights into the importance of nurturing creativity within organizational settings and its implications for employee self-evaluations of performance.

*Research Questions and Hypotheses*

The research revolved around the exploration of the following core questions:

- Is there a significant relationship between creativity and self-rated performance among employees?
- To what extent does creativity predict and explain the variance in self-rated performance?

Based on these questions, the research hypothesized that:

- There is a significant positive relationship between creativity and self-rated performance.
- Creativity is a significant predictor of self-rated performance, explaining a substantial proportion of its variance.

*Analytical Approach*

To address the research questions and test the hypotheses, a comprehensive analytical approach was employed, involving descriptive statistics analysis, correlation analysis, regression analysis, and residual analysis. Each of these analytical components was meticulously applied to the collected data, offering multifaceted insights into the relationship between creativity and self-rated performance. The ensuing sections will present each component's findings, accompanied by detailed interpretations, providing a thorough understanding of the research topic.

Descriptive Statistics Analysis

**Table 1.** IBM SPSS descriptive statistics analysis output table.

	N	Minimum	Maximum	Mean	Std. Deviation
<b>Creativity</b>	100	1.00	5.00	3.2204	0.90680
<b>Self-Rated Performance</b>	100	1.00	5.00	3.6075	0.84481
<b>Valid N (listwise)</b>	100				

*Comparative Analysis of Mean Scores of Creativity and Self-Rated Performance*

Comparing the mean scores of creativity and self-rated performance provides an initial insight into their relationship. The higher mean score of self-rated performance compared to creativity implies a potential positive inclination of employees to assess their performance favorably when perceiving themselves as creative. This comparative insight sets the premise for subsequent deeper analyses to explore the nuances of this observed relationship.

Correlation Analysis

**Table 2.** IBM SPSS correlation analysis output table.

		Creativity	Self-Rated Performance
<b>Creativity</b>	<b>Pearson Correlation</b>	1	0.430
	<b>Sig. (2-tailed)</b>		0.000
	<b>N</b>	100	100
<b>Self-Rated Performance</b>	<b>Pearson Correlation</b>	0.430	1
	<b>Sig. (2-tailed)</b>	0.000	
	<b>N</b>	100	100

*Implications of the Correlation between Creativity and Self-Rated Performance*



The observed positive correlation implies that employees with higher levels of creativity tend to rate their performance higher. This relationship underscores the role of creativity in shaping employees' perceptions of their work outcomes and contributions. It suggests that fostering a creative environment may not only enhance actual performance but also positively influence employees' self-assessments of their performance.

This moderate correlation also suggests that while creativity plays a significant role, it is not the sole determinant of how employees rate their performance, pointing to the existence of other contributing factors, potentially requiring further exploration and analysis to gain a more comprehensive understanding of the dynamics influencing self-rated performance.

*Detailed Examination of the Significance Value and its Relevance*

The significance value associated with the correlation coefficient, commonly known as the p-value, tests the null hypothesis that there is no correlation between the two variables. A p-value less than the significance level leads to the rejection of the null hypothesis.

In this case, the p-value is 0.000, which is below the 0.05 significance level, leading to the rejection of the null hypothesis. This implies that there is sufficient evidence to conclude that a significant correlation exists between creativity and self-rated performance in the sample, lending statistical support to the observed relationship.

Regression Analysis

**Table 3.** IBM SPSS model summary output table.

R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
0.430	0.185	0.176	0.76671	1.461

**Table 4.** IBM SPSS ANOVA output table.

	Sum of Squares	Df	Mean Square	F	Sig.
<b>Regression</b>	13.048	1	13.048	22.195	0.000
<b>Residual</b>	57.609	98	0.588		
<b>Total</b>	70.657	99			

*Detailed Discussion on the Variance Explained by the Model*

The proportion of variance in self-rated performance explained by creativity is a crucial insight derived from the regression analysis. The R<sup>2</sup> and Adjusted R<sup>2</sup> values indicate that while creativity contributes to explaining variations in self-rated performance, a substantial proportion of the variance remains unexplained, suggesting the presence of other influential factors not included in the model. This partial explanatory power of creativity prompts considerations of a multifactorial approach to understanding self-rated performance more comprehensively.

*Examination of the F-Statistic and its Implications*

The significance of the model, as indicated by the F-statistic and the associated p-value, underscores the relevance of creativity in predicting self-rated performance. This significance implies that the observed relationship between creativity and self-rated performance is not due to random chance, lending credibility to the implications derived from the model. It substantiates the role of creativity as a determinant of how employees perceive their performance, reinforcing the importance of fostering creativity in organizational settings.

## Residual Analysis

**Table 5.** IBM SPSS residual analysis output table.

	Minimum	Maximum	Mean	Std. Deviation	N
<b>Predicted Value</b>	2.7186	4.3200	3.6075	0.36303	100
<b>Residual</b>	-2.49524	1.78143	0.00000	0.76283	100
<b>Std. Predicted Value</b>	-2.449	1.963	0.000	1.000	100
<b>Std. Residual</b>	-3.254	2.323	0.000	0.995	100

### *Analysis of the Residual Distribution and its Impact on Model Reliability and Validity*

Analyzing the distribution of the residuals is crucial for assessing the reliability and validity of the regression model. The observed mean of the residuals, being zero, confirms the absence of any systematic overestimation or underestimation by the model, reinforcing its reliability. However, the spread and standard deviation of the residuals point to variability in prediction accuracy, implying that for some observations, the model’s predictions deviate significantly from the actual values.

This variability in residuals emphasizes the importance of considering the model as one piece of the analytical puzzle, to be interpreted in conjunction with other analyses and considerations. It suggests the presence of other unaccounted-for factors influencing self-rated performance, highlighting the need for caution and contextual consideration when applying the model’s insights to practical scenarios and decision-making processes.

### *Consideration of the Unexplained Variance and Potential Influencing Factors*

The presence of unexplained variance, as evidenced by the residuals, prompts reflections on the complexity of the relationship between creativity and self-rated performance. It necessitates explorations into potential influencing factors not included in the model, such as organizational culture, leadership style, job satisfaction, and employee motivation, to name a few.

Understanding these additional factors and their interplay with creativity is crucial for a more comprehensive and nuanced understanding of employee self-rated performance. It fosters the development of multifaceted organizational strategies and interventions aimed at optimizing employee performance perceptions and aligning them with actual performance and organizational objectives.

## Synthesis of Findings

### *Integration and Synthesis of all Analytical Findings*

Descriptive Statistics. The moderately high mean scores observed in both creativity and self-rated performance indicated a prevailing sense of creativity and positive self-perception of performance among the respondents. The variability in scores highlighted the diversity in creative capacities and performance perceptions, underscoring the need for tailored organizational strategies.

Correlation Analysis. A significant moderate positive correlation between creativity and self-rated performance was established, substantiating the premise that employees with higher levels of creativity tend to rate their performance more favorably. This insight emphasized the influence of creativity on employee self-assessments and the potential of a creative environment in enhancing positive self-perceptions.

Regression Analysis. The regression model revealed that creativity could explain approximately 18.5% of the variance in self-rated performance, signifying its role as a significant predictor. However, the substantial unexplained variance

pointed to the presence of other influential factors, necessitating a holistic approach to understanding employee performance perceptions.

Residual Analysis. The examination of residuals indicated the accuracy and limitations of the regression model, revealing variability in prediction accuracy across different observations. This variability emphasized the importance of contextual considerations and the integration of other factors when applying the model's insights to organizational practices.

### *Comparative Analysis of Different Analytical Results*

Comparing the insights derived from different analyses reveals a consistent theme of the positive influence of creativity on self-rated performance, albeit with variations and nuances. While each analysis confirmed the positive impact of creativity, the degree of influence and the extent of explained variance varied, highlighting the complexity of the relationship and the multifactorial nature of self-rated performance.

The convergence and divergence in findings from different analyses underscore the importance of a synergistic approach to interpreting the results, considering the consistencies and discrepancies in findings to formulate a balanced and comprehensive understanding of the impact of creativity on self-rated performance.

### *Comprehensive Discussion on the Consistency and Variability in the Findings*

The consistency observed across various analyses in the positive relationship between creativity and self-rated performance reinforces the validity of the research hypotheses and the overarching research premise. This consistency lends credibility to the implications derived from the research, providing a robust basis for organizational applications and future research endeavors.

However, the variability in the strength of the relationship, the extent of explained variance, and the prediction accuracy observed in different analyses accentuates the multifaceted and nuanced nature of employee performance perceptions. This variability necessitates caution and contextual consideration in interpreting and applying the findings and prompts reflections on the intricate interplay of various factors influencing self-rated performance.

## **Discussion**

### **Introduction**

This research embarked on an exploratory journey to unveil the relationship in Bangladeshi organizations between creativity, a quality often associated with innovation and growth, and self-rated performance, a self-assessment metric that offers insights into an employee's perception of their contributions and achievements. By revisiting our primary research objectives and questions, this discussion aims to synthesize the findings and contextualize them within the broader literature.

### **Reiteration of Key Findings**

The analytical rigor employed in the previous section revealed several critical insights. Primarily, a positive correlation emerged between creativity and self-rated performance. Employees who perceived themselves as more creative were found to rate their performance higher. This observation not only underscores the importance of creativity in shaping an employee's self-perception but also hints at the broader implications for organizations in terms of actual performance outcomes.

Delving deeper into the findings, the comparative analysis of mean scores between creativity and self-rated performance provided an initial understanding. Employees, when perceiving themselves as creative, exhibited a propensity to assess their performance more favorably. This observation, though preliminary, set the stage for more nuanced analyses, which further solidified the relationship.

The consistency observed across various analytical methods, be it descriptive statistics, correlation analysis, or regression models, reinforced the validity of the research hypotheses. Creativity, as deduced from the analyses, not only plays a pivotal role in shaping performance perceptions but also holds potential implications for actual performance metrics.

## Comparison with Existing Literature

The literature review, which encapsulated a plethora of theoretical frameworks and empirical studies, laid the foundation for this research. In light of the findings, it becomes imperative to juxtapose the current study's outcomes with the prevailing literature to discern consistencies, disparities, and novel insights.

At its core, creativity has been defined as the ability to produce ideas, solutions, or products that are novel and appropriate within a specific context. Pioneers like Sternberg (2003) and Amabile (1983) postulated that creativity involves not just divergent thinking but also the convergent process of refining and applying ideas effectively. The current research echoes these sentiments, with findings indicating that employees who harness both divergent and convergent thinking processes tend to rate their performance more favorably.

The literature also delved into the multifaceted dynamics influencing the relationship between creativity and self-rated performance, encompassing factors like personality traits, motivational aspects, leadership styles, and organizational culture. The research findings, in many ways, resonate with these documented intricacies. The observed positive correlation between creativity and self-rated performance, for instance, can be contextualized within Ryan and Deci's (2000) Self-Determination Theory, which posits that intrinsic motivation fosters creativity. The findings suggest that employees driven by intrinsic motivation, or an inherent love for creative endeavors, possibly perceive their performance in a more positive light.

However, while the research's findings align with several established theories and studies, they also introduce new dimensions to the discourse. For instance, the nuanced variations in the strength and predictability of the relationship between creativity and self-rated performance underscore the multifaceted nature of employee performance perceptions. While the literature acknowledges the role of environmental and organizational culture perspectives, the current study accentuates the interplay of these factors, emphasizing the need for a holistic approach in organizational strategies.

Another pivotal point of convergence between the literature and the findings is the emphasis on trust and organizational culture. Schein (2010) highlighted how a culture promoting trust, risk-taking, and collaboration fosters creativity and enhances performance. The research findings reiterate this, suggesting that employees in such nurturing environments are not only more creative but also more confident in self-assessing their performance positively.

Yet, in the vast ocean of consistencies, there arise a few disparities, which could be attributed to evolving organizational landscapes, differing sample demographics, or the inherent variability in qualitative attributes like creativity. Such disparities do not undermine the research's validity but rather enrich the discourse, inviting deeper exploration and understanding.

## Discussion on Variabilities in Findings

The research, while illuminating a consistent positive relationship between creativity and self-rated performance, also underscored variabilities in the strength, predictability, and extent of this relationship. These variabilities, far from being discrepancies, offer rich insights into the intricate nature of the constructs under study and the myriad factors that influence them.

### *Strength of the Relationship*

While the correlation between creativity and self-rated performance was consistently positive, its strength varied across different analytical techniques. This could be attributed to the multifaceted nature of creativity, encompassing cognitive, motivational, environmental, and organizational factors. The strength of the relationship, thus, can be influenced by any of these dimensions, emphasizing the need for a comprehensive approach to understanding and fostering creativity in organizational settings.

### *Predictability and Explained Variance*

The research findings indicated that creativity, though a significant predictor, explained only a certain percentage of the variance in self-rated performance. This underscores the presence of other influencing factors, potentially including job role, experience, organizational culture, leadership styles, and even external factors such as market dynamics and socio-economic conditions.

### *Contextual Influences*

The variabilities observed also highlight the importance of context. For instance, in organizations with a strong innovation-driven culture, the relationship between creativity and self-rated performance might be more pronounced than in organizations with a more traditional, process-driven approach. Similarly, the nature of the job role can also influence this relationship. Creative roles, such as design or content creation, might exhibit a stronger correlation compared to more procedural roles.

### *Inherent Variability in Qualitative Attributes*

Creativity, being a qualitative attribute, inherently encompasses a spectrum of interpretations and manifestations. This intrinsic variability can influence how it relates to other constructs like self-rated performance. For example, two employees might have different interpretations of their creative contributions, leading to varied self-assessments even if their actual creative outputs are comparable.

### *Evolution of Organizational Landscapes*

The changing dynamics of modern workplaces, with the rise of remote work, agile methodologies, and cross-functional teams, can introduce variabilities in the observed relationships. The study's findings, while robust, need to be contextualized within these evolving landscapes to ensure relevance and applicability.

## Conclusion

This research embarked on a journey to unravel the relationship between creativity and self-rated performance in Bangladeshi organizational settings, weaving together threads from established literature with fresh empirical findings. The outcome, while reinforcing the importance of creativity in shaping performance perceptions, also underlines the multifaceted nature of both constructs.

Consistently, creativity emerged as a pivotal factor influencing how employees perceive and rate their performance. In an era where innovation, adaptability, and out-of-the-box thinking are revered, the findings underscore the importance of fostering an environment that nurtures creative endeavors. Organizations stand to gain not just in terms of tangible performance outcomes but also in fostering a workforce that is confident, engaged, and aligned with organizational objectives.

However, the relationship between creativity and performance is neither linear nor simplistic. Variabilities in findings, influenced by a myriad of factors from cultural nuances to job roles, emphasize the need for a nuanced,

context-aware approach. Organizations need to recognize and respect these variabilities, tailoring strategies that are adaptive and holistic.

## Recommendations

### Introduction

Creativity has been closely linked to improved performance, innovation, and competitive advantage. As organizations recognize the significance of creativity in driving employee performance and overall success, there arises a need to establish frameworks and strategies that foster this critical attribute. Drawing from the extensive research on the impact of creativity on employee self-rated performance, this section delineates a set of comprehensive recommendations. These recommendations span various dimensions, from organizational leadership and human resource management to organizational culture and team dynamics. By embracing and implementing these suggestions, organizations can cultivate a vibrant, creative ecosystem that not only enhances individual and team performance but also positions them at the forefront of their respective industries.

### Recommendations for Organizational Leadership

#### *Transformational Leadership*

Leadership that inspires, motivates, and fosters creativity has a positive impact on self-rated performance. Organizations should emphasize transformational leadership practices that encourage experimentation, support innovation, and value individual creativity (Bass & Riggio, 2006).

#### *Balancing Creativity and Control*

Leaders must find a balance between fostering creativity and maintaining control over organizational processes. This involves recognizing when creativity is essential and when it might become detrimental, as seen in the creativity-performance paradox (Ford, 1996).

### Recommendations for Human Resource Management

#### *Recruitment and Selection*

Identifying and hiring individuals with creative potential can enhance overall organizational creativity. Utilizing creativity assessment tools during recruitment may aid this process (Plucker & Makel, 2010).

#### *Training and Development*

Training programs that focus on creativity skills, problem-solving, and collaboration can enhance individual and team creativity, leading to improved self-rated performance. Workshops, mentoring, and ongoing support are valuable in this context (Amabile & Khaire, 2008).

#### *Performance Appraisal*

Performance appraisals should recognize and reward creative efforts, aligning individual creativity with organizational goals. A balanced approach that values both creativity and routine performance can help in optimizing outcomes (Zhou & Shalley, 2003).

### Recommendation for Organizational Culture and Climate

### *Building a Creative Culture*

Organizations can foster a culture that supports creativity through open communication, trust, and risk-taking. This involves establishing norms and values that encourage experimentation and recognize creative contributions (Schein, 2010).

### *Designing a Supportive Climate*

Creating an organizational climate that supports creativity involves tangible factors such as resource allocation, managerial support, and providing autonomy. It requires a systemic approach that integrates various organizational dimensions (Amabile et al., 1996).

## Recommendation for Team Dynamics and Collaboration

### *Enhancing Team Creativity*

Facilitating collaboration, diversity, and open communication within teams can enhance collective creativity. Leaders should encourage cross-functional collaboration and ensure psychological safety to foster creativity (Paulus & Dzindolet, 2008).

### *Virtual Teams and Remote Collaboration*

In the context of remote work, organizations must leverage technology effectively to support virtual collaboration without hindering creativity. This involves careful selection of tools, training, and regular communication to maintain engagement (Gilson et al., 2015).

## Conclusion

The symbiotic relationship between creativity and employee performance cannot be overstated. As organizations navigate the complexities of the modern business landscape, the role of creativity emerges as a cornerstone for sustainable growth and innovation. The recommendations provided herein, spanning leadership dynamics, human resource practices, organizational culture, and team collaboration, serve as a blueprint for organizations aiming to harness the power of creativity. By embedding these recommendations into their operational fabric, organizations can not only elevate their employees' self-rated performance but also foster a culture of continuous learning and innovation. As the future unfolds, it will be those organizations that value and nurture creativity that will stand resilient, adaptive, and poised for success.

## Conclusion

The exploration of the relationship between employee creativity and self-rated performance in Bangladeshi organizations has revealed nuanced insights, underscoring the multifaceted nature of both constructs. This research, grounded in a robust methodological framework and a rich tapestry of literature, conclusively identified a positive correlation between the two variables. Employees, when perceiving themselves as more creative, rated their performance higher, attesting to the symbiotic relationship between creativity and self-assessment metrics.

These findings have broader implications for organizational strategies, leadership dynamics, and human resource practices. The recommendations, ranging from fostering a creative culture to harnessing technology for collaborative endeavors, provide actionable strategies for organizations aiming to cultivate a creative ecosystem. Such an ecosystem not only elevates individual and team performance but also fortifies the organization's position in competitive landscapes. As the business world becomes increasingly complex and interconnected, the role of creativity as a linchpin for sustainable growth, innovation, and adaptability becomes even more pronounced.

However, it is vital for organizations to understand that the relationship between creativity and performance is neither linear nor simplistic. The variances observed in the research findings, influenced by factors from cultural nuances to job roles, necessitate a tailored, context-aware approach. As we move forward, the emphasis should not only be on nurturing creativity but also on understanding its intricate dynamics with other organizational constructs.

This research reaffirms the invaluable role of creativity in shaping employee perceptions and organizational outcomes. As the future unfolds, it is those organizations that prioritize, nurture, and understand the nuances of creativity that will stand resilient and poised for success. The insights from this research offer a beacon for academia and industry alike, bridging theory with practice. The convergence of creativity and self-rated performance forms a pivot around which modern organizations can revolve, making strategic decisions that prioritize employee well-being and innovation.

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