Can All People in IT Industry Display Creativity because Team Supports their Creativity? Positive and Negative Results by Personality

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Abstract

Rapidly changed situations in IT environment, we need to create new values and novel outcomes. Hence, most of companies emphasize the importance of creativity. One strategy to increase creativity is creativity support of team. This support makes creative climate of team and increase IT workers' creativity. Thus, creativity support of team would increase not only workers' creativity but also performance such as work engagement in It industry. However, we should assume that even though IT field needs creativity, not all workers have this ability and want to display it. Hence, creativity support of team has a positive effect on some workers who have creative personality, but it can negatively influence others workers who have not creative personality. Creative support of team is not always working as a positive way. It can induce and also reduce members' stress, thus it will influence work engagement and job burn. Hence, we should understand how to use creativity support of team with workers' creative personality, then we will increase creativity and work engagement, and decrease job burnout.

Keywords: Creativity support of team, Work engagement, Job burnout, Creative personality, IT employee

1. Introduction

Today, creativity becomes a more critical factor in the IT industry, because IT companies should make new values for competition. Hence, lots of cooperation emphasize to increase the creativity. One of strategies to enhance the creativity is creative support of team. Creative support of team makes creative team climate, thus this support allows workers to challenge creative jobs, to take risks, and to display their creative ability. Moreover, creative support of team influences not only members' creativity but also work engagement and job burnout, because this support can induce or reduce stress [1]. Creative support of team refers to help and encourage team members each other to show their creativity in the team. Hence, help and encouragement among team members also have a positive influence on work engagement and a negative influence on job burnout. When workers help each other, they will dispel a stress. However, when people encourage creativity each other, stress can be building up, because some employees prefer to have routine and simple jobs rather than creative, complex and

difficult tasks [2]. In the same manner, although the creativity is the critical capacity in the IT filed, not all workers have higher level of creativity, want to display their novel abilities, and need to make innovative results. Hence, some specific employees who are not related to the creativity do not prefer creative support of team. In contrast, people who have creative personality will like to get creative tasks, and also prefer creative support of team. Hence, depend on creative personality creative support of team can induce and reduce stress, and also can influence job burn (result of induce stress) and work engagement (result of reduce stress) [3].

With these ideas, this paper suggests that the influence of creative support of team is depend on workers' creative personality. Hence, creative support of team also will influence positively or negatively on results whether workers have creative personality or not. Hence, creative support of team will have different influences on work engagement and job burnout by creative personality in the IT field.

2. Theory

Creativity is defined as the ability to create novel thoughts and constructive results to problems [4]. The ability to make creative results requires the conviction to face organizational and environmental challenges [4]a[5]. Innovative team refers to foster the creative functioning of its members [6]. Hence creativity support of team is defined as team climate is related to creative functioning and encourages or help members to display creativity.

Creative support behaviors from other people (organization, team, coworkers and supervisors) in the workplace can increase individual creativity. Organizational support encourages members' risk taking and new idea produce. Moreover, workers can receive reward when they display creativity from the organization. Similarly, when team members have diverse ideas, mutual openness to share ideas, constructive and cooperative challenging ideas, and commitment to share them, will influence individuals; creative ideas [7]]. In the team, when supervisors support or encourage members' creativity, employees suggest more creative ideas, thus workers can make members' creative performance at work [1]. Moreover, these support and encouragement can increase positive moods of workers. These moods have positive relationship with workers' intrinsic motivation to perform well [7]. Then intrinsic motivation of employees enhances their creativity. Hence, creative support of team plays a critical role to effect on moods, intrinsic motivation and creativity [1]. Hence, we can assert that creative support of team will enhance members' creativity. Furthermore, we can make definition of creative support of team as team, teammates and supervisors' support to display individual creativity with sharing ideas, giving rewards and helping to take risk and think differently.

Traditionally, some creative personality related researches have been carried out with descriptive and biographical methodologies, which to try to identify and explain personality attributes with commonly recognized creative people. Creative personality is associated to aloofness, emotional sensitivity, free-thinking, self-sufficiency, skepticism, critical thinking, and self-confidence [8]. Furthermore, some personality behavior and traits characteristics such as open-mindedness, autonomy, and non-conformity also related to creative achievement. People who have creative personality are open to new experience, and have interest to challenge. These creative people are concerned with implications and meanings rather than current facts or tiny detail things for their profits. Creative individuals are intellectually curious, but do not have interesting in their images from others and own

temporary impulse. Moreover, people with creative personality involves independence of judgment, passion, a high level of persistent energy, and assertiveness [9]. Moreover, creative personality has been described as enduring and forceful. People who have this personality usually participate in continuous construction, and revision socially perceived symbol systems in the science, arts, academy, and religion [10]. In addition, creative personality traits are concern with "capable, clever, wide interests, confident, inventive, resourceful, original, unconventional, reflective, insightful, self-confident, egotistical, sexy, humorous, individualistic, snobbish, and informal; the negative correlates are: commonplace, cautious, affected, submissive, conventional, conservative, narrow interests, mannerly, honest, sincere, dissatisfied, and suspicious". [9; 140-141]. Typically, creative personality includes three dimensions, which are the resources to engage in symbolic constructions,the motivation to do this, and an identity that integrates the individual within a sustaining environment.[11; 1174].

While job burnout is connected to negative emotions, work engagement is related to positive emotions [11]. The use of the concept job burnout for this phenomenon early began to appear with regularity in the 1970s in America, particularly among workers in the human services [12]. However, still it has critical and negative effect for employees in Korea. Burnout is a work-related syndrome caused by the individual′s perception of a critical gap between expectations of successful professional achievement and an observed less satisfying reality. This gap could be the source of various types of job stressors, such as role conflict, inappropriate workload, poor relationships among members, and lack of fitness between individual and environment in workplace [13]. Burnout is a long-term response to chronic interpersonal or emotional stressors in the work place, and is included the three dimensions of exhaustion, cynicism, and inefficacy. The three crucial dimensions of job burnout are an overwhelming emotional exhaustion, cynical feelings and detachment from the work, and lack of achievement or a losing sense of effectiveness. First, the exhaustion component means the fundamental personal stress dimension of burnout. It represents that feelings of becoming overextended, and depleted of individual′s physical and emotional resources. The cynicism, which means depersonalization refers to the component, which is the interpersonal dimension of burnout. It represents that callous, negative, insensible or inordinately detached response to diverse aspects of works. Inefficacy, which represents reduced efficacy or fail to accomplish indicates self-evaluation component of burnout. Inefficacy represents that incompetence feeling, and lacks of productivity or accomplishment on the job [12].

Engagement is the expression about preferred self or identification in task activities, and it means an individual physically, cognitively and emotionally puts energy [14]. Engagement is different from existing factors in organizational study such as job involvement, jot engagement, job satisfaction, organizational identification, and organizational commitment. Organization related factors such as organizational commitment refers to an workers′ allegiance to their organization. In contrast, engagement focuses on the work itself. Furthermore, job related factors such as job satisfaction asserts that work is a source of need contentment and fulfillment, but work engagement encompasses the individuals ′ relationships with the work itself [15]. Work engagement is the concurrent employment and expression of an individual′s ′preferred self′ in work behaviors that encourages connections to task and to other people, personal presence (psychological, physical, and cognitive). Workers who have work engagement are characterized as being psychologically present, attentive, fully there, feeling, integrated, connected, and focused in their performances of roles. [15]. Work engagement means that persistent, continuous and pervasive affective/cognitive state, which is not connected or focused on particular objects, events, people, or behaviors. Work engagement includes three dimensions. First, vigor indicates

mental and psychological resilience while working, high levels of energy, the volition to put effort in one′s work, and endurance in the difficult situations. Second, dedication refers to a sense of enthusiasm, significance, passion, pride, inspiration, and challenge. furthermore, vigor and dedication are the direct positive opposites of burnout′s dimensions such as exhaustion and cynicism, respectively. Third, absorption is being happily engaged and fully concentrated in one′s work. Hence, time passes very quickly and individual has difficulties to separate oneself from work. Fully absorbed workers have clear mind to work, intrinsic enjoyment, motivation and focused attention [3][11][16].

Creative support of team can increase not only creativity but also other performance variables of members such as work engagement and job burnout. Creative support of team involves to help coworkers, support subordinates and share ideas [1]. Hence, creative support of team can influence positive team climate to help or support each other in the workplace. Usually, members in the team, which has positive relationships among workers feel more satisfaction and engagement [17]. Hence, we can anticipate that creative support of team has a positive relationship with work engagement and a negative relationship with job burnout, which has reverse traits of engagement.

H1. Creative support of team will increase work engagement.
H2. Creative support of team will decrease job burnout.

Although we can expect the positive / negative relationship between creative support of team and work engagement / job burnout, we should consider that other factors can influence these relationships. We assumed that workers in the IT industry are willing to display their creativity, because IT companies want to hire and need to possess employees who have creativity. However, not all workers in the IT field may have creativity, and want to show it [5]. Hence we should understand differences among workers who have creative personality or not. When some workers have creative personality, they will prefer creative support of team and make better performance like increase work engagement and decrease job burnout [3]. In contrast, creative support of team would not work well for specific workers who have not creative personality. Hence, we should understand fitness between individual traits such as creative personality and environmental characteristics such as creative support of team. When an individual fits a team, this worker will be motivated [17]a. Hence, creative support of team to creative people will make positive results. However, when a person is incongruent for team climate, the employee will get more stress [18]. Burnout is correlated with self-reported researches of personal stress [19]. Hence, this stress will increase job burnout and decrease work engagement. Hence to make positive outcomes using creative support of team, workers should have creative personality.

H3.Creativity personality will positively moderate between creative support of team and work engagement.
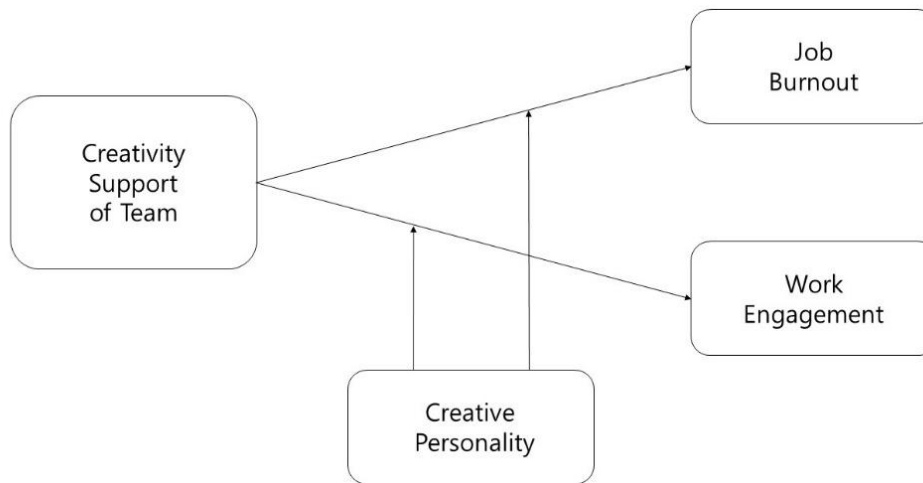*H4. Creativity personality will negatively moderate between creative support of team and job burnout.*

Figure 1. Research model

3. Measurement

All measurement use Likert 7-point scales. Creativity support of team is measured with 8 items such as "Our team ability to function creatively is respected by the leadership", and "The reward system in my team encourages creativity" Scott and Bruce (1994); and "My supervisors and coworkers give me useful feedback about my ideas concerning the workplace", and "My coworkers and supervisors are always ready to support me if I introduce an unpopular idea or solution at work" [1]. Creative personality is measured with 12 items such as "Thinks and associates to ideas in unusual ways; has unconventional thought processes", and "Develops adequate plans and schedules for the implementation of new ideas" [20].Job burnout is measured with 18 items such as "I feel tired when I get up in the morning and have to face another day on the job (emotional exhaustion)", "I have become less interested in my work since I started this job (cynicism), and "At my work, I feel confident that I am effective at getting things done (inefficacy)" [21][22]. Work engagement is measured with 18 items such as "At my work I always persevere, even when things do not go well (vigor)", "I find the work that I do full of meaning and purpose (dedication)", and "When I am working, I forget everything else around me (absorption)" [23].

4. Conclusion

We anticipate Creative support of team will increase work engagement, and decrease job burnout. Furthermore, Creativity personality will positively moderate between creative support of team and work engagement, and negatively moderate between creative support of team and job burnout. Creativity has a valuable role in IT companies, thus they try to enhance this capacity. Creative support of team is one strategy to increase members' creativity and performance. This study sheds light on a situational factor, which is creative personality. Like fitness between member and environment, we should understand the fitness between teams' climate and members' traits. Hence, we assert that creative support of team will produce more effective outcomes (to increase work engagement and to decrease job burnout) when workers have creative personality.

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