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How can Creativity be Enhanced through Personality Traits and Emotional Intelligence Towards Muslim Employees?

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Abstract

Organizational progress in the 21st century is based on the efficiency and sophistication of technology known as Artificial Intelligence. However, human capabilities should not be taken lightly, as the creation of technology is the result of the creative thinking and innovation of an organization's employees. While previous research has primarily shown that creative thinking can lead to performance outcomes, from angles the impact of emotional intelligence and employee personality on this connection remains unclear. As a result this study was conducted to examine the correlation between intelligence, personality traits and creativity among staff members at a non-statutory bodies in Malaysia. A total of 165 Muslim employees took part in the survey. The questionnaire data was analyzed using SmartPLS software to assess the research hypotheses. The analysis revealed findings; Firstly there is a positive and significant association between emotional intelligence and personality traits; secondly there is a positive and significant link between personality traits and employee creativity; thirdly there is a positive and significant relationship among emotional intelligence, trait personality and employee creativity. These results confirm that personality traits act as a mediating factor in the relationship between intelligence and employee creativity. Additionally this study aids experts in recognizing the importance of intelligence and personality traits in enhancing employee creativity. Creative thinking has become a tool in driving success and improving sustainability performance. This research offers insights into how to harness employees abilities to manage emotions and understand themselves for development. Moreover it provides guidance, for formulating strategies to navigate organizations through challenges.

Keywords: Employee Creativity, Emotional Intelligence, Personality Traits, SmartPLS

INTRODUCTION

In facing the global world of the 21st century, the Malaysian government has introduced a Fourth Industrial Revolution (4IR) policy (Mohamad, 2020) to drive concerted efforts in transforming the nation's socioeconomic development through the use of technology. This policy complements Malaysia's Digital Economy Blueprint in encouraging the development of a digital economy based on human resources, building capacity and upgrading skills in community development.

In order to implement this policy, related organizations need to adopt various strategies and initiatives. For example, the approach involves fostering a culture that encourages innovative thinking and rewards creative ideas (Ramos et al., 2018). This includes establishing specialized departments or units responsible for promoting and supporting creativity across different units or divisions (Hidayat et al., 2023). In addition, organizations often organize training programs, workshops and brainstorming sessions to improve employees' creative skills and problem-solving abilities (Ramos et al., 2018), (Ummi Kalsom Zakaria, Siti Fardaniah Abdul Aziz, Mohd Nasir Selamat & Nik Hairri Omar, 2020). Collaboration and idea sharing platforms are also used to facilitate the exchange of innovative ideas among employees. The implementation of creativity in organizations is important because it enables the development of new perspectives, innovative solutions to complex problems, and increased efficiency in service delivery (Godwin, 2022). This creativity can help organizations adapt to changing

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conditions, improve decision-making processes, promote employee engagement and satisfaction, and foster a positive work environment (Ramos et al., 2018).

Critical and creative thinking skills are very important in determining direction in various forms of action in a person's daily life (Zulkifley Hamid & Mohd. Asyraf Zulkifley, 2014). The importance of emphasizing creativity in organizations is to foster innovation and drive problem-solving capabilities, allowing organizations to adapt effectively to dynamic environments. By encouraging creative thinking, an organization can address complex challenges and find innovative solutions to meet employee needs. Additionally, fostering creativity in organizations contributes to employee engagement and satisfaction. When individuals are given the opportunity to express their ideas and contribute creatively, it can indirectly increase their sense of ownership and pride in their work (Andrabi & Rainayee, 2020), leading to increased motivation, productivity, and overall job satisfaction. Furthermore, embracing creativity allows organizations to stay ahead of the competition by differentiating themselves apart. In an increasingly competitive global landscape, organizations that practice creativity are more likely to distinguish themselves and attract talented individuals to a more innovative environment (Altinay et al., 2020).

In general, creative employees possess the ability to “think outside the box”, enabling them to create unique solutions and navigate problems effectively. Those with this creative mindset are willing to face challenges and able to adapt to the ever-changing environment (Jafri, Dem, & Choden, 2016). However, not all employees inherently possess creative thinking skills. To cultivate and elevate creativity among employees, organizations should adopt an approach that combines a mix of skills, mental sharpness, experience, and training in problem solving (Abdullah, 2018). If this type of training can be constructed, organizations can formulate policies, implement improvement and recovery programs, and develop products that benefit the public.

Interestingly, recent research has shown a connection, between employees emotional awareness and personality with creativity as highlighted in studies by Xu et al. (2019) Geher et al. (2017) Tong et al. (2022). Sundquist & Lubart (2022). Emotional intelligence, which involves recognizing and handling one's own and others' emotions effectively to guide thoughts and actions, plays a role in this relationship (Core, 2014; Masron Mensih, Fauziah Ibrahim & Nazirah Hassan, 2021). Implementing intelligence within organizations facilitates understanding of emotions and utilizing emotional knowledge to enhance decision-making processes. Particularly positive emotions contribute significantly to nurturing creativity by enabling individuals, with intelligence to better comprehend and regulate their emotions. This capability empowers them to explore thoughts and ideas that fuel creativity (Sundquist & Lubart 2022). For example, individuals with high emotional intelligence may leverage their empathetic abilities to understand different perspectives, leading to the generation of unique and innovative solutions to problems. However, if an organization ignores the emotional well-being of its employees, it can have a profound effect on their emotional awareness. For example, when employees encounter obstacles to express their creativity, it may lead to frustration, dissatisfaction, and an overall decline in emotional well-being (Xu et al., 2019). Restrictions in the freedom of giving ideas make employees feel unappreciated and unheard, resulting in feelings of inferiority and reduced emotional awareness (Geher et al., 2017). This can lead to decreased motivation, engagement, and job dissatisfaction. Moreover, when creativity is stifled or discouraged in an organization, it can foster a culture of conformity and a fear of taking risks. Employees may hesitate to express themselves openly or share innovative ideas for fear of criticism or rejection. As a result, their emotional awareness may suffer as they perceive their genuine thoughts and emotions as unnecessary or unwelcome.

In addition, when creativity stagnates in an organization, it can affect the personality of employees. Personality refers to individual tendencies in influencing their cognitive, motivation, and behavior in various situations. In organizational behavior, personality traits play an important role in shaping individual performance, job satisfaction and organizational fit. Understanding these characteristics can help managers and employees work together more effectively, improve communication and foster a positive work environment. When individuals within an organization understand each other's personalities and acknowledge the diversity therein, the organization is better positioned to nurture creative employees. Providing employees with the opportunity to

express their innovative ideas can positively affect their personality. Those who can display their creativity often experience increased confidence, motivation, and job satisfaction. This creative expression fosters greater emotional awareness, both of oneself and others, leading to better interpersonal relationships at work (Tong et al., 2022).

On the other hand, employees who inherently lean towards innovation and imagination may feel restricted and stifled when the outcomes of their creativity are not accepted. This can result in a decline in their confidence and self-esteem as they begin to question their abilities and value within the organization (Feist, 2019). Therefore, creativity within the organization has the potential to significantly affect the personalities of employees. By fostering a culture that values creativity and provides opportunities for innovation, organizations can increase emotional awareness among employees while positively shaping their personalities (Jafri, 2020).

Thus, emotional intelligence and personality have direct and significant implications for creativity within an organization. When organizations prioritize the emotions and personalities of their employees, several benefits can be gained. Firstly, fostering a culture of creativity can result in innovative solutions and approaches to complex problems. By encouraging employees to think outside the box and challenge traditional norms, organizations can develop new strategies that increase efficiency and effectiveness (Roffe, 1999). Second, creativity can also drive employee motivation and engagement. When individuals are given the freedom to express their ideas and contribute to the decision-making process, they feel valued. This sense of ownership leads to higher job satisfaction, increased productivity and reduced employee turnover rates (Puccio & Schwartz, 2023). Third, practicing creativity allows organizations to remain competitive in an ever-changing world. By quickly adapting to new challenges and opportunities, organizations can maintain relevance in a dynamic environment (Awan et al., 2019). Overall, the implications of fostering creativity in organizations not only drive innovation but also increase employee satisfaction and organizational adaptability. Ultimately, it paves the way for employees to achieve optimal success in an organization.

LITERATURE REVIEW

The theory that directly affects creativity to emotional intelligence and personality traits is known as the Interactionist Approach to Creativity (Woodman et al., 1993). According to this theory, creativity is not solely determined by individual characteristics or external environmental factors, but rather through the interaction between these two elements. Emotional intelligence plays an important role in the creative process because it involves understanding and managing emotions effectively (Smuts, 1992). Individuals with high emotional intelligence demonstrate better control of their emotions, enhanced flexibility in thinking and generate innovative ideas. They are also more receptive to feedback and able to adjust their creative solutions accordingly. Additionally, personality traits affect creativity. Characteristics such as openness to experience, and thoroughness have been identified as having a positive effect on creative thinking. Openness allows individuals to explore new ideas and perspectives, while extraversion fosters collaboration and the sharing of ideas (Waheed, 2019).

The Relationship of Emotional Intelligence with Personality Traits

Previous empirical evidence shows a positive and significant relationship between emotional intelligence and personality traits. For example, a study conducted by Bhatia (2023) involved 75 respondents from professionals in the banking and insurance sectors in the Ratlam district of Madhya Pradesh. This study revealed that emotional intelligence has the capability to influence employee behavior, shaping distinct personality types categorized as A, B, C, and D. Employees with personality type A are characterized as ambitious, work-focused individuals who are always in a hurry. When emotional intelligence is effectively controlled, individuals with this personality type demonstrate the ability to manage situations, consistently set goals, and employ practical approaches to problem-solving. In addition, personality type B employees are described as sociable individuals adept at capturing the attention of those around them. They may perceive themselves as perfect due to their advantage in influencing people. However, if they struggle to control their emotions, they may become sensitive

to the opinions of those around them. On the other hand, individuals with personality type C are detail-oriented and prefer working in stable, controlled environments rather than a challenging or uncertain environment. Lastly, individuals with personality type D are easy-going and approach life and work at a slower pace. Their stable emotions make them prefer to work in secure conditions, and are satisfied in doing repetitive tasks. This personality type makes them highly skilled in a specific field.

In addition, a study conducted by Sultan et al. (2021) involved 270 staff members from private higher education institutions, selected through stratified random sampling to ensure representation of academic staff members across various occupational degrees and expertise in different specializations. This study found that not all aspects of emotional intelligence exhibit a significant relationship with personality. Specifically, the traits of willingness, conscientiousness, and open-mindedness are identified as effective on the relationship between emotional intelligence and organizational performance. The study argues that an individual's high emotional awareness possibly plays a role in limiting negative effects on their behavior. When individuals are sensitive to their own emotions, their personality remains unaffected, and their behavior usually tends to be normal.

However, findings from a study conducted by Claudia and Maria (2022) with a sample of 100 respondents, primarily female students aged 18-30 from universities in Bucharest and Constanta, present a different perspective. This study reveals a significant relationship between some personality traits and emotional intelligence. For example, the study found that female students in this university tend to exhibit extraversion, reflecting a preference for social needs. Those inclined towards extraversion may display qualities such as talkativeness and assertiveness. Conversely, students with introverted tendencies may be considered as calm, quiet, and more reflective. This shows a relation between extraversion and emotional intelligence with social qualities such as sociability and developed social skills. This, this observation leads to following hypothesis:

Hypothesis 1: Emotional intelligence has a positive and significant relationship with personality traits.

The relationship between personality traits and employee creativity

Various studies have shown that the Big Five personality traits apply to groups, such as kids, students and grown ups (Nurul Azza Abdullah Aina Nurin Muhamad Nasruddin, Daniella Maryam Mokhtar, 2021). Recent research in psychology has highlighted a gap in exploring how personality traits impact employee creativity (Abdullah, 2018). While most studies on creativity focus on education (Sinnappan, 2002) some researchers have investigated the link between personality traits and creativity. For instance Zulkifli et al. (2020) studied 119 students from the region and found that personality influences problem solving skills and critical thinking development in students leading to enhanced decision making abilities. However Ratnakrishnan and Lians study (2014) contradicted this by suggesting that gender does not significantly affect creativity levels, among students. Their research indicated that creativity may not be determined by gender. In a research done by Farhadi, Fatimah, Nasir and Wan Shahrazad (2012) involving 212 employees, in the government it was discovered that the traits of caution and friendliness were strongly linked to reduced instances of behavior at work. As a result of these discoveries a hypothesis was formulated;

Hypothesis 2: Personality traits have a positive and significant relationship with employee creativity

The Relationship of Emotional Intelligence, Personality Traits and Employee Creativity

While many studies have examined the direct effects model, there is a limitation for organizational researchers when exploring personality traits as mediating variables in the relationship between emotional intelligence and employee creativity. Therefore, this study uses a methodology introduced by Zhao, Lynch, and Chen (2010) and Hair et al. (2017), utilizing one of the methods with a mediating effect known as complementary mediating. This occurs when both the mediating effect (a x b) and the direct effect (c) coexist and are focused in the same direction, showing a positive relationship.

Past studies that support the variable model of indirect effects through mediating effects (a x b) such as the relationship between emotional intelligence and personality traits, can be observed in a study by Mobbs (2020).

This study combines basic theories of neurobiology and social psychology, utilizing various analyses, including clinical trials, workplace selection, social and emotional education, and research in the fields of sociology and psychology. The results indicate that the taxonomic needs of personality, emotions, and human behavior are at a satisfactory level. In contrast, Jaksic & Schlegel's (2020) study, involving 130 students and staff at the University of Geneva, revealed a positive correlation between personality and emotion recognition ability. Female participants demonstrated greater accuracy in assessing personality compared to their male counterparts. Similarly, Nawi et al. (2018), in a study involving 306 respondents from school administration and management, found a mean difference suggesting that female respondents exhibited a higher thrift personality ($M = 49.47$, $SP = 4.37$) compared to male respondents ($M = 48.84$, $SP = 4.97$). Regarding age, older SBT educator leaders were noted to display stronger personality traits compared to their younger counterparts. The study also revealed a relationship between all personality traits and the increasing of individual emotional intelligence.

Previous studies supporting the indirect effect variable model through the mediating effect ($b \times c$), specifically examining the influence of personality traits on employee creativity, can be observed in the study conducted by Zulkifli et al. (2020). This research involved 119 students from a polytechnic in the southern zone and concluded that personality traits have the potential to increase employee creativity. The increase in creativity is influenced by various factors, including the work environment, organizational culture, and leadership style. Organizations that value and encourage diverse perspectives, provide opportunities for collaboration, and allow experimentation are more likely to witness increased creative output from their employees. Moreover, a supportive and psychologically safe workplace empowers individuals to express and explore their creative ideas without the fear of criticism. Therefore, these findings lead to the following hypothesis:

Hypothesis 3: Personality traits are influential mediators between emotional intelligence and employee creativity

Numerous past research projects have delved into how intelligence impacts the enhancement of personality traits and creativity, among employees. However these studies mainly highlight the features of intelligence. Concentrate on identifying direct effects. In essence prior research has been somewhat limited in its ability to explore personality traits as mediators utilizing approaches to gauge the connection strength between dependent and independent variables. Moreover basic interview methods were frequently employed to gauge participants perspectives and elucidate them in relation, to intelligence personality traits and employee creativity. Here, it becomes clear that the existing gap in the literature provides only weak evidence of a significant association between emotional intelligence, personality traits, and employee creativity. Recognizing these gaps, the current research prompts to contribute by giving attention to the importance of this relationship. Therefore, this study seeks to provide guidance to organizational leaders in fostering employee creativity.

The conceptual framework guiding this research is illustrated in Figure 1 below.

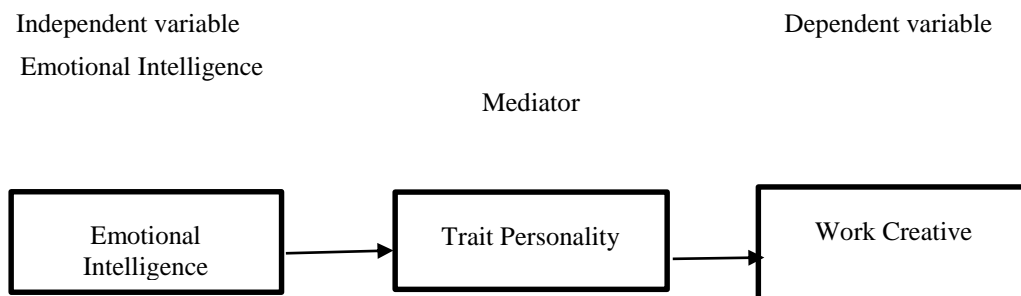


Figure 1. Conceptual Framework

METHOD AND STUDY AREA

Research Design

This study was conducted in one of the statutory body offices where the lion's share of members are Muslim. The title of this institution isn't uncovered on the premise of privacy. This organization was given independence to arrange and regulate the dissemination of surveys in arrangement with the vision, mission and, reason of the consider. Survey conveyance was expanded based on different components, counting time period, work, and asset accessibility. This study utilized a study strategy and a cross-sectional plan to guarantee the collection of exact information, diminish predisposition, and progress information quality, as recommended by Sekaran and Bougie (2016) and Rozmi Ismail (2016). Amid the starting organize of information collection, surveys were created based on the literature covering emotional intelligence, personality traits, and employee creativity. Moreover, to make strides investigate comes about, a back-to-back interpretation strategy was utilized to interpret the overview survey into both English and Malay (Lomand, 2016).

Research Sampel

This study used the random sampling method, distributing 200 questionnaires to respondents within the concerned agency. Of the total, 165 questionnaires (82.5%) were deemed usable.

Research Instruments and Procedures

The questionnaire comprised four main sections: First, the section on emotional intelligence used 26 items adapted from the study of Nasrin & Morshidi (2018). Second, personality traits were assessed using 10 items adapted from Kadir's study (2014). Third, the section on employee creativity incorporated 14 items adapted from Ibrahim (2019). A 5-point Likert scale extending from (1) "strongly disagree" to (5) "strongly agree" was utilized to rate the items. Profile respondent such as sex, age, education, position, marital status, unit and department, service, length of service, place of duty, and income were also included.

Data Analyses

The survey questionnaire data were analyzed using SmartPLS by testing both the direct effect model and the indirect effect model. Before hypothesis testing, these peripheral conditions were needed to analyze measurement models to provide latent variable scores, address small sample sizes, handle less-than-normal data, and evaluate complex research frameworks (Hair et al.,2017; Henseler, Ringle and Sinkovics, 2009).

RESULTS AND DISCUSSION

Demographic Characteristics

Table 1 shows the demographic characteristics of the respondents. The majority of respondents were male (51.2%), aged between 35 and 44 years (44.2%), holding certificates and diplomas (38.4%), and working in the implementation group (74.4%). Most respondents were married (79.5%), in permanent service (98.1%), with a working period of 5-14 years (63.6%). The workplace distribution indicates that 22.9% were located in the southern zone. Additionally, 41.4% reported an income below RM1500-RM2999.

Table 1: Demographic characteristics

Characteristics	Category	Frequency	Percentage
Gender	Male	132	51.2
	Female	126	48.8
Age	Below 25 years	13	5.0
	25 – 34 years	108	41.9
	35 – 44 years	114	44.2
	45 – 54 years	10	3.9
	55 years and above	13	5.0
Education	PMR	2	0.8

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	SPM	40	15.5
	HSC/STPM/STAM	32	12.4
	Certificate/Diploma	99	38.4
	Degree	79	30.6
	Others	6	2.3
Religion	Islam	165	100
Position	Management & Professional	66	25.6
	An Executor	192	74.4
Status	Single	49	19.0
	Married	205	79.5
	Others	4	1.6
Services	Permanent	253	98.1
	Contract	4	1.6
	Others	1	0.4
Period of service	Below 5 years	42	16.3
	five – fourteen years	164	63.6
	fifteen – twenty-four years	39	15.1
	Twenty-five – thirty-four years	2	0.8
	Thirty-five and above	11	4.3
Place of Duty	Western Zone	47	18.2
	Eastern Zone	61	23.6
	South Zone	59	22.9
	North Zone	51	19.8
	East Malaysia zone	40	15.5
Income	Below RM1500	0	0
	RM1500-RM2999	106	41.1
	RM3000-RM4999	94	36.4
	RM5000-RM5999	35	13.6
	RM6000-above	23	8.9

Note: SPM (Sijil Pelajaran Malaysia)

STPM/HSC (Sijil Tinggi Pelajaran Malaysia/Higher School Certificate)

PMR (Penilaian Menengah Rendah).

Reflective Measurement Model

Table 2 shows that all the outer loading values exceeded the recommended threshold of 0.708 as proposed by Hair et al. (2017). The AVE values confirmed convergent validity with all values surpassing the threshold of 0.5. Internal consistency reliability, indicated by the CR values demonstrated values higher, than 0.708.

Table 2: The value of the reflective measurement model

Indicator	Convergent Validity			Internal Consistency Reliability
	Outer Loadings	AVE (>0.50)	Indicator Reliability (>0.50)	Composite Reliability
B11	0.786	0.623	0.617	0.963
B12	0.754		0.568	
B13	0.749		0.561	
B14	0.795		0.632	
B15	0.847		0.717	
B15	0.813		0.660	
B16	0.857		0.734	
B17	0.818		0.669	
B18	0.736		0.541	
B19	0.736		0.541	

B20	0.853		0.727	
B21	0.772		0.595	
B22	0.792		0.627	
B23	0.794		0.630	
B24	0.770		0.592	
B25	0.711		0.505	
B26	0.763		0.582	
C02	0.728	0.645	0.529	0.963
C04	0.864		0.746	
C06	0.766		0.586	
C08	0.846		0.715	
D01	0.820	0.669	0.672	0.879
D02	0.803		0.644	
D03	0.809		0.654	
D04	0.756		0.571	
D05	0.791		0.625	
D06	0.780		0.608	
D07	0.740		0.547	
D08	0.859		0.737	
D09	0.859		0.737	
D10	0.868		0.753	
D11	0.874		0.763	
D12	0.798		0.636	
D14	0.863		0.744	

Source: Questionnaire

Table 3 displays the outcomes regarding the validity and consistency of the constructs. The Heterotrait Monotrait Correlation Ratio (HTMT) values, for each construct were below 0.90 as per studies by Hair et al. (2017). Henseler et al. (2009) satisfying the requirements, for validity according to Hair et al. (2017) and Henseler et al. (2009).

Table 3: Results of Discriminant Analysis

Construct	Emotional Intelligence	Personality Trait	Employee Creativity
Emotional Intelligence			
Personality Trait	0.774		
Employee Creativity	0.767	0.859	

Note. The values in the parenthesis are the values of confidential interval at 5% and 95%.

Construct Analysis

In Table 4 the findings of the Variance Inflation Factor (VIF) and descriptive statistics. The data showed that the average values, for all categories ranged from 4.0589 to 4.8214 indicating that some participants rated emotional intelligence, personality traits and creativity, between levels 4 and 7. On the other hand, the VIF values for the relationships between the independent variables (emotional intelligence, personality traits, and employee creativity) are lower than 5.0, indicating the absence of a serious collinearity problem in the data (Hair et al., 2017).

Table 4. Analysis of Variance Inflation Factor (VIF) and descriptive statistics

Construct	Mean	Standard Deviation	Variance Inflation Factor
Emotional Intelligence	4.0589	0.52683	Personality Trait 1.000
Personality Trait	4.0171	0.56601	
Employee Creativity	4.8214	0.1191	1.000

Measurement of Structural Models

Table 5 displays that 47.1% of the PT variability is accounted for by EI in the impact model. This suggests that 52.9% of the PT variability is influenced by factors not examined in this study. The R2 value exceeded 0.33 indicating an effect size, for this model. In the case of the impact model, EI and PT explain 58.9% of the EC variability while 41.1% is attributable to factors beyond the studys scope. An R2 value than 0.33 also suggests an effect size for this model. Regarding the research hypotheses the results indicate; Firstly there was an association between EI and PT (B = 0.686; t = 15.138) supporting H1. Secondly PT showed correlation with EC (B = 0.768; t = 17..557) supporting H2.Thirdly there were correlations between EI and PT, with EC (B =0.527; t=9.505) backing H3.

Moreover we looked into the impact size (f2), how well the model fits (SRMR value) and how predictive it is (Q2). The f2 value of 0.891, for the connection between EI and PT surpassed 0.35 as indicated by Hair et al. (2017) showing an impact. Similarly the f2 value of 1.436 for the connection between PT and EC was above 0.35 indicating an effect size. The Standard Root Mean Residual (SRMR) value stood at 0.064 below 0.1 demonstrating a good model fit. Furthermore both Q2 values for EI (0.389) and EC (0.296) were higher than zero suggesting abilities, for the model.

Table 5: Results of structural model measurement analysis

Hypothesis	Relationship	β	P	t	Result	R ²	F ²	Q ²	SRMR
H1	Emotional Intelligence → Personality Trait	0.686	0.000	15.138	Accepted	0.471	0.891	0.389	0.064
H2	Personality Trait → Employee Creativity	0.768	0.000	17.557	Accepted		1.436		
H3	Emotional Intelligence → Personality Trait → Employee Creativity	0.527	0.000	9.505	Accepted			0.296	
						0.589			

Note. Significant at * t >1.96 (two tail testing)

DISCUSSION AND CONCLUSION

Numerous past research studies have extensively utilized the effect model to explore how emotional intelligence, personality traits and employee creativity are interconnected (Duman et al., 2014; Ezzi et al., 2016; Mobbs, 2020; Nawi et al., 2018; Zulkifli et al., 2020). However there has been limited focus, on measuring personality traits as mediators between intelligence and creativity. This gap has spurred researchers to expand the existing literature by examining the mediating roles of personality traits. Emerging models suggest that personality traits play a mediating role in the link between intelligence and employee creativity. These findings highlight the significance of acknowledging personality traits in a setting as they can enhance the efficacy of intelligence thereby fostering higher levels of employee creativity. Moreover they underscore the importance of intelligence in empowering employees to effectively manage their emotions display empathy, collaborate with colleagues and ultimately boost team performance, communication effectiveness and job satisfaction. Employees, with levels of intelligence often demonstrate increased productivity. Personality is such an important variable because traits such as openness to new experiences, thoroughness, extroversion, agreeableness, and emotional stability, contribute to improved work performance. Therefore, the combination of emotional intelligence and positive personality traits empowers employees, generating innovative ideas for new products, processes, or problem solving. This is crucial for organizational growth and competitiveness, fostering novelty within the organization. Thus, the ability to understand and manage emotions wisely, coupled with a personality that fits the job role, and the ability to think creatively, collectively increase the effectiveness of individuals and the organizations as a whole.

Two important contributions have been identified by this study. First, regarding theoretical contribution, this study confirms that personality traits exert influence on the emotional intelligence and creativity of employees. For example, openness, a facet of the Big Five personality theory, is associated with increased creativity. Individuals characterized by open-mindedness seek novel experiences, applying unique perspectives to problem-solving. Additionally, extroversion is related to increased innovation through better collaboration and

social networks. Extroverts are more willing to channel their ideas to others, propelling them further in their careers. When this type of personality is coupled with high emotional intelligence, such as self-control, motivation, empathy, and good social skills, individuals become more productive and successful in collaborative work, thus maximizing team capabilities. Individuals with high emotional stability exhibit better stress management and respond flexibly to organizational changes. This allows them to sustain their creativity. Second, in terms of practical contributions, the study offers practitioners actionable insights to improve employee creativity in organizations. To attain this objective, administration ought to emphasize on the taking after viewpoints: to begin with, inventive preparing programs ought to be arranged fastidiously to encourage workers apply emotional intelligence and use personality traits in their work. This hone can encourage representatives to move forward enthusiastic administration and personality traits conducive to creativity. Second, administration ought to organize formal get together sessions at slightest three times a year to direct representatives in making strides emotional intelligence. This hone can boost the identity, assurance, and certainty of workers, cultivating their creativity. Third, co-worker coaching program ought to be started by lifting high-performing workers to gotten to be bunch pioneers, whereby they are able to share fruitful stories, propel, and direct gather individuals in supporting feelings, perosnality traits and creativity. Fourth, extraordinary coaching programs for low-performing representatives ought to be orchestrated to reinforce their emotional intelligence and creativity.

This research has noted some conceptual limitations. Firstly it employed a sectional approach, to the study plan, which restricted the ability to establish causal relationships between factors. Secondly it did not investigate the correlation between measures of the mediating variable and the dependent variable. Thirdly it evaluated the relationship between factors in the demonstration solely based on recognition. Lastly the focus of this study was on legal entities and justified its applicability to other organizations, including those, in the public and private sectors.

Several recommendations pertain to enhancing the conceptual boundaries of this discussion. Firstly upcoming considerations should delve into traits of experts, like age, sexual orientation, marital status, occupation, income level and educational background. This exploration can deepen our comprehension of how employee characteristics impact representation. Secondly longitudinal studies ought to be taken into account as they can reveal varying patterns over a duration offer insights into individuals transformations and evaluate the quality and dynamics of interrelationships. Thirdly to enhance comprehension of how personality traits effects within organizations future inquiries should concentrate on these aspects. Fourthly additional specific theoretical concepts related to personality traits warrant investigation and dissemination for recognition as a link between emotional intelligence and creativity. Lastly the consideration of screening methods such as stratified screening is advised for future research endeavors due to their ability to collect unbiased data that conventional strategies may overlook. It is imperative to underscore the significance of the aforementioned recommendations as a source of encouragement, for deliberations.

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