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Study on the Effect of Creative Characteristics of Culture and Arts Organization Workers Regarding Self-efficacy and Business Performance

Ha-Soo, Jang

Dept. of Cultural Studies, Chosun University, Korea
E-mail: hsjangkor@gmail.com

Abstract

The creative characteristics of Culture and Arts organization workers who connect consumers and producers of culture and arts (artists, creators, and producers) are very important in the culture and arts field. Where the cultural and arts organization workers are very important as their achievements are directly related to the appreciation of culture and art.

The purpose of this study is to investigate the effect of creativity on cultural and artistic organizations workers regarding self-efficacy and work performance. The research was conducted on 208 people in national and public cultural organizations and art organizations in Gwangju-Jeollanam-do.

As a result of the research, originality and challenge of creative characteristics have a positive effect on self-efficacy. However, openness did not have a statistically significant effect on self-efficacy. In addition, self-efficacy has a positive effect on job performance

Keywords: Creativity Characteristics, Self-Efficacy, Performance, Culture and Arts Management

1. INTRODUCTION

With political and economic development, the perception of culture and arts has shifted from something exclusively occupied by those with political authority and/or wealth into something enjoyed by the public. More people are interested in culture and arts these days as they are known to be closely correlated to national competitiveness [1].

Culture and arts improve the quality of life for the individuals who enjoy them and are considered a critical engine of economic growth for the future as a high value-added industry. The culture and arts industry is highly relying on the human resources as the outcomes (productions, contents, etc.) vary according to the capacities of artists (creators and producers) and curators (administrators) and constantly affected by the high risk-high return nature and structural vulnerability, such as unbalanced supply of human resource and instability of employment [2].

Unlike other industries, the producers (artists, creators, producers) and consumers of the culture and arts industry do not meet face to face, but through certain helpers or mediators. The members of culture and arts organizations who serve as the helpers or mediators perform their roles for more people to access and enjoy quality culture and arts. Their roles are largely categorized into three areas [3].

First, they are legal, economic, and organizationally capable of creating conditions that enable the business to perform. Second, they make adjustments for the creation and production of cultural and art productions in the form of artworks or cultural projects. Lastly, they mediate the cultural and art productions to the audiences [4].

It is not an exaggeration to say that the success of culture and arts is determined by the participants' level of

creativity [5]. In particular, the creativity of members of culture and arts organizations is as important as their roles for all aspects of culture and arts. Nevertheless, considering the preceding studies, most studies have been limited to the policy aspect, such as analyzing the issues and effects of systems introduced to solve the problems in the culture and arts industries [6].

Therefore, this study was conducted to discuss the correlation of creativity characteristics, self-efficacy, and performance of members of culture and arts organizations. First, it classified creativity characteristics into originality, openness, and challenge to discuss how they affect self-efficacy. Second, the impact of self-efficacy on performance was substantially verified. Finally, it discussed an efficient way to manage the members of culture and arts organizations based on the findings.

2. THEORY

2.1. Creativity Characteristics and Self-Efficacy

Personality is a personal character that identifies each person and has certain safety and predictability for future behaviors [7]. In this respect, creativity characteristics serve as the predictor variable to predict the creative behaviors or the subsequent creative performances [8].

Creativity is widely used in all areas of the society, but it is not easy to comprehend due to its variety and complexity and requires multifaceted and multilateral approaches [9]. The preceding studies making multifaceted or multilateral approaches to personal creativity define creativity as the combination of thinking skill factors related to originality and personal traits related to openness, challenge, etc. [10].

Originality, which is a thinking skill, plays the central role for creativity and distinguishes a person from others as an essential requirement of concepts related to creativity. Originality is deeply correlated with the various concepts of creativity along with openness [11]. Openness, referring to the curiosity in something intellectual and empirical, is strongly related to creativity along with challenge [12]. On the other hand, challenge, which is having pleasure and passion in the process of identifying and resolving problems with interests, overcomes the existing customs, the typical thinking that reacts to creativity [13].

In sum, creativity requires originality and originality is discovered through challenge, not adaptation to the existing customs. Also, creativity is only realized through openness to experience [14]. These creativity characteristics affect creativity individually or through interactions.

Among the psychological factors related to creativity, self-efficacy is one of the concepts whose correlation with creativity has been proven by many studies [15]. Self-efficacy affects a person's attitude, behaviors, emotions, etc. and refers to the person's judgment of or faith in his/her own capabilities to perform certain tasks. It is known that higher self-efficacy leads to higher creativity and lower self-efficacy leads to lower creativity [16]. What can be inferred from this finding is that a person's achievement would be more beneficial, appropriate, original, and creative when he/she prefers challenging tasks, is confident, and believes that he/she can control himself/herself more strongly [17].

Based on the arguments and preceding studies, the following hypotheses were established to discuss how the creativity characteristics of the members of culture and arts organizations affect their self-efficacy:

H1 creativity characteristics would have a significant impact on self-efficacy.

H1-1 originality would have a significant positive impact on self-efficacy.

H1-2 openness would have a significant positive impact on self-efficacy.

H1-3 challenge would have a significant positive impact on self-efficacy.

2.2. Self-Efficacy and Performance

Self-efficacy, which is similar to confidence, is defined as one's belief in the ego to control the motivation, attitude, faith, and behaviors needed to achieve the required tasks [18].

In the perspective of social cognitive theory, self-efficacy can be improved by vicarious learning, persuasion, and stimulation through experience and modeling [19]. Specifically explained, first, those who have

experienced success many times would expect to succeed in the future more strongly than others who have not experienced success as much. These experiences affect self-efficacy more strongly than other factors do. Second, in vicarious learning/experience through modeling, one's self-efficacy would rise when someone else successfully performs a task and fall when they fail. Third, persuasion can heighten self-efficacy through someone else's encouragement or compliment, but is not as effective as vicarious learning through experience or modeling. Lastly, stimulation lowers self-efficacy when anxiety or stress level rises in the process of performance.

Self-efficacy with the aforementioned traits is important because it is directly related to one's performance.

Considering the findings of preceding studies on the correlation between self-efficacy and performance, there was mostly a positive correlation. In a study of government officers [20], self-efficacy had a significant impact on performance. A study on the middle management of restaurant industry [21] also concluded that self-efficacy has a statistically significant impact on performance. The meta-analysis on the correlation between self-efficacy and performance [22] also showed a high correlation and proved that self-efficacy has a statistically significant impact on one's individual performance as well as the organizational performance [23].

The following hypothesis was established based on the above findings of the preceding studies:

H2 self-efficacy would have a significant positive impact on performance.

3. METHOD

3.1 Research Model

This study was conducted to identify the creativity characteristics of the members of culture and arts organizations and how their creativity characteristics affect their self-efficacy. Also, the research model in [Fig. 1] was created to discuss how the self-efficacy of the members of culture and arts organizations affects their performance.

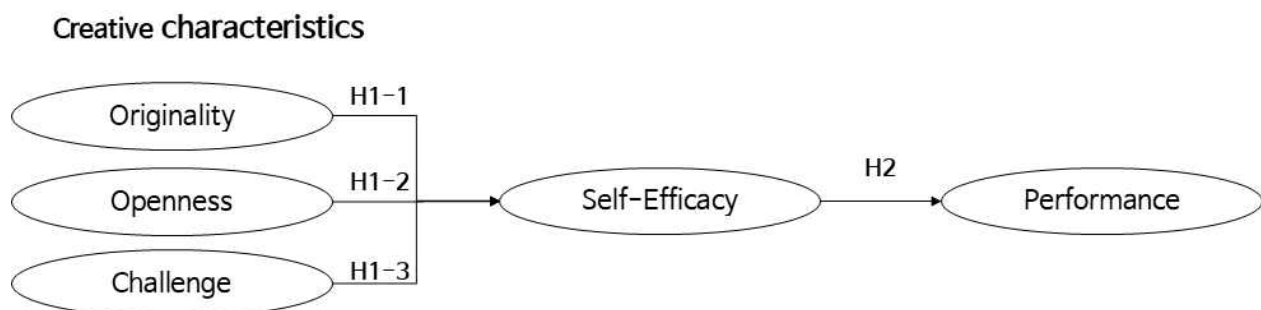


Figure 1. Research Model

3.2 Measures

The tools for measuring the variables used in this study were modified and supplemented to fit the members of culture and arts organizations based on the preceding studies. First, creativity characteristics were measured by originality, openness, and challenge [24] and self-efficacy was measured using the modified and supplemented versions of the items used by Chen, Gully & Eden [25]. In case of performance, the seven questionnaires derived from the preceding studies [26] were modified and supplemented to fit the subjects of this study.

4. RESULTS

4.1 The Demographics of Samples

This study surveyed the members of national/public culture and arts organizations in Gwangju, Jeonnam using a structuralized survey form. Convenience sampling was adopted for the survey which took place from May 2018 through June 2018. A total of 250 copies were distributed and 238 of them were recollected. Excluding the 30 copies that were incomplete, a total of 208 copies were used for the final analysis.

The demographics of the subjects are as shown in [Table 1]. First, in terms of gender, there were 88 men(42.3%) and 120 women(57.7%). In terms of age distribution, there were 35 people in the 20s(16.8%), 81 in the 30s(38.9%), 79 in the 40s(38%), and 13 in the 50s or older(6.3%), so most of the subjects were in their 30s and 40s. For education, 21 subjects were high school graduates(10.1%), 32 were two-year college graduates(15.4%), 109 were four-year college graduates(52.4%), and 46 were graduate school graduates(22.1%), so a majority had four-year college degrees or higher. For the length of service, 119 subjects responded less than 5 years(57.2%), 45 between 6 and 10 years(21.6%), 20 between 11 and 15 years(9.6%), 17 between 16 and 20 years(8.2%), and 17 20 years or longer(3.4%).

Table 1. Demographic characteristics of the sample

Item		n(%)	Item		n(%)
Gender	Male	88(42.3%)	Education	High school	21(10.1%)
	Female	120(57.7%)		Two-year college	32(15.4%)
Length of service	Less than 5 years	119(57.2%)		Four-year college	109(52.4%)
	6-10 years	45(21.6%)		Graduate school	46(22.1%)
	11-15 years	20(9.6%)	Age	20s	35(16.8%)
	16-20 years	17(8.2%)		30s	81(38.9%)
20 years or longer	7(3.4%)	40s		79(38.0%)	
Total	208(100%)	50s and older		13(6.3%)	

4.2 Analysis of Validity and Reliability of Variables

This study verified the Cronbach α that is generally used in quantitative studies to test the reliabilities of variables. Generally, a variable is considered reliable when the Cronbach α is 0.5 or higher for all questions and 0.6 or higher for each individual question [27]. As a result of analysis, creativity characteristics' originality was 0.674, openness was 0.771, and challenge was 0.87. Self-efficacy and performance were 0.849 and 0.892, respectively, manifesting that the reliability of variables was secured.

Next, Confirmatory Factor Analysis(CFA) was conducted to secure the reliability of variables. Confirmatory Factor Analysis evaluates fitness using the standard χ^2 which divides χ^2 by the degree of freedom(d, f). It is considered ideal when standard χ^2 is 2.0 or smaller and acceptable when it is 5.0 or smaller [28]. The standard χ^2 is 1.64 and ideal.

Table 2. Confirmatory Factor Analysis Result

Construct		Variable	Estimate	Standardize d Coefficient	t-value	CR	AVE	Cronbach α
Creative Characteristics	Originality	Originality 1	1.000	.793		.77	.562	.674
		Originality 2	1.059	.808	10.610***			
		Originality 4	.867	.634	8.627***			
	Openness	Openness 2	1.000	.675		.78	.528	.771
		Openness 3	1.155	.766	8.396***			
		Openness 4	1.130	.737	8.263***			
	Challenge	Challenge 1	1.000	.714		.883	.653	.872
		Challenge 2	1.044	.880	12.013***			
		Challenge3	1.076	.896	12.183***			
		Challenge 4	.864	.724	9.960***			
Self-efficacy	Self-efficacy1	1.000	.788		.916	.63	.849	
	Self-efficacy3	.989	.774	11.850***				
	Self-efficacy4	1.147	.852	13.304***				
	Self-efficacy5	1.119	.826	12.829***				
	Self-efficacy7	1.026	.721	10.870***				
Performance	Performance2	1.000	.614		.901	.596	.892	
	Performance3	1.214	.679	8.056***				
	Performance4	1.692	.862	9.470***				
	Performance5	1.743	.896	9.621***				

Model Fitness $\chi^2=232.871$ (df=142, $p<.001$), $\chi^2/df=1.640$, RMR=.053, GFI=.898, AGFI=.864, NFI=.898, IFI=.957, TLI=.948, CFI=.957, RMSEA=.056 * $p<0.05$, ** $p<0.01$, *** $p<0.001$

The results of Confirmatory Factor Analysis, which are the results of fitness analysis, as shown in [Table 2], the fitness index was greater than 0.9 with $\chi^2=232.871$ (df=142, $p<.001$), $\chi^2/df=1.64$, CFI=.957, IFI=.957, TLI=.949, while NFI=.898 and GFI=.898 were acceptable. In terms of RMR, it was .53 and also acceptable. Factor loading of each variable of each concept was between .614 and .896 and relatively high.

Composite Reliability(CR) to test the convergent validity was greater than the standard value of .70 and the Average Variance Extracted(AVE) was also greater than the standard value of .50 to prove that the concepts' convergent validity was secured.

The square of correlation between concepts was compared with the Average Variance Extracted to judge that the concepts' discriminant validity is secured when the Average Variance Extracted is greater than the square of correlation [29]. As shown in [Table 3], discriminant validity was also secured as the Average Variance Extracted was greater than the square of correlation.

Table 3. Discriminant Validity Analysis Result

Construct	Originality	Openness	Challenge	Self-efficacy	Performance
Originality	.562 ¹⁾	.190 ³⁾	.3	.14	.159
Openness	.437 ²⁾ **	.528	.165	.013	.114
Challenge	.548**	.406**	.653	.227	.313
Self-efficacy	.374**	.113	.476**	.63	.229
Performance	.399**	.338**	.559**	.478**	.596

Note: 1) AVE, 2) Correlation Coefficient, 3) Square of Correlation Coefficient
* $p<0.05$, ** $p<0.01$, *** $p<0.001$

4.3. Test of Hypotheses

This study tested the hypotheses by analyzing the structural equation model. As a result of analysis, the fitness index of the model met the requirements with $\chi^2=222.450(df=142, p<.001)$, $\chi^2/df=1.567$, GFI=.900, AGFI=.866, NFI=.902, IFI=.962, TLI=.954, CFI=.962, and RMSEA=.052. The path coefficient tested using the structural equation model is shown in [Table 4].

As a result of analysis, the following details were derived. First, considering hypothesis 1, originality ($\beta=0.142$, $t\text{-value}=2.085$, $p<0.05$) and challenge ($\beta=0.412$, $t\text{-value}=5.680$, $p<0.001$) among the creativity characteristics had a positive impact on self-efficacy, but openness ($\beta=-0.086$, $t\text{-value}=-1.217$, $p>0.05$) did not have a statistically significant impact on self-efficacy. Therefore, hypothesis 1 was partially true.

Second, in hypothesis 2, self-efficacy ($\beta=0.771$, $t\text{-value}=5.890$, $p<0.001$) had a positive impact on performance, so hypothesis 2 was adopted.

Table 4. Hypothesis Verification Result

Hypothesis		Path	Standardized Coefficient	SD	C.R	Adoption of Hypothesis
1	1-1	Originality → Self-efficacy	.142	.068	2.085*	Adopted
	1-2	Openness → Self-efficacy	-.086	.071	-1.217	Rejected
	1-3	Challenge → Self-efficacy	.412	.073	5.680***	Adopted
2		Self-efficacy → Performance	.771	.131	5.890***	Adopted

Fitness of model: $\chi^2=222.450(df=142, p<.001)$, $\chi^2/df=1.567$, RMR=.057, GFI=.900, AGFI=.866, NFI=.902, IFI=.962, TLI=.954, CFI=.962, RMSEA=.052

Note: * $p<0.05$, ** $p<0.01$, *** $p<0.001$

5. CONCLUSION

The major factor that has allowed active consumption and enjoyment of culture and arts which were consumed and enjoyed rather passively would be the members of culture and arts organizations.

Performing the roles of adjusters, interpreters, and mediators, the members of culture and arts organizations serve as the horizontal and vertical mediators in the process of creation/production, delivery, and consumption.

First, horizontal mediation is delivering the creations/productions to consumers as products, while vertical mediation is mediating and adjusting the process of creation/production where the abstract and ideal thoughts of creators/producers are converted into specific outcomes. The mediating roles of the members of culture and arts organizations have expanded mostly because of the complicated structure of creation/production, delivery, and consumption [30]. In particular, the convergence and combination of culture and arts with technology have shifted the roles of the members of culture and arts organizations from mere helpers to leading creators/producers. In this process, the creativity of the members of culture and arts organizations has become more important than ever before, but the related studies have not paid attention to this aspect.

Therefore, this study set a research model based on the preceding studies to identify the structural relations of creativity characteristics, self-efficacy, and performance of the members of culture and arts organizations, and conducted a substantial research based on it. The subjects were the members of national/public culture and arts organizations in Gwangju, Jeonnam and the following are the findings:

First, originality and challenge among the creativity characteristics had a positive impact on self-efficacy, but openness did not have a statistically significant impact on self-efficacy creativity characteristics. This finding partially aligned with the findings of preceding studies [31].

Second, self-efficacy had a statistically significant positive impact on performance. This finding aligned with the findings of preceding studies [32]. This means that performance improves with higher self-efficacy

and manifests that the self-efficacy of the members of culture and arts organizations should be managed to improve their performance to a certain level.

Despite the aforementioned theoretical and practical significance, this study has the following limitations:

First, although originality and challenge of creativity characteristics had statistically significant results on self-efficacy, openness was not statistically significant on self-efficacy. This was contradictory to the preceding studies and should be considered carefully. Further studies should explore this matter in a greater depth to verify the findings of this study.

Second, the number of samples used for the study was 208 and statistically acceptable, but the culture and arts organizations surveyed were all in the Gwangju, Jeonnam area. Therefore, the findings should be generalized and interpreted with care. Further studies should survey more culture and arts organizations in different regions.

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