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The Moderating Role Of Narcissism In The Relationship Between Employees' Feedback Seeking And Employees' Creativity

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Abstract

The present research examines the theoretical framework of how narcissism moderates the effect between feedback-seeking behavior and creativity among employees. Utilizing the self-determination theory, and drawing upon literature in organizational behavior; we investigate how feedback-seeking can promote creativity via fulfilling employees' psychological needs for competence and relatedness. Rather, it hypothesized that narcissism could influence the relationship between feedback-seeking and creativity. This study employs a quantitative survey method and it is mainly conducted among employees working in a regional head office. The results show that when combined with high levels of narcissism, feedback-seeking behavior may moderate creativity: by way of a confidence boost leading to increased vigor or selective feedback processing which might derail one's attempts at getting their creative peaks. These findings are relevant to organizational policies aimed at stimulating innovation and imply that the effect of feedback-seeking on creativity may depend on individual differences in personality, such as narcissism.

Keywords: Feedback-Seeking, Employee Creativity, Narcissism, Organizational Behavior, Self-Determination Theory, Innovation

Introduction

Academic literature in the field of organizational research has shown the need of getting outside input on one's ideas in order to foster employee creativity. This in turn makes it easier for businesses involved in the industry to continue to be competitive and to produce novel items (Kim & Kim, 2020). Several research projects have been carried out to investigate how asking for comments might foster creativity among employees (Lee & Kim, 2021; Sijbom, Anseel, Crommelinck, De Beuckelaer; Stobbeleir, 2018; Anderson, Potočnik, & Zhou, 2014 & Zhou & Hoever, 2014), Previous studies have shown that people may improve their creative performance by asking for and incorporating input from others into their cognitive processes (Sijbom et al., 2018). This viewpoint is supported by the argument that in order to promote innovation, workers of firms should actively seek out input from a variety of sources. This might include asking downstream partners about their innovative product efforts and management about their company ideas. The ability to be creative is essential for companies to survive and compete (Song

& Yu, 2018). According to Amabile (1988), creativity is the ability to come up with unique and worthwhile concepts or solutions (Amabile, 1988). It is an essential resource for businesses and has been shown to have an effect on the general wellbeing of the organization and its employees. Creative ideas in the workplace, for example, might include fundamental recommendations made by staff members about the job they do, such coming up with new file systems to increase efficiency or discovering methods to reduce departmental expenditures. They may also include creative approaches to marketing the business's goods and services that call for significant adjustments to organizational structure. Scholars from several disciplines have conducted extensive research on the factors like individual, environmental, and organizational that foster creativity in the workplace. While previous studies have emphasized the significance of internal communication systems, there aren't many empirical studies looking at how corporate internal communication initiatives may impact employees' capacity for more creativity (Song & Yu, 2018). Feedback-seeking allows individuals to effectively manage the uncertainty associated with creative jobs and better align their work with company objectives and expectations. The alignment is essential as it offers a distinct orientation and essential resources that facilitate innovative pursuits (Wang et al., 2022). The correlation between the act of actively seeking feedback and the level of creativity is not simple and is impacted by several elements that moderate and mediate this connection.

Employee personality qualities, such as openness to experience and resistance to criticism, have a substantial impact on how feedback is interpreted and used (Utama & Purba, 2019). While there has been a greater emphasis on examining the negative aspects of narcissism, comparatively less focus has been placed on exploring its positive aspects (Dege Liu, Zhu, Huang, Wang, & Huang, 2021). Employees' feedback-seeking behaviour and its effect on innovation is a topic of increasing attention. Employees actively seeking feedback on their work are more likely to get insight into their areas of strength and grow as professionals (Mone, London, & Mone, 2018). However, personal traits like narcissism may moderate the connection between wanting feedback and being creative. Those with the personality disorder known as narcissism often have an inflated view of their significance, difficulty empathizing with others, and an unhealthy preoccupation with receiving praise and approval. Past studies have shown that narcissism may

positively and negatively impact inventiveness. One positive aspect of narcissists is that they often exude an air of superiority and haughtiness, which may inspire others. However, they could be less open to criticism and more set on pursuing their ideas, which might stifle their originality. Because of this, the moderating effect of narcissism on the connection between wanting feedback and being creative has to be investigated. Those low in narcissism may be more open to feedback and eager to explore various viewpoints, which may explain why they have more beneficial impacts of seeking feedback on creativity. On the other hand, those who are more prone to narcissism may be especially vulnerable to its destructive consequences since they are less likely to be open to constructive criticism or new ideas.

Problem Statement

The problem under study emerges from the issues faced by organizations like lack of growth in product quality, continuous increase in production cost over time, lack of employee's interest. Hence, researcher after through literature review upon the above issues, finds out the gap of model under study. Determining the complex dynamics that promote creativity in businesses requires a thorough examination of the ways in which narcissism moderates the link between workers' feedback-seeking behavior and their creative output. One way that obtaining feedback from colleagues might foster employee creativity is via mechanisms like mindfulness and flourishing at work. This suggests that individual variations may have an impact on the results of these kinds of actions (Wang et al., 2022). Similarly, a proactive personality that moderates the detrimental effects of abusive supervision on employee creativity and feedback-seeking behavior that partially mediates this mediation (Shen, Zhang, Yang, & Liu, 2020). These findings point to a crucial subject for further study because they suggest that the interaction between feedback-seeking behaviors and unique personality characteristics, such as narcissism, may have a substantial influence on creative results in the workplace.

Research Objectives

1. To examine the relationship among feedback seeking, employee creativity and narcissism.
2. To investigate the employee's conduct of seeking feedback affects their ability to be creative.

3. To elucidate the moderating role of narcissism in the relationship between feedback seeking and employee creativity.

Research Significance

The study significance rests in its ability to influence initiatives to foster innovation and creativity in businesses. This research may provide light on how businesses successfully encourage workers to engage in feedback-seeking activities to maximize their creative potential by studying the link between feedback-seeking and creativity and considering the moderating influence of narcissism. In addition, by examining the underlying processes of this link, such as self-efficacy, work satisfaction, and learning orientation, this study may add to the knowledge already available on feedback-seeking behaviours and creativity. These processes aid in explaining how feedback-seeking behaviours encourage creativity and can guide tactics for performance appraisal and staff development.

Literature Review

Feedback Seeking

Employee feedback seeking (FSB) has become an important tool in the changing field of organizational behavior (Anseel, Beatty, Shen, Lievens, & Sackett, 2015). It allows workers to navigate their work settings, improve their performance, and adjust to different supervisory styles. The findings of recent studies on the procedures, outcomes, and repercussions of asking feedback at work are included in this overview of the literature. Employees that engage in feedback-seeking activity do so proactively and actively in order to set their job goals, evaluate their performance, and make the required modifications to their activities. The research explored the intricate tactics of soliciting feedback, differentiating between inquiry-based and monitoring-based methods (Mao, 2022). Inquiry entails asking explicit questions with the purpose of collecting precise feedback, whereas monitoring focuses on watching environmental indicators to deduce input. The research discovered a negative relationship between inquiry techniques and views of abusive supervision. This implies that actively seeking direct feedback may help alleviate unfavorable attitudes of supervisors, whereas passive monitoring measures may worsen them (Dimotakis, Mitchell, & Maurer, 2017). Positive feedback environments have been repeatedly linked to a number of favorable outcomes, such as enhanced

employee feedback-seeking, job satisfaction, emotional commitment, organizational citizenship behavior, psychological empowerment, and better work performance (Zhou, Zhang, Zhao, Namasivayam, & Zheng, 2024).

Employee Creativity

In recent years, notably emphasized by the issues of the COVID-19 epidemic, employee creativity has been a significant subject of focus in organizational research. This research review addresses the numerous elements affecting employee creativity, the circumstances that support it, and the consequences associated with creative activities in the workplace. For almost 35 years, scholars and practitioners have been interested in the topic of creativity. According to organizational psychology, creativity is the capacity of employees to produce unique and worthwhile goods in any profession (Amabile, 1996). This concept, which has gained widespread acceptance, has served as a fundamental basis in several academic fields (Amabile, 1983). By focusing on creativity as a result rather than the cognitive process that leads to innovative ideas, it becomes easier to measure and reach agreement on the level of creativity (Amabile, Barsade, Mueller, & Staw, 2005). Researchers have theoretically and experimentally differentiated several conceptualizations of creativity (Madjar, Greenberg, & Chen, 2011). These researchers argue that creativity is not a consistent concept in all situations; instead, it is necessary to distinguish between distinct forms of creativity dependent on the specific environment in which they are cultivated.

For instance, Burns and Stalker (1994) were the pioneers in conducting a comprehensive analysis of the variations in work settings that foster innovative behavior among workers. Their study distinguished between mechanistic surroundings, which stimulate regular thinking and working, and organic organizational structures, which stimulate innovative working habits. Bono (1985) was one of the first researchers to differentiate between creative thinking and routine-based thinking, thereby enhancing our knowledge of the creative capacity of individuals in organizations. Creativity encompasses both little incremental modifications and huge dramatic breakthroughs. Creativity and innovation are distinct concepts. Innovation encompasses the process of creating and executing novel concepts (Opoku, Choi, & Kang, 2019). Given that individual or team creativity is often the first stage of novelty, management researchers

and practitioners are actively seeking tools of management and ways to enhance employee creativity. This is done in order to effectively initiate the innovation process and get superior results (Anderson et al., 2014). Work creativity is the behavioural and cognitive procedures that generate original ideas (Hughes et al., 2018). Employee creativity discusses to the ability to come up with new and valuable ideas related to goods, processes, and working techniques (Amabile & Pratt, 2016; Jain & Jain, 2016). Contemporary service organizations must maintain their inventive capacity in order to light the ever-evolving and growing demands of clients (Oh & Jang, 2023). Practitioners and scholars widely agree that modern organizations need employee creativity. This is because employee creativity enables firms to effectively respond to and adapt to change, as well as take advantage of opportunities to gain a competitive advantage (Bavik & Kuo, 2022). The reason for this is that this industry necessitates a continuous pursuit of inventive methods to fulfill and surpass evolving client demands (Kallmuenzer, Strobl, & Peters, 2018). Within the literature, there are two primary study streams that examine the elements that contribute to employee creativity. One stream examines individual aspects, while the other stream focuses on the effect of management actions or contextual factors. A massive corpus of literature exists indicating individual and contextual factors that can both enhance or inhibit, directly or indirectly influence employee creativity; e.g., personality (Abukhait, Shamsudin, Bani-Melhem, & Al-Hawari, 2023), divergent thinking (Guo, Lin, Williams, Zeng, & Clark, 2023), intrinsic motivation (Aristana, Puspitawati, & Ismayanthi, 2023), risk taking (Harada, 2020), task performance (El-Kassar, Dagher, Lythreatis, & Azakir, 2022), cognitive characteristics (Khan, Bell, & Quratulain, 2022), self-efficacy (Christensen-Salem et al., 2021), mood (Zhu, Li, & Chen, 2022), psychological safety (Chen, Wadei, Bai, & Liu, 2020), knowledge (AlKayid, Selem, Shehata, & Tan, 2023), and perceived organizational support (Aldabbas, Pinnington, & Lahrech, 2023).

Narcissism

Narcissism is defined as the trait shown by persons who have an exaggerated sense of their own importance and seek validation from others to confirm their superiority (Baumeister, Bushman, & Campbell, 2000). As previously said, these individuals have a tendency to exploit others and strive for power. It is thought that people with high degrees

of narcissism are more focused on their social standing and find it challenging to maintain it (Morf & Rhodewalt, 2001b). Bogart, Benotsch, and Pavlovic (2004) propose that those with higher narcissistic traits place significant importance on social comparison and utilize social situations to enhance their self-image. This behavior stems from their belief that although they possess high self-esteem, it is perceived as delicate and requires continual validation. For instance, narcissism is linked to a tendency to exhibit favorable emotions when comparing oneself to others seen as inferior, but to become antagonistic when making upward social comparisons (Jabeen, Tandon, Sithipolvanichgul, Srivastava, & Dhir, 2023). Therefore, the demonstration of creativity serves as an indicator of individuality. The assertion that uniqueness is a fundamental aspect of creativity is substantiated (Randel & Jaussi, 2017). Furthermore, organizations frequently place a high value on creativity as it indicates an individual's knowledge, expertise, and skills (Anderson et al., 2014).

Narcissistic individuals can acquire acknowledgement and admiration due to their creative aptitude. Hence, the demonstration of creativity serves to reinforce their sense of narcissistic superiority. A correlation exists between an abundance of entitlement and narcissistic tendencies and the manifestation of counterproductive behaviours within an organizational context (Brender-Ilan & Sheaffer, 2019). Both factors, namely unrealistic financial expectations and their lack of correlation with actual effort or input, are commonly attributed to both parties (Klimchak, Carsten, Morrell, & MacKenzie Jr, 2016). The perception of organizational injustice mediates the influence of entitlement on work dissatisfaction (A. Cohen, 2015). The potential outcome of this situation is an escalation in the frequency of counterproductive behaviours. Narcissism within the professional environment is commonly understood as overt or magnificent narcissism, characterized by an exaggerated sense of self-worth. Narcissism is distinguished by excessive self-assurance and a grandiose sense of self (Hirschi & Jaensch, 2015). Individuals with narcissistic tendencies demonstrate assertiveness and actively behave to preserve a favourable self-perception (Byrne & Worthy, 2013). Furthermore, individuals tend to prefer assuming influential positions as it allows them to attract more attention and consequently receive increased opportunities for admiration and commendation (Grijalva & Zhang, 2016).

Feedback Seeking and Employee Creativity

The widespread perception that getting feedback from others produces instant benefits calls into doubt the preliminary findings about the impact of feedback-seeking on creativity (Sijbom et al., 2018). In order to achieve favourable results from the act of seeking feedback, it is imperious for employees to participate in the intellectual processing of the feedback received and effectively incorporate it with their perspectives, thereby facilitating successive creative performance (Q. Li, Maggitti, Smith, Tesluk, & Katila, 2013). However, it's important to remember that feedback-seeking outcomes can not always match the intended goals since they might be impacted by things like employee individuality and the particular work environment (Sijbom et al., 2018). The extent to which an individual can derive advantages from feedback depends on personal characteristics. Given the circumstances above, elucidating the underlying mechanism that links feedback-seeking behaviour with creativity possesses the capacity to fundamentally transform our comprehension of how soliciting feedback from team members can engender creative outcomes, as well as discuss factors that impede the desired positive impacts of feedback-seeking endeavours (Adeniji, 2019). Based on the self-determination theory, individuals who successfully fulfil their psychological needs are likely to experience motivation, which can contribute to achieving desired outcomes (Howell, 2017). Drawing from existing research on self-determination theory, we suggest that soliciting input might address employees' psychological needs and foster a positive work environment. Because of this phenomenon, which serves as a self-determined incentive system, employees could become more creative. One's ability to perform well at work acts as a psychological stimulant for advancement and personal development (Lee & Kim, 2021).

Moderating the Role of Narcissism

Furthermore, the self-assuredness linked to narcissism might impact the process of requesting feedback by prompting people to be more proactive in their efforts to get feedback. Nevertheless, this proactive behavior often centers upon seeking favorable feedback that maintains their elevated self-perception, rather than authentic criticisms that may nurture innovation (Grijalva & Zhang, 2016). The act of selectively seeking feedback might restrict the range of different inputs, which is essential for fostering

creative processes. Narcissistic persons who actively seek feedback tend to disregard negative input that might be valuable in challenging their current beliefs and promoting innovative thinking (Morf & Rhodewalt, 2001a). Narcissistic workers tend to seek feedback in a way that mainly boosts their ego rather than really benefiting their professional growth or creative improvement (Z. Liu, Zhou, & Wang, 2024). The input collected is expected to be used for strengthening established concepts rather than pursuing new, inventive avenues, which are crucial for fostering creativity. In this particular situation, narcissism might hinder the profound cognitive analysis of feedback, which is essential for incorporating other viewpoints and promoting creativity (Krizan & Herlache, 2018). The connection between narcissism and employee creativity is further influenced by the perception and use of feedback. Narcissistic persons tend to see input in a way that serves their own egoistic desires. They disregard evidence that contradicts their belief in their own superiority or preconceived ideas (Wisse, Barelds, & Rietzschel, 2015). Numerous scholarly investigations have indicated a potential association between narcissism and creativity. Narcissistic individuals commonly display creative tendencies; however, their preferences for radical creativity as opposed to incremental creativity are likely to vary. The disparity in the distinctiveness and excellence exhibited by radical and incremental creativity accounts for this phenomenon.

According to prior studies, it has been indicated that activities that deviate from the usual routine tend to attract greater attention (Zhang, Lou, & Guan, 2022). Additionally, individuals who possess a greater need to demonstrate their abilities are inclined to participate in activities that involve higher levels of risk (Buyl et al., 2019). Individuals with narcissistic tendencies often demonstrate an increased ability to perform under circumstances where the stakes are elevated, and the level of attention is heightened. Narcissism has a significant influence on the act of seeking feedback, and this influence also affects the way people interact with each other in a work environment. Individuals with narcissistic traits may react with anger or aggressiveness when they receive feedback that they view as a challenge to their self-image (Young, Du, Dworkis, & Olsen, 2016). This protective response might discourage coworkers and supervisors from providing sincere feedback, which is essential for creating an atmosphere that promotes innovation. The feedback environment that emerges might be distorted, with an

overabundance of shallow compliments that fail to push the person or inspire innovative thinking (Meyer, 2010). Research has shown that narcissism may have a detrimental effect on the quality of interpersonal connections in the workplace, hence impacting collaborative and creative endeavors (Grijalva & Zhang, 2016). Narcissistic tendencies may hinder cooperative relationships and promote a more competitive atmosphere, which is not favorable to the free sharing of ideas required for collaborative innovation. The adoption of a competitive position may erode team relations and hinder the collaborative processes that are often necessary for generating innovative results (Bender, 2020).

Theoretical Framework

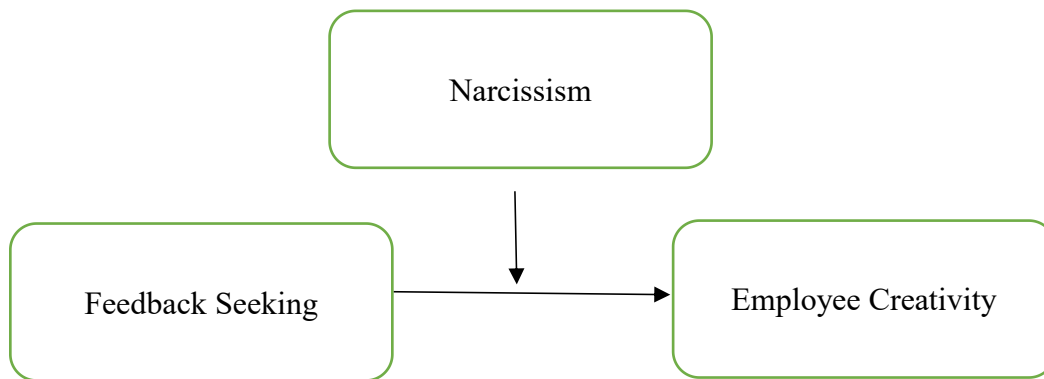


Figure1: Theoretical Framework

Hypotheses

H1: There is a significant relationship between feedback seeking, employees' creativity and narcissism.

H2: Feedback seeking has a significant impact on employee creativity.

H3: Narcissism moderates the relationship between feedback-seeking and employee creativity.

Methodology

Research Design

The study approach is critical because it provides a link between the research's theoretical underpinnings and practical implications and the actual data obtained (Selltiz et al., 2013). Regarding data collection and analysis, Churchill Jr (1979) argues that the study's design offers a framework. It is said that the research process may be likened to an onion (Saunders, Lewis, & Thornhill, 2007). When doing research, there are a variety of levels

and procedures to pick from, all of which must be employed regularly. According to the study onion, several hurdles must be overcome before focusing on the onion's core, data collecting, and analysis. Figure 2 depicts the onion layer packing. The onion's contents are outlined in the following sections: Ideology may take many forms, some of which are methods, tactics, choices, time frames, and procedures and processes.

Research Philosophy

It is the most essential and fundamental onion layer. Evidence collecting, analysis, and evaluation might be governed by principles or values (Holden & Lynch, 2004). "Research philosophy" refers to the study of how a particular body of knowledge develops through time. This layer could be used by one researcher to link their thoughts and ideas and their perception of the world in a specific study (Simpson, 2009). This will impact the researcher's approach to the topic from a methodological standpoint. The researcher's unique point of view and an evaluation of the relationship between the existing relationship and the technique by which it is produced are critical factors in deciding on a philosophical perspective (Saunders et al., 2009). Among the many philosophical topics covered by the research, onion is epistemology, ontology, and axiology (Saunders et al., 2009). Positivist, interpretive, realist, and pragmatic approaches to research are all intertwined, influencing how the researcher does their work.

Target Population of the Study

Researchers need to think about picking a sample for research and then extrapolating the findings to an even larger population sample. Employees from the regional head office of NADRA Peshawar in Khyber Pakhtunkhwa make up the study's research population. The total number of employees in the Regional Head Office NADRA KPK is 2500.

Quantitative Survey Sample Size

The sampling is a permanent element, and data is binding for any study, regardless of the philosophy that is used for the research (Saunders & Bezzina, 2015). The population's statistical representation comprises the study's population and respondents (Kotrlik & Higgins, 2001). The researcher selected non-probability convenient sampling due to the time, financial, and access constraints. It offers various options for picking samples, most dependent on subjective judgment. Participation in the study was to be entirely optional as feasible for the researcher. As a result, self-selection sampling was used since it

ensures that participants choose to participate in the study voluntarily (Saunders & Bezzina, 2015). For the selection of sample size researcher used Yamane's (1965) formula given below:

$$S(n) = N/1+N*e^2$$

Where

e = 5% (constant)

N = 2500

So, S(n) = 345.

Questionnaire Development Process

The quantitative approach has two parts: Part "A," which comprises age, gender, education, and work history, and Part "B," which is divided into two sections, both of which include demographic information. Section "B" uses a large number of Likert-scale questions to probe employees' narcissism, originality, and feedback seeking. Renowned academics were hand-picked to fill out the pre-designed questionnaire since they had already developed appropriate tools for each of the study model's factors.

Instrument

The 5-point Likert scales used for the variables are as follows:

Employee Creativity: The instrument used to measure employee creativity in this study was adapted from Ettlie and O'Keefe (1982) questionnaire. There were nine statements on the survey that probed various facets of employees' creativity, including: being unique, taking chances, solving problems, experimenting, discovering opportunities, coming up with new ideas, being an inspiration, and coming up with revolutionary concepts. To what degree do workers display innovative behaviors on the job? That is the purpose of the assertions.

Feedback Seeking: This study's instrument used to measure employee feedback-seeking behaviour was adapted from V. D. Miller (1996) Information Seeking Tactic scale, which captures overt (direct) and indirect feedback-seeking strategies. Overt inquiry involves employees directly asking for personal feedback from those around them, while indirect inquiry involves individuals gathering information through observation, hints, or subtle questioning. The adapted questionnaire consisted of statements representing indirect and direct feedback-seeking strategies, such as using nonverbal behaviour to hint at

information needs, asking specific and straight-to-the-point questions, and directly approaching supervisors or coworkers for information.

Narcissism: This study's instrument used to measure narcissism was adapted from the Short Dark Triad (SD3) measure developed by Jones and Paulhus (2014). The questionnaire consisted of statements designed to assess different facets of narcissism. The adapted items included statements such as "People see me as a natural leader," "Many group activities tend to be dull without me," "I know that I am special because everyone keeps telling me so," and "I like to get acquainted with important people." Some statements were reverse-coded to capture aspects of narcissism, such as "I hate being the centre of attention" and "I feel embarrassed if someone compliments me." The adaptation process involved modifying the statements' wording to fit the study's specific context while maintaining the underlying dimensions of narcissism.

Results & Findings

Descriptive Analysis

Instrument Reliability

Table 1 Instrument Reliability

| Scale | Reliability Statistics | |
|---------------------------|------------------------|------------|
| | Cronbach's Alpha | N of Items |
| Employee Feedback Seeking | .927 | 10 |
| Employee Creativity | .912 | 9 |
| Narcissism | .933 | 9 |

Instrument reliability is one of the most important descriptive statistics used to check the consistency of items and scale under study. There are numerous methods available to evaluate instrument reliability, one of the mostly used method for survey approach data is to check Cronbach's Alpha statistic. Current study used the same for instrument reliability. Results revealed that the value of Cronbach's alpha is 0.927, .912 and .933 for the variables employee feedback seeking, employee creativity and narcissism respectively with 10, 9 and 9 items, meaning that the scale used for data collection of current study is

reliable (Field, 2013).

Data Normality

Table 2: Data Normality Descriptive Statistics

| Descriptive Statistics | | | | | | | | | |
|------------------------|-----|---------|---------|--------|----------------|----------|----------|------------|------------|
| | N | Minimum | Maximum | Mean | Std. Deviation | Skewness | Kurtosis | Std. Error | Std. Error |
| MeanFS | 419 | 1.00 | 5.00 | 4.1444 | .63757 | -1.452 | .119 | 4.015 | .238 |
| MeanEC | 419 | 1.00 | 5.00 | 3.9995 | .69589 | -.943 | .119 | 1.527 | .238 |
| MeanNAR | 419 | 1.00 | 5.00 | 4.1331 | .73451 | -1.134 | .119 | 1.669 | .238 |
| Valid N (listwise) | 419 | | | | | | | | |

Before moving towards hypothesis testing for the purpose to reach on certain results data normality is also one of the important descriptive statistics to be tested. Table No 2 revealed the normality of data collected for the purpose of analysis. As we know that before moving towards inferential analysis data must be normally distributed. There are various tools available to check the normality of data but in quantitative, primary data research skewness and kurtosis are the widely used tools to check the normality of data. Results revealed that value of skewness and kurtosis lies in between the given range of acceptability (Hair, Money, Samouel, & Page, 2007; Pallant, 2020).

Inferential Analysis

Correlation Analysis

Table 3: Correlation Analysis

| | | MeanFS | MeanEC | MeanNAR |
|--------|---------------------|--------|--------|---------|
| | Pearson Correlation | 1 | .757** | .808** |
| MeanFS | Sig. (2-tailed) | | .000 | .000 |
| | N | 419 | 419 | 419 |
| MeanEC | Pearson Correlation | .757** | 1 | .817** |

| | | | | |
|---------|---------------------|--------|--------|------|
| | Sig. (2-tailed) | .000 | | .000 |
| | N | 419 | 419 | 419 |
| | Pearson Correlation | .808** | .817** | 1 |
| MeanNAR | Sig. (2-tailed) | .000 | .000 | |
| | N | 419 | 419 | 419 |

** . Correlation is significant at the 0.01 level (2-tailed).

The correlation study looks at the connections between narcissism (MeanNAR), employee creativity (MeanEC), and feedback seeking (MeanFS). All of the variable pairings have substantial positive connections, according to the Pearson correlation coefficients. Employee creativity and feedback seeking have a specific association of 0.757, indicating that workers who actively seek feedback are probably more creative.

Similarly, there is a 0.808 association between narcissism and feedback seeking, suggesting that those who are more narcissistic are more likely to seek feedback. Furthermore, there is a 0.817 association between employee creativity and narcissism, suggesting that narcissistic qualities might foster innovation. Strong associations in this study are shown by a correlation coefficient above 0.50, which is regarded as large by J. Cohen (1988). The strength of these interactions is demonstrated by the fact that all correlations are significant at the 0.01 level (Field, 2013). Based on the results, objective "1" is accomplished and hypothesis "1" is accepted.

Simple Linear Regression

Table 4 Linear Regression

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | .757 ^a | .573 | .572 | .45536 |

a. Predictors: (Constant), MeanFS

The effect of asking for feedback on employee creativity was further investigated using a straightforward linear regression analysis. According to the model summary, the R-squared value is 0.573 and the R value is 0.757. This indicates that asking for input accounts for around 57.3% of the variation in employee inventiveness. With a standard error of the estimate of 0.45536 and an adjusted R-square value of 0.572, the model

appears to be a reasonable match for the data. Cohen (1988) defined a considerable R-square value as one that is more than 0.26 and indicates a strong explanatory power.

Table 5 ANOVA

| ANOVA ^a | | | | | | |
|--------------------|------------|----------------|-----|-------------|---------|-------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| | Regression | 115.955 | 1 | 115.955 | 559.228 | .000 ^b |
| 1 | Residual | 86.464 | 417 | .207 | | |
| | Total | 202.420 | 418 | | | |

a. Dependent Variable: MeanEC

b. Predictors: (Constant), MeanFS

Feedback seeking is a significant predictor of employee creativity, according to the ANOVA table, which also demonstrates that the regression model is significant ($F(1,417) = 559.228$, $p < 0.001$). Additional information on the link may be found in the coefficients table. Feedback seeking has an unstandardized coefficient (B) of 0.826 and a standard error of 0.035. This implies that employee creativity rises by 0.826 units for every unit increase in feedback seeking. The statistical significance of this link is shown by the t-value of 23.648 and a p-value of less than 0.001. These results are strengthened by the fact that a p-value of less than 0.05 is usually regarded as significant (Field, 2013).

Table 6: Coefficient

| Coefficients ^a | | | | | | |
|---------------------------|------------|-----------------------------|------------|----------------------|--------|------|
| Model | | Unstandardized Coefficients | | Standardized | t | Sig. |
| | | B | Std. Error | Coefficients Beta | | |
| | (Constant) | .576 | .146 | | 3.931 | .000 |
| 1 | MeanFS | .826 | .035 | .757 | 23.648 | .000 |

a. Dependent Variable: MeanEC

The basic linear regression analysis's coefficients table shows that employee creativity is substantially predicted by feedback seeking. Feedback seeking has an unstandardized coefficient (B) of 0.826, a t-value of 23.648 ($p < 0.001$), and a standard error of 0.035. This indicates a strong positive association between employee creativity and feedback

seeking, with an increase of 0.826 units for every unit rise in feedback seeking. The strength of this link is further supported by the large p-value and high t-value (Cohen, 1988). Hypothesis "2" is accepted in light of the data, and aim two is accomplished.

Multiple Hierarchical Regression (Moderation Analysis)

Table 7: Moderation Analysis

Model = 1

Y = MeanEC

X = MeanFS

M = MeanNAR

Model Summary

| R | R-sq | MSE | F | df1 | df2 | p |
|-------|-------|-------|-----------|--------|----------|-------|
| .8355 | .6981 | .1473 | 1013.9173 | 3.0000 | 415.0000 | .0000 |

Model

| | coeff | se | t | p | LLCI | ULCI |
|----------|--------|-------|----------|-------|--------|--------|
| constant | 4.0183 | .0204 | 196.5605 | .0000 | 3.9781 | 4.0584 |
| MeanNAR | .5518 | .0484 | 11.4092 | .0000 | .4567 | .6468 |
| MeanFS | .2684 | .0553 | 4.8532 | .0000 | .1597 | .3772 |
| int_1 | -.0498 | .0153 | -3.2476 | .0013 | -.0799 | -.0196 |

R-square increase due to interaction(s):

| | R2-chng | F | df1 | df2 | p |
|-------|---------|---------|--------|----------|-------|
| int_1 | .0033 | 10.5468 | 1.0000 | 415.0000 | .0013 |

A strong overall fit is shown by the model summary's high R value of 0.8355. The predictors account for around 69.81% of the variance in employee creativity, according to the R-squared value of 0.6981. The statistical significance of the model (F (3, 415) = 1013.9173, p < 0.001) suggests that the factors taken together significantly influence employee creativity. With coefficients of 0.5518 (t = 11.4092, p < 0.001) and 0.2684 (t = 4.8532, p < 0.001), respectively, the coefficients table shows that both narcissism and feed-back seeking strongly predict employee creativity. The moderating influence of narcissism on the connection between wanting feedback and creativity is shown by the interaction term (int_1), which is likewise significant (B = -0.0498, t = -3.2476, p = 0.0013). The positive correlation between wanting feedback and creativity is weakened

by increased degrees of narcissism, as seen by this negative coefficient (Field, 2013; Hayes, 2017). The difference is statistically significant ($F(1, 415) = 10.5468, p = 0.0013$), and the interaction term explains an extra 0.33% of the variation in employee creativity ($R^2\text{-chng} = 0.0033$). According to Hayes and Rockwood (2017), this suggests that narcissism considerably moderates the association between employee innovation and feedback seeking.

Discussion

It sheds light on the complex relationships that exist in corporate contexts between narcissism, employee creativity, and feedback-sought. Therefore, the goal of the current study was to take into consideration how narcissism may moderate the link between employees' creativity and their conduct while seeking feedback. In addition to confirming the existing ideas, this was discovered to enhance our comprehension of the phenotypic function of narcissism. This study's confirmation of the particular beneficial association between employee creativity and feedback-seeking behavior is consistent with other research that highlights the vital role that feedback plays in fostering creative performance. Employees that engage in seeking feedback actively are more equipped to correct mistakes, address uncertainties, and include new ideas in their work (Anseel et al., 2015). It is this proactive approach that aligns individual efforts with organizational objectives and thus an environment that allows for continuous amelioration and innovation. As seen in the regression, feedback seeking explains a large part of the variance in employee creativity thus giving force to the previous argument of much value in creative processes. This conclusion would imply that an organization ought to develop a culture wherein the employees continually seek and value feedback. This culture is not only conducive to the development of the individual, but it boosts the creative capability of the organization. The role of narcissism as a moderator brings in some complexity to the feedback-creativity relation. The current research actually recognised that narcissism is positively related to both feedback seeking and employee creativity. In general, narcissists tend to seek feedback more, and they are considered more creative (Z. Liu et al., 2024). However, the moderation study showed that narcissism reduces the beneficial correlation between employee creativity and feedback seeking. This contradiction is probably caused by several characteristics of narcissistic individuals. This is due to the

fact that narcissists frequently look for criticism to validate themselves rather than necessarily to better themselves. They often selectively process positive, confirming feedback while ignoring and rejecting negative feedback. This selective processing of feedback may limit the depth and breadth of insights that are likely to produce real creative enhancement. These tendencies could limit the creativity spurred or generated by them, as ignoring critical feedback hampers cognitive integration of different perspectives. Despite their increased propensity for seeking feedback and creativity, the fact that narcissists behave in a way that is focused on self-affirmation makes them unable to fully harness the benefits of feedback to enhance creativity.

This dual effect of this result would require refined strategies of feedback strategies in dealing with such people. Managers have to strike a balance between positive reinforcement and constructive criticism to ensure that feedback serves the developmental needs of employees as well as the organization. There are several strengths of the paper in contributing to the literature on organizational behavior and psychology. First, it confirms a general conclusion that feedback seeking is positively related to creativity and, besides, underscores the importance of feedback in creative performance. Second, it forges our understanding of narcissism in the work setting through the following demonstration of its two-edged role: although narcissism can encourage people to seek feedback and thus emerge creative, it also moderates the effectiveness of feedback at which creativity is enhanced. It becomes more difficult to comprehend how personality traits and job actions or results are related when such narcissistic dualism is present. The darker aspects of narcissism, its connection to unethical behavior, and interpersonal conflict have been the subject of most of the study to date. This study takes these results a step further by indicating that, for the first time, narcissism may also have positive effects—in this case, greater creativity—when it is controlled. Therefore, the difficulty is to reduce adverse effects so that the more imaginative aspect of narcissism can freely manifest.

Conclusion

This study has looked into the interrelations of such factors as feedback seeking, employee creativity, and narcissism in order to shed some light on how these factors play out in organizational settings. The results obtained confirmed that feedback seeking is

positively related to employee creativity, wherein a feedback-rich environment enhances higher employee creativity in an organization. Employees who seek feedback more often behave more creatively because they gain information useful for improving their work, developing new ideas, etc. However, the other side exposed by this study is that narcissism moderates the relationship. Employee high in narcissism will seek feedback more often and show higher levels of creativity in their behavioral styles, but the preference to receive only positive and confirming feedback limits the effectiveness of this behavior. It is critical to receive critical feedback, which the narcissist is not likely to use in order to enhance improvement and innovation. This duality of narcissism points to the need for carefully designed feedback strategies with a clear balance between positive reinforces and those of constructive criticisms, ensuring that feedback meets both the validation needs of the narcissistic employee and the developmental goals of the organization. The theoretical implications of the current study, therefore, expanded the relatively basic current understanding of feedback-seeking behavior and creativity in its interactions with narcissism. This therefore suggests that an important effect on how feedback is utilized will come from individual differences, a call for more subtle models that take personality into account. Additionally, findings contribute to the larger literature on organizational behavior by underscoring the intricate interplay among feedback, personality, and creative performance. At a practical level, this study provides a number of implications for organizational management. A culture encouraging feedback seeking should be instilled, and training programs for the enhancement of these feedback processes developed. Leaders at different levels should be encouraged to role-model feedback-seeking behavior and create an environment where feedback is valued and utilized for the purpose of organizational development.

This appreciation of the narcissistic qualities employees possess enables the facilitation of their creative resources without this impacting negatively on feedback use. Such a study may provide a clearer and better level of wise understanding regarding feedback seeking and its interaction with narcissism in predicting employee creativity. Only with supportive feedback cultures and approaches sensitive to individual differences can organizations develop not only their creative potential but also their ability to innovate. Future studies may wish to follow up new moderators and more diverse

contexts in depth and breadth regarding this research line in organizational feedback dynamics.

Theoretical and Practical Implications

Theoretical Implications

The present study is an important step on the way to a better theoretical understanding of feedback seeking, employee creativity, and narcissism in an organizational context. The positive association between feedback-seeking behavior and creativity was in line with the background of studies concerning organizational behavior and psychology. It supports the perception that proactive feedback-seeking behavior relates to creative performance because it gives employees insight and different perspectives to respond to surrounding challenges in an innovative way (Du & Chang, 2023). Thus, for example, it is in line with the theoretical background that primarily stressed a lot of external input for an upcoming creative performance. This study contributes to the continuing knowledge about narcissism in the workplace and provides evidence of the dual role of the construct. Such individuals are known for a long time as problematic, conceptualized as being self-centred. This research showed that narcissistic individuals can be highly creative-inclined with respect to feedback seeking. However, their positive receptivity to positive comments and dismissal of negative comments limits their creativity. As a consequence, better-informed dual nature of narcissism underlines better-developed personality traits as those operative in organizational behavior and reinforces the call for more sophisticated models taking into account more negative and positive parts of such traits (Krüger, 2024).

Practical Implications

There are quite a lot of practical implications of the findings of the study for organization management and policy development. First, this understanding of the interaction of feedback seeking with creativity and narcissism may be helpful to managers and organizations in creating a more innovative and hence productive work environment. Organizations need to develop a culture in which seeking and valuing others' feedback becomes the norm. Training programs may be used to inculcate in the employees a motivation to seek and offer each other constructive feedback. An environment of this nature can not only support the development of individuals but will also help in raising the overall capacity of the organization in terms of creativity. This is important for

managers to adopt feedback strategies that are sensitive to individual differences, especially with regard to narcissistic traits. For narcissistic employees, then, both positive and negative feedback can serve as a counteractive measure against the dismissive attitude (Williams & Williams, 2017). This would ensure that the nature of the feedback simultaneously validates the individual's self-image while also promoting genuinely development and creative growth. Interesting advice can be given to all employees to seek feedback from various sources, including co-workers, supervisors, and external stakeholders. To make this more formalized, it is suggested that organizations create cross-functional teams or mentorship programs with diverse sources of feedback.

Limitations and Future Directions

This study has limitations in addition to these contributions. First, it is not possible to demonstrate causal relationships between narcissism, employee creativity, and feedback seeking due to the cross-sectional methodology. To gain a deeper understanding of the dynamics of these factors across time, future studies can extend the design longitudinally (Bolander, Dugan, & Jones, 2017). Second, self-reported data may have introduced common method bias. Although Harman's one-factor test and answer confidentially were used as procedural remedies, common method bias cannot be completely eradicated (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Other sources of data, such peers or supervisors, can be used in future studies to overcome this dilemma and significantly reduce bias. The makeup of the sample is another factor that has to be taken into account in relation to the limits of the current study's sample. The majority of the sample had fewer than five years of experience, and a sizable portion of them held a bachelor's or postgraduate degree. It was also centered on a particular organizational environment. These elements could limit the study's findings' applicability to other corporate contexts with significantly different workforce demographics. Therefore, future studies should investigate these connections in settings that are more varied in terms of sectors, employment levels, and experience levels. Additionally, the study did not differentiate between sources of input (e.g., peers vs supervisors) or types of feedback (e.g., positive versus negative). Particularly when narcissistic tendencies are present, the effects of various feedback formats and sources on creativity might vary (Morrison & Vancouver, 2000). These subtleties should be investigated in future studies to gain a deeper

comprehension of the ways in which feedback affects creativity. Lastly, narcissism was identified as a moderator; however, environmental factors and other personality characteristics might also play a substantial role. In order to create a more comprehensive model of feedback-seeking behavior and mediating creativity, future research should look at additional mediators that have been suggested, such as organizational culture, emotional intelligence, and resilience (Grant & Ashford, 2008).

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