Predictors of Contributions to Creativity and Productivity: Perceptions of Human Resource staff in the Philippines

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ABSTRACT

The study of organizational productivity and creativity now demands that organizations transcend mere cost considerations, and instead, focus on evaluating overall efficacy by qualitative and quantitative indicators in the organization. Literature has identified different factors that contribute to increased productivity, creativity, and organizational performance, including crucial leadership variables. However, studies have analyzed these predictors individually. In addition, emerging leadership styles such as transformative and servant leadership were not considered in existing analyses. The researchers contribute to the existing literature by providing an integrated analysis of important predictors of productivity and creativity in the workplace.

Hence, this study analyzes the effects of different potential predictors of contributions to creativity and productivity in the workplace. Potential predictors include leadership variables, workplace factors variables, and demographic variables. Ten different forms of contribution to creativity and productivity in the workplace are set as outcome variables— idea generation,

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process improvement, collaboration and teamwork, initiative and proactivity, problem-solving, continuous learning and development, leadership and mentoring, adaptability and flexibility, communication and collaboration, and quality and attention to detail. Researchers of this study used multiple logistic regression and purposeful selection of predictors to determine significant variables that influence the different contribution outcomes. Ten different models were developed in this study. The data for the ten models were tested for the assumptions of linearity of continuous variables on the logit of the outcome, no perfect multicollinearity, and independent observations.

Among the ten models, transformational leadership is a significant predictor of contributions to creativity and productivity in the workplace, with five out of ten models containing the said predictor. However, specific intricacies were identified in the different models, implying that different interventions are needed to yield different contributions to creativity and productivity in the workplace. This study reports significant predictors with odds ratios with confidence intervals among the ten models. Preliminary model fit criteria were also presented.

Keywords: productivity, creativity, human resource development, multiple logistic regression, leadership