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# Which personal factors affect knowledge workers' resilience and creativity?

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## Abstract

**Purpose** – The purpose of the present paper is to investigate and shed light on individual factors affecting the resilience and creativity of knowledge workers (KWs).

**Design/methodology/approach** – We propose a theoretical model concerning the relation of the entrepreneurial motivations of achievement and materialism, general self-efficacy and an internal locus of control with resilience and creativity. The proposed model is tested using structural equation modelling partial least squares analysis (SEM-PLS) of a survey dataset of 423 observations. The data were collected from highly educated Finnish experts. The respondents are members of the trade union Academic Engineers and Architects in Finland TEK. The dataset was collected via a web-based questionnaire in the spring of 2016. The sample consists of respondents working across different companies and entrepreneurs, including freelancers and self-employed workers.

**Originality/value** – The paper provides empirical evidence about the factors affecting KWs' resilience and creativity. KWs' creativity is a surprisingly understudied phenomenon, although it is increasingly topical due to the growth of KW and new forms of KW, such as freelance KW and work in addition to one's main job, becoming ever more common. The study helps fill a gap in the literature on the relationship between individual-level resilience and creativity.

**Practical implications** – By understanding how the different motivation types and the different personal capital dimensions affect resilience and creativity, companies can learn to improve the development of such capabilities with the support of different human resource management practices. Additionally, companies can learn to, for example, select employees with appropriate capabilities for certain jobs. It needs to be remembered that organizations employ ever more external resources, such as entrepreneurs and freelancers, and their motivations and capabilities might have different effects on resilience and creativity than those of the employees employed by the organization.

**Keywords** – Creativity, resilience, self-efficacy, internal locus of control, achievement, materialism, knowledge worker, entrepreneur.