Research on the Impact of Creativity of Headhunters in the Era of AI Big Data on Performance

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Abstract: In the context of AI big data era, a conceptual model of "influencing factors of creativity - work performance" was constructed. Based on a survey questionnaire conducted in the headhunting industry in the Southwest China, SPSS 21.0, AMOS 21.0, and Excel software were used for empirical testing.The results show that the Big Five personality traits, professional competence, general competence, and perceived organizational climate all have significant positive effects on employee creativity. Employee creativity has a significant positive impact on work performance. Creativity plays a significant mediating role between the Big Five personality traits, professional competence, general competence, organizational climate perception, and work performance. The research results reveal that employee creativity plays a positive role in influencing work performance in the context of AI big data era, providing insights for enterprise management practices in the headhunting industry in China.

Keywords: AI Big Data; Headhunter; Employee Creativity; Work Performance

1.Introduction

In the era of AI and big data, the advent of big data has given humans the opportunity to access and utilize systematic data in various fields, exploring unprecedented knowledge and information. Knowledge and information resources are crucial factors in driving social and economic development, while creativity is an essential skill closely related to AI and big data. It is also one of the most important human resources. In today's era of artificial intelligence and data learning, how can headhunters in human resources management avoid being replaced by machines, effectively stimulate employees' creativity, improve their work performance, and further promote steady and effective company performance growth? This has become a core issue that needs to be addressed in the practical management of headhunting firms. In the current period of slow economic growth, the headhunting industry with a market size exceeding hundreds of billions has begun a new round of reshuffling. The emergence of artificial intelligence and big data presents both opportunities and challenges for the headhunting industry.This study focuses on the headhunting industry, particularly during its relatively imperfect stage. It further investigates the influencing factors of creativity and the relationship between creativity and employee performance. Based on theoretical analysis, this research analyzes the individual factors of headhunting consultants through four dimensions: the Big Five personality traits, professional competence, general ability, and perception of organizational climate. A theoretical model is constructed to examine the impact of individual

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creativity on performance. The empirical research method is applied to validate the constructed model. Lastly, practical suggestions and strategies are proposed to enhance individual creativity and performance from an application perspective. This study holds important theoretical significance and practical implications for the entire headhunting industry.

2. Literature Review

Research conducted by scholars both domestically and internationally indicates that creativity is not a singular ability but a comprehensive or composite ability formed by the integration of various capabilities. Therefore, the concept of a systematic approach to creativity has been established in the frameworks of researchers, which has led to the development of aggregated models and multidimensional approaches in the study of creativity. Several important theories of creativity have emerged as a result. Among them, the most representative ones include Guilford's Structure of Intellect theory [1], Amabile's Componential Theory of Creativity [2], and Sternberg's triarchic model of creativity and investment theory [3]. Among these theories, Amabile's Componential Theory of Creativity has received significant attention and widespread application, providing a theoretical foundation for studying the impact of creativity on organizations and employees. Amabile developed a mature three-component model of creativity, which consists of creative thinking skills, domain-relevant knowledge, and task motivation. The interaction and integration of task motivation, creative thinking skills, and domain-relevant knowledge are the sources of individual creativity in employees. The level of individual creativity depends on the size of the intersectional range of these three components' interactions.

The theory of the creative system was first proposed by Csikszentmihalyi in 1999 [4]. The main idea is that creativity is an activity within a specific domain and is the result of the interaction between the external environment and individuals with certain general characteristics and specific personal traits. The external environment mainly includes the domain and the discipline. Therefore, the three basic elements of the creative system are the domain, the discipline, and the individual, and each element plays a significant role in generating and exercising creativity. This theory can be applied not only to individuals in order to enhance their creativity but also to organizations and businesses.

Creativity was first proposed and gradually studied by Guilford et al. in 1950 [5]. Up until now, there is no unified standard for the concept of individual creativity. Scholars from different countries have defined the concept of individual creativity from various angles and dimensions based on their own research findings and characteristics. Among them, the widely recognized viewpoints in the research field mainly define the concept of creativity from three perspectives: the product view, the trait view, and the process view.

Work performance refers to a set of behaviors exhibited by employees that directly or indirectly influence the achievement of organizational goals, and it is one of the comprehensive reflections of employees' value to the organization [6]. Borman et al. [7] believe that work performance mainly includes task performance and contextual performance. Henderson et al. [8] suggest evaluating employee work performance from two aspects: organizational citizenship behavior and task performance. Motowidlo et al. [9] further break

down employee work performance into three aspects: task performance, work dedication, and interpersonal facilitation. Chen et al. [10], on the other hand, primarily evaluate employee work performance based on task performance and contextual performance. In reference to the study by Motowidlo et al. [9], the author of this article evaluates employee work performance from the three aspects of task performance, work dedication, and interpersonal facilitation.

3. The Research Hypothesis and The Theoretical Model

3.1.The Big Five Personality Traits and Employee Creativity

In the 1950s, scholars proposed the concept of "creative personality." Among various models of personality theories, the most well-known is the "Big Five Personality Traits" model, which consists of five widely accepted factors that reflect general psychological tendencies (extraversion/introversion), interpersonal orientation (agreeableness), inclination towards rule adherence and conformity (conscientiousness), emotional reactivity (neuroticism), and intellectual orientation (openness). The extent to which employees align with the Big Five Personality Traits theory is closely related to the formation of their creativity, as it facilitates the generation of new ideas and enhances their creative abilities. Based on this, the following hypothesis is proposed:

H1: The Big Five Personality Traits have a positive impact on creativity.

Professional Competence and Employee Creativity

Having good professional competence is beneficial for employees to enhance their creativity in the workplace. The ability to extract valuable information through summarization and information retrieval is advantageous for providing valuable information to both clients and candidates,thereby promoting employee creativity. Talent market analysis ,helps candidates with career advancement and provides career planning services those demonstrate professional knowledge at different levels, such as industries, specific fields, and positions. By combining talent profiles and market conditions to match target candidates, professional competence contributes to the development and improvement of employee creativity. Based on this, the following hypothesis is proposed:

H2: Professional competence has a positive impact on creativity.

General Abilities and Employee Creativity

In the context of AI and big data, where there is a risk of being replaced by machines, general abilities play an even more important role in effectively stimulating employee creativity and improving job performance. I have conducted research on general abilities from the following perspectives:Effective control and guidance abilities: Having strong listening, communication, and information mining skills, as well as a proactive and positive learning mindset, enables individuals to respond promptly to changes in the environment, situations, and problems. It also involves the ability to propose flexible and effective adaptive strategies and to motivate and achieve action with intensity and integrity. In summary, by enhancing general abilities, it further promotes employee creativity in the era of AI and big data. Based on this, the following hypothesis is proposed:

H3: General abilities have a positive impact on creativity.

Perception of Organizational Climate and Employee Creativity

An employee's internal cognition and perception of the organizational climate can influence their response to events, activities, procedures, and behaviors that may be rewarded, supported, or expected. Factors such as basic needs, learning atmosphere, interpersonal atmosphere, and teamwork have an impact on employee creativity. Based on this, the following hypothesis is proposed:

H4: Perception of organizational climate has a positive impact on creativity.

Employee Creativity and Work Performance

Employees with creativity possess strong imagination and can fully utilize their professional knowledge to bring new energy into their work practices. They integrate new ideas and thoughts with their work practices, thereby improving work efficiency. Creative employees have a sense of ownership in their work, are willing to contribute, and strive to realize their value, which significantly enhances interpersonal relationships between employees and leaders, ultimately improving overall job performance. The employee's personality, professional competence, general abilities, and perception of organizational climate contribute to creativity. At the same time, creativity also enhances the level of employee job performance, thereby bringing higher benefits to the organization. Based on this, the following hypothesis is proposed:

H5: Employee creativity has a positive impact on work performance.

In summary, the theoretical research model in this study illustrated in Figure 1.

4.Research Design

In this study, an online survey was conducted using the Wenjuanxing platform to distribute the questionnaire. The target population mainly consisted of headhunters from the "headhunting consultant" industry. A total of 108 questionnaires were distributed and collected. After excluding incomplete responses and those with consistent answer patterns, 101 valid questionnaires remained, resulting in a valid response rate of 93.52%. These 101 survey responses were used as the empirical basis for data analysis in this study.

The software used for data analysis included SPSS 21.0, AMOS 21.0, and Excel. The specific methods employed were descriptive statistical analysis, reliability testing, correlation analysis, confirmatory factor analysis, structural equation modeling, and mediation analysis using the Bootstrap method. The details are as follows in Table 1 :

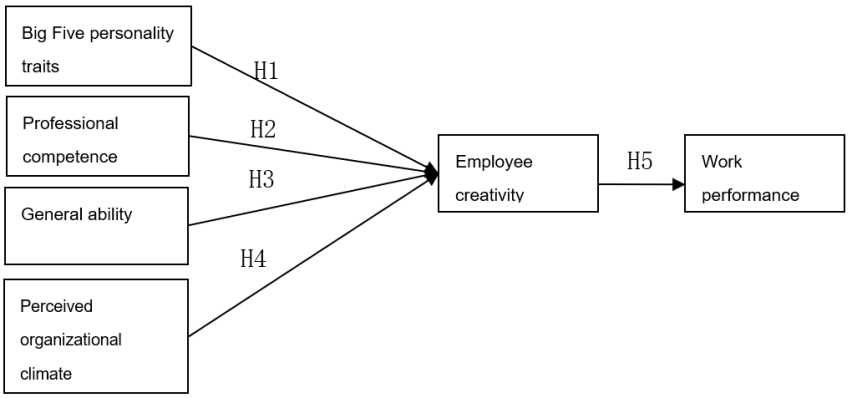

Figure 1 The hypothesis theory model

Table 1 Basic Information Descriptive Statistics Analysis

Background information	Classification	Frequency	Percentage
Gender	Male	40	39.6
	Female	61	60.4
Age	25 years old and below	18	17.8
	26-30 years old	48	47.5
	31-35 years old	27	26.7
	35 years old and above	8	7.9
Highest education level	Associate degree	20	19.8
	Bachelor's degree	45	44.6
	Master's degree and above	26	25.7
	Other	10	9.9
Years of experience in the headhunting industry	0-1year	32	31.7
	1-3 years	36	35.6
	3-5years	12	11.9
	5 years	21	20.8
Extent of AI big data utilization in headhunting work	Very few	14	13.9
	Few	10	9.9
	Average	49	48.5
	Many	21	20.8
	Very many	7	6.9

5.Empirical Analysis

Reliability Analysis

Reliability testing is a method used to assess the consistency and reliability of questionnaire results obtained from survey participants at different times and locations. In statistical analysis, Cronbach's alpha coefficient is commonly used to measure the internal consistency and

reliability of a questionnaire. The range of Cronbach's alpha coefficient values is typically between 0 and 1. A value between 0.65 and 0.70 is considered the minimum acceptable level, while a value between 0.7 and 0.8 indicates good results. Values between 0.8 and 0.9 indicate very good reliability.In this study, the author used SPSS software to calculate the Cronbach's alpha coefficients for each variable and dimension. This analysis helped determine whether the empirical data collected for each variable and dimension met the requirements for internal consistency and reliability.

The specific results are shown in Table 2: Reliability Analysis of Variables.

Table 2 Reliability analysis of each variable

Variables	Measurement items	Correlation between revised items and total score	Cronbach's alpha after item deletion	Cronbach's Alpha
Big Five personality traits	Q7	0.828	0.903	0.924
	Q8	0.778	0.912	
	Q9	0.757	0.916	
	Q10	0.805	0.907	
	Q11	0.853	0.897	
Professional competence	Q12	0.834	0.901	0.925
	Q13	0.733	0.921	
	Q14	0.813	0.905	
	Q15	0.81	0.906	
	Q16	0.827	0.903	
General ability	Q17	0.762	0.824	0.869
	Q18	0.639	0.855	
	Q19	0.647	0.853	
	Q20	0.703	0.84	
Perceived organizational climate	Q21	0.722	0.835	0.916
	Q22	0.722	0.906	
	Q23	0.734	0.904	
	Q24	0.751	0.902	
	Q25	0.808	0.894	
	Q26	0.73	0.905	
Employee creativity	Q27	0.829	0.891	0.926
	Q28	0.886	0.862	
	Q29	0.841	0.898	
	Q30	0.823	0.914	
Work performance	Q31	0.763	0.87	0.893
	Q32	0.798	0.841	
	Q33	0.812	0.829	
Cronbach's alpha for the overall questionnaire：0.944				

Based on the reliability analysis results in the table above, this study consisted of 27 measurement items corresponding to 6 latent variables. The overall questionnaire demonstrated a Cronbach's alpha coefficient of 0.944, indicating high reliability. Specifically, the Cronbach's alpha coefficients for the Big Five personality traits, professional competence, general abilities, perceived organizational climate, creativity, and performance were 0.924, 0.925, 0.869, 0.916, 0.926, and 0.893, respectively.From the statistical results in the table, it can be seen that the reliability coefficients for all the variables involved in this study exceeded the common standard of 0.7. This indicates that the survey questionnaire designed for this study has good credibility and consistency.In addition, the Corrected Item-Total Correlation (CITC) between the observed variables and their latent variables met the requirement of being greater than 0.5. This suggests that the measurement items for each latent variable were well designed, resulting in good questionnaire reliability. Furthermore, through the process of eliminating observed variables, where each variable was deleted and the change in reliability index was assessed, it was found that deleting any single item did not improve the overall Cronbach's alpha coefficient. This indicates that the measurement items for each variable were well-configured.Overall, these findings demonstrate that the questionnaire used in this study exhibited good reliability and credibility.

Validity Testing - AMOS Confirmatory Factor Analysis in Figure 2：

AMOS confirmatory factor analysis is a testing method used to assess the validity of a questionnaire. It involves conducting statistical analysis on the data collected from the survey questionnaire using the AMOS software. This method is primarily used to examine whether the explanatory relationship between a variable factor in the questionnaire and its corresponding measurement items conforms to the variable structure predetermined by the researcher and whether this structure meets certain validity criteria.

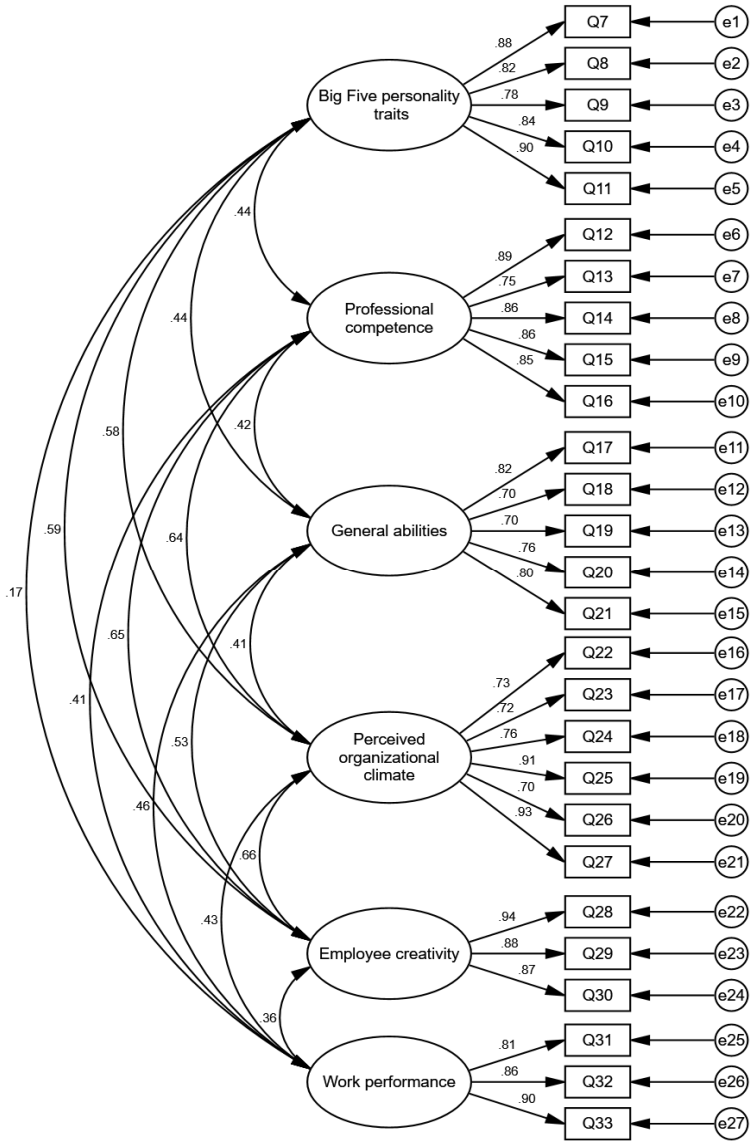

Figure 2 Confirmatory factor analysis model

Model Fit Testing in Table 3：

In general, when evaluating the significance of a confirmatory factor analysis model in statistical analysis, several fit indices are calculated to determine its goodness of fit. The main indicators for assessment include:

X^2/df: This indicator should ideally be less than 3, but a value less than 5 is also acceptable.

PGFI and PCFI: These indicators should be greater than 0.5.

NFI: Typically, these values should be greater than 0.8 to indicate a good model fit, with values above 0.9 indicating even better model performance.

TLI and CFI: Both indicators should be greater than 0.9 to represent a good match between the model and the observed data.

RMSEA: This indicator should be smaller than 0.08 to indicate a good fit of the model.

These fit indices are used to assess how well the model fits the observed data and whether it meets the criteria for a good model fit.

Table 3 Fit indices of the confirmatory factor analysis model

Fit indices	Criteria for judgment	Observed values
X^2/df	＜5 Acceptable；＜3 Ideal	1.391
NFI	＞0.8 Acceptable；＞0.9Ideal	0.824
IFI	＞0.9	0.943
CFI	＞0.9	0.942
NNFI(TLI)	＞0.9	0.934
PGFI	＞0.5	0.629
PCFI	＞0.5	0.829
RMSEA	＜0.08	0.063

Based on the fit indices obtained from the confirmatory factor analysis model diagram, the following results were observed:X^2/df: The calculated result is 1.391, which is less than the standard value of 3.

NFI: The result is 0.824.IFI: The result is 0.943.CFI: The result is 0.942.

TLI: The result is 0.934.PGFI: The result is 0.629.PCFI: The result is 0.829.RMSEA: The result is 0.063, which is below the standard level of 0.08.These results indicate that all the fit indices of the model in this study meet or exceed the commonly accepted standard values. Therefore, it can be concluded that the confirmatory factor analysis model presented in this study is valid and demonstrates a good match with the collected survey data.

Table 4 Standardized factor loadings, composite reliability (CR), and average variance extracted (AVE)

Variables	Measurement items	Standardized factor loading values	Standard error	t	P	CR	AVE
Big Five personality traits	Q7	0.88					
	Q8	0.816	0.1	10.679	***		
	Q9	0.781	0.097	9.881	***	0.926	0.714
	Q10	0.837	0.101	11.175	***		
	Q11	0.905	0.089	13.012	***		
Professional	Q12	0.892				0.924	0.711

competence	Q13	0.755	0.083	9.472	***		
	Q14	0.855	0.077	11.921	***		
	Q15	0.857	0.082	11.974	***		
	Q16	0.85	0.076	11.793	***		
	Q17	0.824					
General ability	Q18	0.697	0.099	7.374	***	0.871	0.575
	Q19	0.701	0.095	7.426	***		
	Q20	0.765	0.097	8.287	***		
	Q21	0.796	0.101	8.724	***		
	Q22	0.728					
Perceived organizational climate	Q23	0.718	0.141	7.164	***	0.912	0.637
	Q24	0.765	0.138	7.659	***		
	Q25	0.913	0.132	9.239	***		
	Q26	0.698	0.138	6.952	***		
	Q27	0.934	0.131	9.443	***		
Employee creativity	Q28	0.943					
	Q29	0.885	0.063	14.316	***	0.928	0.810
	Q30	0.871	0.06	13.785	***		
Work performance	Q31	0.809					
	Q32	0.859	0.107	9.709	***	0.893	0.736
	Q33	0.904	0.12	10.126	***		

Based on the results obtained from the output of the confirmatory factor analysis model shown in the table, it can be observed that the standardized factor loadings for each measurement item in the questionnaire range from 0.697 to 0.943, all of which are greater than the standard value of 0.5. Additionally, the standard errors for each item are also within the standard range of less than 0.5, indicating that each measurement item can effectively explain its respective dimensional structure. Therefore, it can be concluded that the questionnaire used in this study demonstrates good validity.

Furthermore, the composite reliability (CR) and average variance extracted (AVE) values can be calculated based on the standardized factor loadings. CR measures the internal consistency of the variables in the questionnaire, with higher values indicating better consistency. Typically, a CR value greater than 0.7 is considered the standard for good composite reliability. On the other hand, AVE measures the average amount of variance explained by each item in relation to its respective variable construct. In general, an AVE value greater than 0.5 indicates good convergent validity of the variable constructs.

The results of the aforementioned tests indicate that the standardized factor loadings for each measurement indicator in the questionnaire meet the commonly accepted standard of 0.5 or above, and they have achieved statistical significance. The CR values for composite reliability are all above 0.7, and the AVE values exceed the standard of 0.5, indicating good composite reliability and convergent validity for the variable constructs and measurement items in the questionnaire used in this study. The consistency and effectiveness are ideal in Table 4 .

Correlation Analysis

The Pearson correlation analysis was employed in this study to examine the potential relationships between the variables under investigation. It aims to determine whether there are significant correlations among the variables involved. By conducting statistical significance tests, if significant correlations are found, it indicates that there are significant relationships between the variables. This provides a statistical basis for subsequent regression analysis.

Table 5 Correlation analysis

	Big Five personality traits	Professional competence	General ability	Perceived organizational climate	Employee creativity	Work performance
Big Five personality traits	1					
Professional competence	.403**	1				
General ability	.397**	.369**	1			
Perceived organizational climate	.539**	.559**	.381**	1		
Employee creativity	.571**	.598**	.482**	.623**	1	
Work performance	0.16*	.367**	.415**	.398**	.317**	1

Note: ** indicates a significant correlation at the .01 level (two-tailed), * indicates a significant correlation at the .05 level (two-tailed).

The results of the correlation analysis in Table 5 demonstrate that the Pearson correlation coefficients between the six latent variables used in this study are all above 0.1, with corresponding significance (P) values that are smaller than the significance level of 0.05. This indicates that the correlation coefficients have significant statistical meaning. Therefore, it can be concluded that there are significant correlations between each pair of the six latent variables used in this study, providing sufficient evidence for the interrelationships among these variables.

AMOS Structural Equation Modeling Structural Equation Modeling

(SEM) is a statistical method that analyzes the relationships between variables based on the covariance matrix. It is also known as Covariance Structure Analysis. SEM integrates multiple regression and factor analysis methods to automatically evaluate a series of interrelated causal relationships using multivariate statistical analysis techniques.

Structural Equation Modeling serves a similar purpose to multiple regression, but it has more powerful capabilities and is suitable for modeling complex conditions such as latent variables, correlated independent variables, variable errors, and multiple dependent variables. It is a statistical analysis tool that uses sample data to assess whether the proposed theoretical model is acceptable.

In accordance with the theoretical model, an AMOS 21 software is utilized to establish the structural equation model in Figure 3.

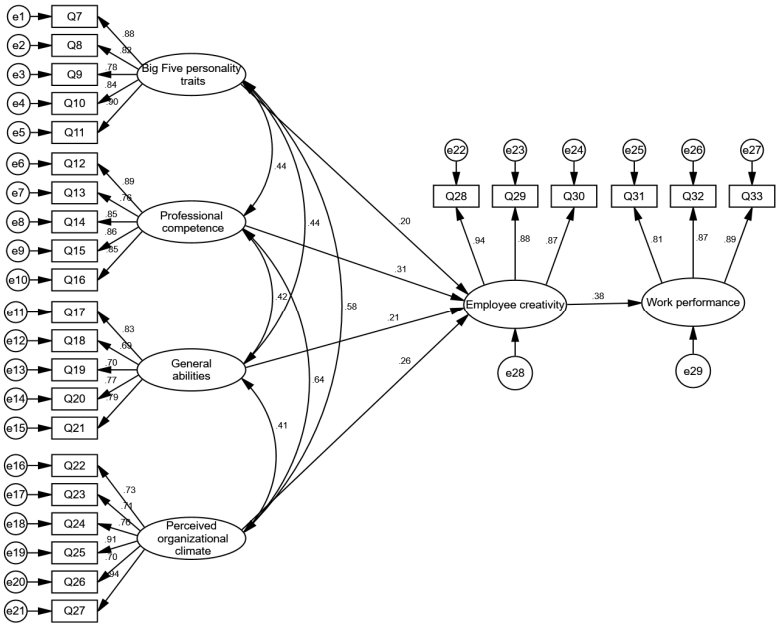

Figure 3 Structural equation model

Table 6 Fit indices of the structural equation model

Fit indices	Criteria for judgment	Observed values
X^2/df	＜5 Acceptable；＜3 Ideal	1.431
NFI	＞0.8 Acceptable；＞0.9 Ideal	0.816
IFI	＞0.9	0.936
CFI	＞0.9	0.935
NNFI(TLI)	＞0.9	0.927
PGFI	＞0.5	0.632
PCFI	＞0.5	0.834
RMSEA	＜0.08	0.066

According to the fit indices obtained from the structural equation model diagram, the results of the goodness-of-fit tests are as follows: the chi-square value (χ^2) divided by degrees of freedom (df) is 1.431, which is lower than the standard value of 3. The NFI index is 0.816, IFI index is 0.936, CFI index is 0.935, TLI index is 0.927, PGFI index is 0.632, PCFI index is 0.834, and RMSEA index is 0.066, which is lower than the standard level of 0.08.The above results indicate that all the fit indices of the research model meet or exceed commonly accepted standards. Therefore, it can be concluded that the structural equation model presented in this study is effective and demonstrates a good fit with the collected survey data in Table 6.

Table 7 Path analysis results

Hypothetical paths			Standardized path coefficients	S.E.	C.R.	P
Employee creativity	<---	Big Five personality traits	0.204	0.119	2.125	0.034*
Employee creativity	<---	Professional competence	0.310	0.100	3.029	0.002**
Employee creativity	<---	General ability	0.212	0.090	2.351	0.019*
Employee creativity	<---	Perceived organizational climate	0.256	0.160	2.280	0.023*
Work performance	<---	Employee creativity	0.385	0.076	3.637	***

Note: ***P < 0.001, **P < 0.01, *P < 0.05

According to the results of the path analysis in Table 7, the standardized path coefficient of the Big Five personality traits on creativity is 0.204 (t-value = 2.125, p = 0.034 < 0.05), indicating a significant positive influence of the Big Five personality traits on creativity, thus supporting the hypothesis.

The standardized path coefficient of professional competence on creativity is 0.310 (t-value = 3.029, p = 0.002 < 0.01), indicating a significant positive influence of professional competence on creativity, thus supporting the hypothesis.

The standardized path coefficient of general ability on creativity is 0.212 (t-value = 2.351, p = 0.019 < 0.05), indicating a significant positive influence of general ability on creativity, thus supporting the hypothesis.

The standardized path coefficient of perceived organizational climate on creativity is 0.256 (t-value = 2.280, p = 0.023 < 0.05), indicating a significant positive influence of perceived organizational climate on creativity, thus supporting the hypothesis.

The standardized path coefficient of creativity on performance is 0.385 (t-value = 3.637, p = 0.000 < 0.001), indicating a significant positive influence of creativity on performance, thus supporting the hypothesis.

Amos bootstrap mediation analysis

The table below presents the results of the mediation analysis conducted in this study using Amos 21.0 software to examine whether there are significant mediating effects among the variables in the data. The Bootstrap method was employed, with a 95% confidence interval selected, and the mediation effects were calculated and tested through 5000 rotations and iterations built into the software. The upper and lower limits of the 95% confidence interval and the significance (p-value) in the result table are observed to determine the presence of significant mediating effects.

Table 8 Mediation effects tested using Bootstrap method

Mediation effects paths	Effect sizes	SE	95% confidence interval		P
			Lower	Upper	
Big Five personality traits-Employee creativity-Work performance	0.079	0.043	0.006	0.178	0.039
Professional competence-Employee creativity-Work performance	0.119	0.048	0.04	0.233	0.002
General ability-Employee creativity-Work performance	0.081	0.042	0.02	0.194	0.005
Perceived organizational climate-Employee creativity-Work performance	0.099	0.056	0.018	0.238	0.01

From the test results in table 8, it can be observed that for Mediation Path 1 (Big Five Personality Traits - Creativity - Performance), the indirect effect value is 0.079. The 95% confidence interval is entirely positive and does not include zero, and the p-value is smaller than the significance level of 0.05. This indicates a significantly present mediating effect, which confirms the validation of the hypothesis proposed in this study.

Similarly, for Mediation Path 2 (Professional Competence - Creativity - Performance), the indirect effect value is 0.119. The 95% confidence interval is entirely positive and does not include zero, and the p-value is smaller than the significance level of 0.05. This suggests a significant mediating effect, further confirming the validation of the hypothesis.

For Mediation Path 3 (General Ability - Creativity - Performance), the indirect effect value is 0.081. The 95% confidence interval is entirely positive and does not include zero, and the p-value is smaller than the significance level of 0.05. This indicates a significant mediating effect and validates the hypothesis proposed in this study.

Lastly, for Mediation Path 4 (Perceived Organizational Climate - Creativity - Performance), the indirect effect value is 0.099. The 95% confidence interval is entirely positive and does not include zero, and the p-value is smaller than the significance level of 0.05.

This implies a significant mediating effect, further confirming the validation of the hypothesis in Table 9：

Table 9 Summary of hypotheses

NO.	Hypothesis content	Validation results
H1	The Big Five personality traits have a significant positive impact on creativity	OK
H2	Professional competence has a significant positive impact on creativity	OK
H3	General abilities have a significant positive impact on creativity	OK
H4	Perceived organizational climate has a significant positive impact on creativity	OK
H5	Creativity has a significant positive impact on performance	OK
H6	Creativity plays a significant mediating role between the Big Five personality traits and performance	OK
H7	Creativity plays a significant mediating role between professional competence and performance	OK

H8	Creativity plays a significant mediating role between general abilities and performance	OK
H9	Creativity plays a significant mediating role between perceived organizational climate and performance	OK

6.Conclusion and Implications

Based on a survey of 101 valid questionnaires in the headhunting industry of southwest China,this empirical study examined the relationships among the Big Five personality traits, professional competence, general ability, perceived organizational climate, employee creativity, and work performance in the era of AI big data. The results indicate that the Big Five personality traits, professional competence, general ability, and perceived organizational climate all have significant positive influences on employee creativity. Employee creativity, in turn, has a significant positive impact on work performance. Furthermore, creativity plays a significant mediating role between the Big Five personality traits, professional competence, general ability, perceived organizational climate, and work performance. These findings reveal that employee creativity plays a positive role in influencing work performance in the era of AI big data and provide insights for management practices in the headhunting industry of China.

On one hand, it is important to foster a culture of freedom and innovation within organizations. In the context of economic globalization and AI big data, a healthy organizational culture is crucial for the sustainable growth of enterprises. The organizational culture influences and constrains employees' mindset and behavior. Employee creativity can bring about better performance growth for companies, but such growth is based on a favorable organizational culture. This includes aspects such as learning atmosphere, interpersonal relationships, team culture, and office environment. Headhunters, under the perception of a favorable organizational climate, can continuously strengthen their sense of ownership, constantly break through themselves, and tap into their own creativity, providing a continuous source of motivation for the sustained development of enterprises.

On the other hand, it is necessary to enhance headhunters' understanding of the dimensions of the Big Five personality traits, professional competence, general ability, and perceived organizational climate. Leaders should further strengthen the training of headhunters' professional competence and general ability. For example, targeted core course designs can be developed for factors such as professional competence (information value, talent market analysis, career planning, professionalism, in-depth matching) and general ability (communication skills, intention control and guidance, inductive extraction ability, learning ability, adaptability, achievement motivation). This can gradually establish a comprehensive training system for the headhunting industry, which will contribute to enhancing the positive role of headhunters' creativity. In the era of AI big data, by fully utilizing creativity, continuously improving individual and team core competitiveness, and taking good use of AI big data effectively, work performance can be enhanced, ultimately realizing the vision of enterprises.

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