

## **A Study on the relationship between Self-Monitoring Personality and Employee Creativity: the moderating effect of Moral Leadership and the mediating effect of Perspective Taking**

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**Abstract:** *With the rapid changes in the market, consumer demand is increasingly segmented, and enhancing corporate creativity is particularly important for corporate development. Among them, employee creativity is the top priority. Employees' creativity is influenced by internal and external factors such as emotion, cognition, and work motivation. Among the internal factors, self-monitoring personality determines the way employees perceive and is closely related to creativity. Among the external factors, the leadership factor is also particularly important, because they hold the organizational resources, not only can affect employees' attitudes, but also indirectly affect employee creativity through other external factors.*

*Previous studies have found that high self-monitoring personality is good at impression management, it is easier for them to communicate and cooperate with others. This article argues that self-monitoring personality has a positive impact on individual creativity promotion. On this basis, the article further discovers that high self-monitoring people are accustomed to changing attitudes, emotions and behaviors to adapt to the needs of the situation, and then lead to perspective taking and even behavior. Perspective taking helps to strengthen employees' understanding and understanding of others, enhance their understanding of the work of others, and inspire creativity. At the same time, the paper also speculates that ethical leadership strictly abides by the company's existing standard processes, administrative systems, etc., which inhibits the development of transposition thinking of high self-monitoring.*

*In summary, this article uses an empirical research method to design a questionnaire, select nearly 200 employees of a large multinational company in Shanghai as a sample, and use SPSS 19.0 statistical software for data analysis, and get the following:*

*Constructing an overall mediated regulation model, ethical leadership can regulate the mediating role of perspective taking in the positive relationship between self-monitoring and creativity. That is, when ethical leadership is stronger, the relationship between self-monitoring and creativity through perspective taking is weaker.*

**Keywords:** *Self Monitoring Personality, Employee Creativity, Perspective Taking, Ethical Leadership*

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### **I. INTRODUCTION**

With the rapid changes in the market, artificial intelligence has gradually replaced the Internet economy, and consumer demand is increasingly divided. It is particularly important for the development of enterprises to enhance the creativity of enterprises.

Viela (2010) found that self-monitoring had a positive impact on job satisfaction and further enhanced creativity, mainly because the high self-monitoring personality, out of the need of impression management, voluntarily adjusted their attitude and behavior according to the external situation to adapt to the needs of the situation, while highly recognized by the leadership, improved job satisfaction, and further enhanced creativity to pursue greater promotion potential. Self monitoring is closely related to perspective taking. Church (2005) holds that perspective taking refers to the ability of an individual to consider and understand others in a position. Different individuals have different perspective taking. Bobbins et al. (1998) found that high self-monitoring personality based on external environment, through role exchange and other ways to understand the needs of others and adjust their own behavior, is more likely to show creative behavior in challenging work. In addition, the influence of moral leadership on employee creativity has always been a research hotspot in the field of organizational behavior (Brown et al., 2005; Xu Wei et al., 2013; r.fehr et al., 2015; Meng Hui et al., 2014; Lu Qing et al., 2011; kalshoven et al., 2011). Zhu et al. (2014) explained the effective implementation of the help behavior of ethical leadership, which greatly promoted the interpersonal harmony of the organization, improved the innovation enthusiasm of employees, and promoted the improvement of the core competitiveness of the organization. However, can ethical leadership enhance individual creativity for any individual? This study suggests that ethical leadership may play an alternative inhibition effect on the individual with high turnover

thinking tendency. Therefore, it is of great value to further investigate the different effects of ethical leadership on employees' creativity.

## **REVIEW OF LITERATURE**

Self monitoring originated from personality psychology, which reflects that different individuals show and adjust their self presentation and behavior in the same situation. (Snyder, 1974; gangesta and Snyder, 2000). Self-monitoring can be divided into: high self-monitoring and low self-monitoring. A large number of literatures explore the relationship between self-monitoring personality and many employees' behaviors, such as emotional labor, anti production behavior and so on. Flynn et al. (2006) found that high self-monitoring personality is better at impression management than low self-monitoring personality. They are extremely sensitive to social cues of surrounding situations, can accurately identify the needs of others and provide timely help and consultation to improve their status in social networks, so as to be close to the core of social networking.

The concept of employee creativity, which has been widely used in academia, was put forward by amabile et al. (1988): employees obtain a lot of information through various channels, and produce unique and socially recognized products or services according to the established goals. The development, change and growth of organizational creativity are inseparable from the creativity of employees. The creativity of employees is influenced by many internal and external factors. Internal factors: goal orientation, creative personality, internal motivation, etc. External factors: people work fit, job insecurity, leadership style, critical thinking, deviant innovation, etc.

Galinsky et al. (2005) put forward that transposition thinking is to consider problems in the position of the other party, to put oneself in the other's shoes, to worry about what others think, and to understand first. The positive side of perspective taking: vorauer (2013) pointed out that by focusing on and understanding other people's ideas, looking at problems from a different perspective, understanding and helping more, forming a working force and creatively improving the workflow and content. The negative side of empathy. Church et al. (2015) pointed out that empathy is based on self perception to consider the perception of others, and sometimes it may be too dependent on self perception to misunderstand the thoughts and behaviors of others, which has a negative effect.

Brown et al. (2005) based on the theory of social exchange, the definition of ethical leadership is that leaders guide employees by setting an example in accordance with ethical behaviors, encourage employees to take such behaviors by means of communication with employees, decision-making participation, etc., and use the reward and punishment system within the organization to strengthen and stabilize employees' moral behaviors. Specifically, ethical leadership (Trevino et al., 2003) tries to improve the work autonomy of employees and stimulate their enthusiasm for work, so as to form a working atmosphere of frank communication and mutual trust in the organization (MA El Al., 2013; Tu & Lu, 2013); at the same time, it encourages employees to emancipate their minds, boldly create ideas, and share and exchange each other's ideas anytime and anywhere. The superposition of ideas is the most important. Greatly improve the creativity of employees.

## **OBJECTIVE OF THE STUDY**

This paper intends to build a mechanism model of self-monitoring that positively affects employee creativity, identify the intermediary mechanism and boundary conditions of perspective taking and ethical leadership to promote employee creativity, and try to provide a new perspective for deepening and expanding employee creativity research.

With self-monitoring as the starting point and employee creativity as the foothold, this study attempts to consider the following issues from the perspective of perspective taking and ethical leadership: first, the impact of self-monitoring on employee creativity; second, the impact of perspective taking on employee creativity; third, the intermediary role of perspective taking in the way of self-monitoring affecting employee creativity; fourth, morality whether the type leadership regulates self-monitoring and employee creativity; fifthly, the intermediary theoretical model systematically analyzes the internal mechanism of ethical leadership influencing employee creativity; sixthly, based on the research conclusion, it provides effective management countermeasures for enterprise leaders, and forms the management mechanism to stimulate employee creativity, so as to improve the overall organizational performance.

## **II. RESEARCH METHODOLOGY**

### **Research Design**

In this study, empirical research method was used to design the questionnaire. All the research work is divided into three times.

### Sample Technique

Starting from the probability sampling method, simple random method is used to select samples.

### Method of Data Collection

250 employee questionnaires were distributed and 229 valid questionnaires were collected. After eliminating the invalid questionnaires such as regular answers and logical contradictions, the final effective data is 37 teams, the total number of effective samples is 200, and the questionnaire recovery rate is 80%. The team size of the study sample was 2 to 28.

### Sample Size

The sample size of the study is 200 respondents.

### Statistical Tools

This study was analyzed by several tools, including SPSS 19.0、MPLUS7.4,etc.

## III. RESULT AND DISCUSSION

### Sample descriptive statistics

The population classification is based on the characteristics of gender, age, education and working time with supervisor. The researchers classify the respondents according to the population shown in the table below.

**Table 1:** Demographic Characteristics of the Sample (n = 436)

Demographics Variable	Value	Sample Number	Percentage (%)	Cumulative Percentage (%)
Gender	Male	100	50%	50%
	Female	100	50%	100.00%
Age	Below 30	63	31.5%	31.5%
	30—39	111	55%	86.5%
	40—49	18	8.5%	95%
	Above 50	8	4%	99.00%
Education	High school or Technical Secondary School	13	6.5%	6.5%
	Junior College	30	15%	21.5%
	Undergraduate	113	56.5%	78%
Working time with your immediate supervisor	Master Degree and Above	42	21%	99.00%
	Below 1 year	0	0%	0%
	1—2 years	72	36%	36%
	3—5 years	73	36.5%	72.5%
	6—8 years	32	16%	88.5%
Over 8 years	23	11.5%	100.00	

### Reliability analysis

It can be seen from table 2 that the internal consistency coefficient of self-monitoring is 0.965, which is greater than 0.90; in addition, the overall correlation coefficient CITC value of the corrected items is greater than 0.50. From the following, it can be seen that from one to thirteen topics, deleting any topic does not significantly improve the internal consistency coefficient. Therefore, there is no need to delete the items of the scale. Therefore, the self-monitoring scale used in this study has excellent consistency, reliability and high reliability.

**Table 2: Reliability Analysis of Self-Monitoring**

Number	Item	CITC Value	Cronbach's $\alpha$ Coefficient after the item	Cronbach 's Alpha Coefficient
1	I find that I can adjust my behavior properly according to the needs of any situation	0.825	0.962	
2	I think it's good for me to control others' opinions	0.841	0.962	
3	In society, my goal is to create a specific impression of me	0.881	0.961	
4	Most of the time, I try to influence what others think of me	0.609	0.967	
5	I never try to guide others to form a specific impression of me	0.865	0.961	
6	In society, if necessary, I will change my behavior immediately	0.878	0.961	
7	I have a high motivation to control how others think of me	0.905	0.960	0.965
8	I can often read people's feelings for me from their eyes	0.894	0.960	
9	In conversation, I can capture subtle emotional changes through facial expression changes	0.779	0.964	
10	I can laugh as much as I can, even if the jokes are not funny	0.915	0.960	
11	When I say something inappropriate, I can find it in time from the audience's eyes and expression changes	0.632	0.967	
12	I can usually judge whether people lie by their expressions and words	0.819	0.963	
13	I'm sensitive to what other people think of me	0.815	0.963	

It can be seen from table 3 that the internal consistency coefficient of transposition thinking is 0.968, greater than 0.90; in addition, the total correlation coefficient CITC value of the correction item is far greater than 0.50. From the following, it can be seen that deleting any one of the four items does not significantly improve the internal consistency coefficient. Therefore, there is no need to delete the items of the scale. Therefore, the creativity scale used in this study has good consistency, reliability and high reliability.

**Table 3: Reliability Analysis of Self-Monitoring**

Number	Item	CITC Value	Cronbach's $\alpha$ Coefficient after the item	Cronbach 's Alpha Coefficient
1	At work, I often try to accept other people's opinions	0.860	0.975	
2	At work, I often imagine how other people feel	0.952	0.948	
3	At work, we try to look at things from the perspective of others	0.926	0.956	0.968
4	At work, I often try to understand others	0.952	0.948	

From table 4, we can see that the internal consistency coefficient of moral leadership is 0.972, greater than 0.90; in addition, the total correlation coefficient CITC value of correction items is greater than 0.50. From the following, it can be seen that deleting any one of the five items does not significantly improve the internal consistency coefficient, so it is not necessary to delete the items of the scale. Therefore, the OCB scale used in this study has good consistency, reliability and high reliability.

**Table 4: Reliability Analysis of Ethical Leadership**

Number	Item	CITC Value	Cronbach's $\alpha$ Coefficient after the item	Cronbach 's Alpha Coefficient
1	He / she will actively listen to the opinions and demands of his / her subordinates	0.871	0.968	
2	Be able to ask subordinates to work according to moral standards	0.769	0.972	0.972
3	Ethical in life	0.893	0.968	

4	Focus on the interests of employees	0.930	0.967
5	Strive for fairness and justice in decision-making	0.906	0.967
6	Is a trustworthy person	0.934	0.967
7	Discuss business ethics or values with subordinates	0.802	0.971
8	To do things ethically is our model	0.928	0.967
9	When you define success, you look not only at the results, but also at the way you get them	0.837	0.970
10	When making decisions, emphasize doing the right thing	0.881	0.968

It can be seen from Table 5 that the internal consistency coefficient of creativity is 0.950, which is greater than the recommended reliability value of 0.90; in addition, the overall correlation coefficient CITC value of the correction item is greater than 0.50. From the following, it can be seen that deleting any item in one to four items does not significantly improve the internal consistency coefficient. Therefore, there is no need to delete the items in the scale. Therefore, the creativity scale used in this study has good consistency, reliability and reliability.

**Table 5:** Reliability Analysis of Creativity

Number	Item	CITC Value	Cronbach's $\alpha$ Coefficient after the item	Cronbach 's Alpha Coefficient
1	Willing to take the lead in trying new ideas or methods	0.834	0.949	
2	Find new ways to solve problems	0.889	0.933	
3	Can generate new or breakthrough ideas and ideas	0.906	0.927	0.950
4	Is an advanced model of creativity in the team	0.911	0.927	

**Confirmatory factor analysis**

In order to evaluate the validity of the main variables effectively, this study uses mplus7.4 to analyze the self-monitoring, perspective taking, ethical leadership and creativity of the model. Before the formal confirmatory factor analysis, considering the large number of items, bandalos (2002) thought that the direct use of the original topic modeling would produce a certain parameter estimation bias. Referring to the suggestions of Rogers (2004), this study dealt with the self-monitoring and ethical leadership by item parceling, which adopted the high load strategy.

**Table 6:** Confirmatory Factor Analysis Results

Model	$\chi^2$	Df	$\chi^2/df$	TLI	CFI	RMSEA	SRMR	$\Delta\chi^2$
Four factor model	266.023	71	3.747	0.935	0.949	0.117	0.044	
Three factor model	2250.308	74	30.410	0.654	0.718	0.270	0.150	1984.285
Two factor model	2036.979	76	26.802	0.386	0.487	0.359	0.225	1770.956
Single factor model	2532.948	77	32.895	0.241	0.357	0.399	0.243	2266.925

Note: four factor model: this model;

Three factor model: the four factor model combines self-monitoring and perspective taking;

Two factor model: the combination of ethical leadership, perspective taking and self-monitoring;

Single factor model: merge all variables.

See table 6 for relevant data analysis results. The four factor model is the benchmark model (self-monitoring, perspective taking, ethical leadership, creativity). Based on the four factor benchmark model, this study successively tested three other alternative competition models: ① three factor model: the combination of perspective taking and ethical leadership into one factor; ② two factor model: the combination of self-monitoring, perspective taking and ethical leadership into one factor; ③ single factor model: the combination of all variables into one factor. Comparing the data in table 6, it can be seen that compared with other models, the fitting degree between the observation sample data and the four factor model is the most ideal, and other alternative competition models are inferior to the hypothetical model proposed in this study in terms of the goodness of fit index. Therefore, the five variables in this study have good aggregation validity and discrimination validity.

**Descriptive statistics and correlation analysis**

In this study, SPSS 19.0 was used to carry out two-way correlation analysis on variables. See table 7 for the analysis results of mean value, standard deviation and correlation coefficient of variables. From table 7, it can be seen that self-monitoring, employee creativity ( $r = 0.216, P < 0.01$ ), perspective taking ( $r = 0.533, P < 0.01$ ) all have significant positive correlation, which preliminarily verifies hypothesis 1 and hypothesis 3 of this study. In addition, there was a significant positive correlation between turnover thinking and creativity ( $r = 0.270, P < 0.01$ ), which provided preliminary support for hypothesis 2 of this study; there was a significant positive correlation between ethical leadership and turnover thinking ( $r = 0.101, P < 0.05$ )

**Table 7:** Matrix of mean, standard deviation and correlation coefficient of variables

	M	SD	1	2	3	4	5	6	7	8
<b>Individual level</b>										
1. Gender	1.500	0.501								
2. Agle	33.020	7.712	-0.084							
3. Education	5.120	2.951	-0.010	-0.105						
4. Working Time with your Immediate Supervisor	4.510	3.546	0.071	0.429**	0.040					
5 Self monitoring	3.705	0.753	0.01*	-0.085	-0.169*	-0.069	(0.965)			
6. Perspective taking	3.706	0.768	0.021	-0.087	-0.017	-0.121*	0.533**	(0.968)		
7. Ethical leadership	3.663	0.861	-0.118*	-0.079	0.171*	0.137*	0.042	0.101*	(0.972)	
8. Creative ability	3.880	0.972	-0.157*	-0.020	-0.118*	-0.095	0.216**	0.270**	0.043	(0.950)

**Regression Analysis**

In this study, SPSS 19.0 was used to test the hypothesis, and MPLUS 7.4 was used to test the path coefficient. Before regression analysis, the independent variables, intermediary variables and regulatory variables other than the control variables should be centralized.

**Table 8:** The Influence of Self-Monitoring on Perspective Taking

	Perspective Taking	
	Step 1	Step 2
<b>First step</b>		
Education	-0.017	0.078
Gender	0.25	-0.010
Age	-0.042	0.005
Working Time with your Immediate Supervisor	-0.104	-0.088
<b>Second Step</b>		
Self monitoring		0.541**
R <sup>2</sup>	0.017	0.297***
ΔR <sup>2</sup>		0.280***
F	0.844	77.401***

Note: all the data listed are standardized regression coefficients; \*  $P < 0.05$ , \*  $P < 0.01$ , \* \* \*  $P < 0.001$ .

It can be seen from the above table that after the influence of control variables is excluded, self-monitoring is

positively correlated with perspective taking ( $\beta = 0.541$ ,  $P < 0.001$ ), and the explanatory power of self-monitoring to transposition thinking ( $\Delta R^2$ ) increases by 2.8%, achieving significant prediction effect. Therefore, self-monitoring can positively affect creativity.

**Table 9:** The Influence of Perspective Taking on Creativity

	Creativity	
	Step 1	Step 2
<b>First Step</b>		
Education	-0.119	-0.114
Gender	-0.154*	-0.161*
Age	-0.014	-0.003*
Working Time with your Immediate Supervisor	-0.073	-0.046
<b>Second Step</b>		
Self monitoring		0.265**
R <sup>2</sup>	0.046	0.115
$\Delta R^2$		0.069***
F	2.327	15.180***

Note: all the data listed are standardized regression coefficients; \*  $P < 0.05$ , \*  $P < 0.01$ , \* \* \*  $P < 0.001$ .

It can be seen from the above table that, after excluding the influence of control variables, perspective taking is significantly positively correlated with creativity ( $\beta = 0.265$ ,  $P < 0.001$ ), and the explanatory power of self-monitoring on creativity ( $\Delta R^2$ ) has increased by 6.9%, reaching a significant prediction effect. Therefore, it is verified that empathy can positively affect creativity.

**Table 10:** Mediating Effect of Perspective Taking on Self-Monitoring and Creativity

	Creativity		
	Step 1	Step 2	Step 3
<b>First Step</b>			
Education	-0.119	-0.082	-0.098
Gender	-0.154*	-0.168*	-0.166*
Age	-0.014	0.004	0.003*
Working Time with your Immediate Supervisor	-0.073	-0.067	-0.048
<b>Second Step</b>			
Self monitoring		0.210*	0.093
<b>Third Step</b>			
Perspective taking			0.216*
R <sup>2</sup>	0.046	0.088	0.121
$\Delta R^2$		0.042*	0.033*
F	2.327	8.988**	7.225*

Note: all the data listed are standardized regression coefficients; \*  $P < 0.05$ , \*  $P < 0.01$ , \* \* \*  $P < 0.001$ .

It can be seen from the above table that after the influence of control variables is excluded, self-monitoring and creativity are significantly positively correlated ( $\beta = 0.210$ ,  $P < 0.01$ ), and the explanatory power of self-monitoring on creativity ( $\Delta R^2$ ) is increased by 4.2%, reaching a significant prediction effect; therefore, self-monitoring can positively affect creativity.

**Table 11:** Analysis Results of Regulation Effect

Outcome variable: Perspective Taking	Model 1	Model 2	Model 3	Model 4
Age	-0.017	0.078	0.065	0.049
Gender	0.025	-0.010	0.0603	-0.029
Education	-0.042	0.005	0.018	0.030
Working time with your immediate supervisor	-0.104	-0.088	-0.106	-0.108
Self monitoring		0.541**	0.535**	0.544**
Ethical leadership			0.083	0.105
Interaction item				-0.161*
R <sup>2</sup>	0.028	0.294	0.298	0.320
ΔR <sup>2</sup>		0.276**	0.004	0.022*
F	1.383	73.380**	1.032	6.134*

Note: \*,\*\*, respectively, indicate that they are significant at the level of 0.05 and 0.01 (bilateral test); the interaction item is self-monitoring x ethical leadership.

Model 1 in Table 11 shows the analysis results after the control variables are put in, and model 2 reports the results after the self-monitoring is added. Furthermore, from model three, we can see that ethical leadership is added into the analysis. In model 4, ethical leadership and self-monitoring are decentralized to form a product interaction term, which is then used for model analysis.

From the results of model four, we can see that the interaction coefficient  $\beta = -0.161$ ,  $P < 0.05$ , which shows that ethical leadership plays a negative regulatory role between self-monitoring and perspective taking, and ethical leadership can weaken the positive relationship between self-monitoring and perspective taking, so it verifies the regulatory role of ethical leadership between self-monitoring and perspective taking.

### Test of mediating effect with regulation

Ethical leadership can regulate the intermediary role of perspective taking in the positive relationship between self-monitoring and creativity, that is, the stronger the ethical leadership is, the weaker the relationship between self-monitoring and creativity is. In this study, the software MPLUS 7.4 is used to implement the mediating model test with regulation by Preacher et al. (2007). Bootstrapping 5000 times of repeated sampling is used for statistics, and the unbiased signal interval of the high and low standard deviation group of indirect effect is reported. The confidence interval is set to 95%.

**Table 12:** Test Results of Mediating Effect between Self-Monitoring and Employee Creativity

Grouping statistics	B	SE	95% confidence interval	
			lower limit	Upper limit
Conditional indirect effect				
Moral Leadership (+1 SD)	0.283	0.143	0.049	0.619
Moral Leadership (-1 SD)	0.367	0.195	0.060	0.846
Group differences	-0.085	0.054	-0.234	-0.008

As shown in Table 12, when the level of ethical leadership is low, the relationship between self-monitoring and creativity is significantly positive ( $b = 0.367$ , 95% confidence interval [0.060, 0.846], excluding 0); when the level of ethical leadership is high, the relationship between self-monitoring and creativity is still significantly positive, but the relationship is still significant Weak ( $b = 0.283$ , 95% confidence interval [0.049, 0.619], excluding 0), the difference between the two groups reached a significant level, 95%



unbiased confidence interval [- 0.234, - 0.008], excluding 0. Therefore, it is verified that ethical leadership can negatively regulate the mediating role of perspective taking in the positive relationship between self-monitoring and creativity.

#### **IV. SUGGESTION OF THE STUDY**

The soul of enterprise vitality is creativity. Creativity promotes enterprise innovation. Sustainable innovation can improve enterprise performance and viability, and even determine the success or failure of the enterprise. How to improve the creativity of employees has become the focus of enterprise managers. The conclusion of this paper can provide some management enlightenment for enterprises to regulate leadership behavior, improve work performance and stimulate more creativity of employees to a certain extent.

1. Pay attention to the influence path of individual characteristics such as self-monitoring personality on creativity

First of all, managers should create a workplace environment that pursues innovation, have a high self-monitoring personality, actively absorb the ideas and opinions of others, give full play to imagination and diffusion thinking, and creatively complete performance tasks. Managers can also provide opportunities such as overseas training, off post further education, etc., to encourage high self-monitoring personality to continuously improve the level of knowledge and skills. In the face of low self-monitoring personality, managers need to consider expanding sports, entertainment and other incentive ways, encourage low self-monitoring personality to show their expertise to enhance self-confidence, at the same time, participate in company activities as much as possible, enhance friendship between colleagues and partners, strengthen effective communication of different information, improve thinking flexibility, promote the germination and development of creativity Exhibition.

In addition, managers can also start from new employees to identify, select and employ high self-monitoring personality. As a kind of situational interview, leaderless group discussion has strong simulation and verisimilitude. Managers can observe the overall quality of candidates more fully and comprehensively, and accurately find a high self-monitoring personality suitable for the organization.

2. Pay special attention to the intermediary transmission mechanism of transposition in creativity

Perspective taking is a way to coordinate work, eliminate prejudice, communicate with each other and enhance understanding among people in an organization. Efficient work style naturally produces high work performance.

For high self-monitoring personality, managers should establish a relaxed and harmonious atmosphere, support and encourage perspective taking behavior, enhance the sense of identity among colleagues, and promote early consensus, so as to improve work performance. Effective ways such as bottom-up brainstorming and cross department job rotation management can help employees to spontaneously accumulate other people's views and experience through active perspective taking, and explore innovative methods and processes to improve the efficiency of the organization. For employees with low self-monitoring personality, managers should pay more attention to them, encourage them to participate in various meetings and recreational activities after dinner, stimulate the perspective taking consciousness of employees with low self-monitoring personality, think about problems in a collective way, generate creative thinking and put it into creative activities, and improve the competitiveness of the organization.

2. Carefully examine the substitution effect of ethical leadership

This study finds that ethical leadership is only suitable for individuals with low self-monitoring personality. Organizations need to be cautious about the situation of ethical leadership to avoid the substitution effect. For individuals with high self-monitoring, high-level ethical leadership and constraints of rules and regulations are the manifestations of lack of respect and trust for talents. The market is changing with each passing day and with each passing day, the thoughts of enterprise managers should keep up with the trend, and they need to let go properly. The employees will redouble their efforts, and the innovative thinking will naturally be put into action, so as to enhance the innovation ability of the organization.

Especially in the current flat management system, due to the reduction of management level, a single leader is responsible for managing more subordinate employees than ever before, and there is work overlap and duplication between employees. If at this time, the leader can delegate certain power to subordinates, the employees' work enthusiasm will inevitably increase. Through perspective taking, they can trust and share information with their colleagues around, and then High creativity. It can be said that this is a good method worthy of consideration and even promotion.

#### **V. CONCLUSION**

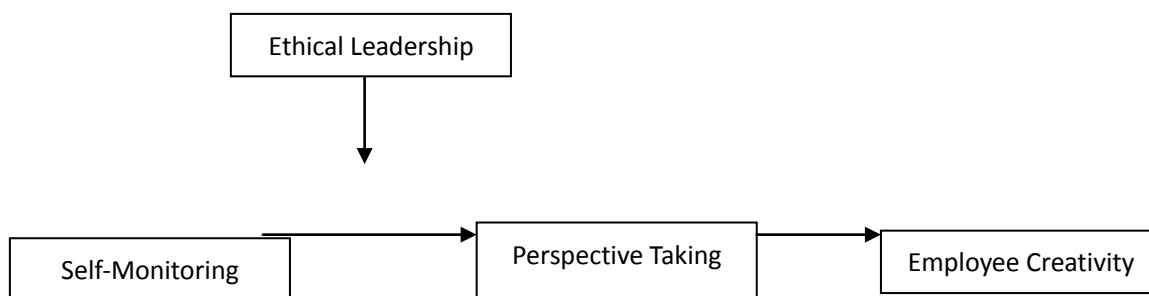
This study explores the role and influence of self-monitoring, perspective taking, ethical leadership as a leading factor and team situation factor in employee creativity activities, and selects perspective taking as an intermediary variable to obtain a theoretical model of the impact of self-monitoring and ethical leadership on

employee creativity. The hypothesis test results of the overall model are shown in table 13:

**Table 13:** Summary of Overall Model Hypothesis Test Results

Number	Hypothesis	Test Result
H1	Self monitoring can positively affect creativity.	Support
H2	Perspective taking can positively affect creativity.	Support
H3	Self monitoring can positively influence perspective taking.	Support
H4	Perspective taking plays an intermediary role in the positive relationship between self-monitoring and creativity.	Support
H5	Ethical leadership can play an alternative role in the relationship between self-monitoring and perspective taking, that is, the stronger the ethical leadership is, the weaker the relationship between self-monitoring and perspective taking is.	Support
H6	Ethical leadership can regulate the mediating role of perspective taking in the positive relationship between self-monitoring and creativity, that is, the stronger the ethical leadership is, the weaker the positive relationship between self-monitoring and creativity through perspective taking is.	Support

Based on the above assumptions, the overall theoretical model of this study is shown in the figure below:



shows that self-monitoring has a positive impact on the creativity of employees, among which, transposition thinking plays an intermediary role in the process of self-monitoring has a positive impact on the creativity of employees. The higher the personality of self-monitoring is, the stronger the creativity of employees is through transposition thinking. In addition, this study further establishes a mediation model with regulatory effect. The empirical results show that ethical leadership can regulate the substitution effect in the relationship between self-monitoring and perspective taking, and further, ethical leadership can regulate the intermediary role of empathy in the positive relationship between self-monitoring and creativity. The stronger the moral leadership is, the weaker the positive relationship between self-monitoring and creativity through perspective taking is; on the contrary, the weaker the ethical leadership is, the stronger the positive relationship between self-monitoring and creativity through perspective taking is.

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