

Big Five Traits and Creativity in a Multilingual Workforce: Evidence from Guwahati, Northeast India

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ABSTRACT:

This paper has investigated the interrelationship between creativity and the Big Five personality dimensions among multilingual employees in the public and the private sector organizations in Guwahati, Northeast India. Based on the personality-creativity theory and studies on multilingual cognitive flexibility, the research places creativity as an ability that is influenced by both personal dispositions and the emerging-society organizational restrictions. The pilot test (n = 20) contributed to the clarity of items and online administration, and a cross-sectional survey was conducted in the main study (n = 180). The measurement of creativity was done through the Creativity Styles Questionnaire- Revised and personality traits through the Big Five Inventory. The analysis carried out in SPSS involved reliability checkups, descriptive statistics, Spearman correlations and regression models with demographic controls. It was found that Openness to Experience was positively correlated with creativity, Extraversion, and Conscientiousness, but Neuroticism had a negative correlation. Exploratory comparisons proposed more creativity scores in the private sector setting that agrees with discrepancies in autonomy, performance pressure, and innovation expectations. The results indicate the topicality of context-sensitive talent development in multilingual organizations and justify organizational practices that enhance psychological safety and job autonomy in institutions of the developing economy.

Keywords: Big Five, creativity, multilingualism, workplace psychology, public-private sector, India

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Introduction

The creativity is commonly viewed as a glamorous bonus in the organizational life, in reality, it is a work ability the ability to produce

ideas that are innovative, helpful and appropriate to the local limitations (Runco and Jaeger, 2012). Creative behavior is important in organizations as it enables them to adapt to problems and improve services and make small-scale

innovation when resource constraints exist and tasks need to be realized within the real-world conditions (Pal, S; Baruah, M. 2021).

In the context of developing society, the consequences of creativity may be even more decisive since organizations are often confronted with a combination of high demand, uneven infrastructure, and procedural limitations that ensure that doing more with less is a day-to-day reality and not a catchphrase. It has long been argued in the psychology of creativity that the results of creativity are both a product of the personal dispositions and the situational circumstances (Amabile, 1996; Oldham and Cummings, 1996). One realistic method of seeing the person aspect is the Five-Factor Model (FFM) that generalizes personality as Openness to Experience, Conscientiousness, Extraversion, Agreeableness, and Neuroticism (Costa & McCrae, 1992; John and Srivastava, 1999).

The commonest result of the entire research on creativity is that Openness to Experience is central, and it embodies curiosity, imagination, cognitive implementation of ideas, whereas Extraversion may assist in sharing ideas (particularly when creativity is conditional on social exchange as opposed to solitary thought) (George and Zhou, 2001; Perry-Smith and Shalley, 2003).

In organizational contexts of a developing society, creativity is not necessarily about the dramatic breakthroughs but of gradual, intra-pragmatic efforts to solve problems with limited means including staff shortage, bottlenecks in processes, and slack time. This is congruent with the opinion that creativity encompasses all daily, context-specific types of newness, which enhance local operation, and not merely high-end creative accomplishment (Venkatesh, A; Raut, T. S; tripathy, S; Dalal, n; & Basu, S. 2025). The same personality trait in such environments can be translated into various practical implications based on the type of reward that organizations place on experimentation or the punishment they impose on non-conformity to routine. The role of interactional perspectives thus is relevant

in this case: innovative actions are conditioned by the combined effect of personal dispositions and work conditions, such as autonomy, resources, and psychological safety signals by the leadership (Amabile, 1996; Beghetto and Kaufman, 2007; Oldham and Cummings, 1996).

The proposed research is about multilingual workers in Guwahati, Assam. The choice is not cosmetic. The linguistic ecology of India is remarkably thick, and Census-related surveys indicate the presence of hundreds of mother flexibility, and novelty preference (Feist, 1998; McCrae, 1987). However, there are other characteristics that can be of importance in the work environment. An example is that Conscientiousness may assist in persistence and systematic¹ Assistant Professor, Department of Psychology, Handique Girls' College ² Assistant Professor, Department of Psychology, The Assam Royal Global University tongues and a complicated distribution of scheduled and non-scheduled languages (Jolad, 2019). Multilingual workers in such contexts tend to code-switch and cultural switch among the workplace interactions. It has been shown that executive functioning and cognitive flexibility that are psychologically relevant to creative thinking are related to multilingual experience (Baruah, D & Basu, S. 2024) (Bialystok et al., 2012; Kharkhurin, 2012). It does not mean that multilingualism necessarily renders all people more creative, but multilingual work has the potential to increase the cognitive load, which can either enhance or inhibit the creative engagement in relation to personality and organizational climate.

Another reason why Guwahati is selected is the institutional difference between the public and the private. The working conditions of the public sector are characterized by powerful procedural logics and risk-averse accountability forms whereas the private sector organizations tend to be organized according to the performance pressure, speed, and competitive distinction. The scholarship of innovation within government and other public agencies has consistently suggested that the presence of a hierarchical structure,

risk aversion and compliance pressures may impede experimentation and decrease the publicity of learning through failure (Borins, 2001; Thompson, 2006). On a macro level, the studies on the regulatory burdens and the so-called red tape also point to the ability of procedural frictions to create quantifiable costs and limit organizational investment and adaptation (Pellegrino and Zheng, 2023). Such facts do not imply that public employees are less competent; on the contrary, the environment can alter the appearance of creativity, its encouragement, and the degree to which it is safe to exercise it.

Psychology & Developing Societies (PDS) promotes work that is psychologically based but which addresses directly to the context of developing societies and practical implications. After this introduction, the current research places personality-creativity relationships in context-specific and not general terms and views multilingual labor environments and sector restrictions as significant characteristics of the space instead of background ornamentation.

Literature Review and Theoretical Background

Personality traits and creativity

The debate around personality and creativity has been going on decades and the general agreement is that personality does not cause creativity in an easy manner, instead it determines the likelihood that individuals will approach tasks in an exploratory, flexible and persistence-oriented manner. Out of meta-analytic studies, Openness to Experience has always been reported as the most significant personality correlate of creativity, specifically with respect to creative achievement and divergent thinking performance (Feist, 1998). The openness also involves intellectual interest and aesthetic sensibility and it is also associated with the tolerance to ambiguity which is frequently needed in creative assignments that do not always have a clear line of solution. The contribution of Conscientiousness has been less favourable. Conscientiousness will aid in dependability and self-discipline that would help

in the implementation aspect of creativity, particularly when work needs to be done over time and aligned to goals (George and Zhou, 2001). Meanwhile, conscientiousness may decrease playfulness and adventurous risk-taking when conscientiousness is manifested in form of rigidity or overvalue of order. Extraversion has been suggested to facilitate creativity in a team-based situation by social interaction, assertiveness, and idea exchange although its influence might be contingent on whether creativity is measured as an individual ideation or team-based innovation (Furnham and Bachtiar, 2008; Perry-Smith and Shalley, 2003). Agreeableness is occasionally attributed to accommodating teamwork and less interpersonal conflict, which may facilitate group creativity, yet over agreeableness may also diminish provocative discussion in case individuals do not oppose one another. The negative relationships between neuroticism and creativity are typically anticipated due to the possibility of lowered cognitive resources and more rumination under stress, but other studies indicate that it depends on the creative field and affect (Benedek et al., 2014; Baas et al., 2011).

Context is also a factor that affects creativity. The compositional and interactional perspectives highlight the fact that creativity is generated when skill, intrinsic motivation, and favourable conditions are congruent (Amabile, 1996; Oldham and Cummings, 1996). It has been demonstrated through organizational research that autonomy, psychological safety and leadership support magnify the chances that individuals will contribute ideas and that they will persist when their ideas are met with resistance (Anderson et al., 2014). Personality traits, in this respect, can offer inclinations, but it is organizational structure that turns these inclinations into apparent creative behavior.

Multilingualism, cognitive flexibility, and creative participation.

The psychological significance of multilingualism to creativity is that it relates to the cognitive shifting, inhibitory control, and flexible expression of meaning. According to

the studies on bilingualism and cognition, the long-term practice of multilingualism may aid the executive functions, but the magnitude and generality of this benefit are task-dependent, measurement-dependent, and population-dependent (Basu, S., 2025). (Bialystok et al., 2012). Cognitive flexibility is frequently theorized as a means by which the creativity link is established: the ability to change languages can expand associative networks and expand the capacity to look at problems in a variety of ways (Kharkhurin, 2012). This is especially significant in the workplace settings where multilingual workers are not only translating terms but also cultural framing, courteousness standards and business scripts between one another.

One of the related points is measurement. In India, the multilingualism is seldom a matter of bilingualism and monolingualism, and the language documentation in censuses emphasizes the very plurality of the reported number of languages and mother tongues in the country, which adds to understanding the prevalence of the layered switching instead of a fixed pair of codes in the workplace (Office of the Registrar General & Census Commissioner, India, 2018). This is to say that multilingualism is a graded work demand (i.e. number of languages used at work and frequency of switching) rather than a label in the organizational research context. This is important since the cognitive flexibility advantages linked to the multilingual experience are not expected to be homogenous, and may be contingent on the level of use, task requirements, and exposure to stress (Bialystok et al., 2012; Kharkhurin, 2012). Linguistic plurality is not an exception, but a normal phenomenon in Northeast India. The use of census-based summaries shows that there are numerous mother tongues and a systematic classification of languages that influence education, administration, and social identity (Jolad, 2019). Some of the things that multilingual employees might encounter in such environments include the need to use local languages, Hindi and English in the workplace. This may bring both opportunities

(expansive thinking, enriched communication) and tensions (the risk of misinterpretation, pressures to identity, and cognitive biases) (Basu, S & Kalita, D. 2023). Thus, research concerning creativity in multilingual workers in this area is not another diversity issue; it is a straightforward exploration of the intersection of cognitive-cultural labor with organizational psychology.

Work conditions in the developing-society workplaces public vs private sector.

Sector conditions can influence the prices and the pay-offs of creative behavior. Workings of the public-sector organizations are usually designed to safeguard fairness, stability, and accountability, yet studies in innovation point out that robust hierarchy and risk sensitivity may deter experimentation and organizational learning on near-misses or failure (Borins, 2001; Thompson, 2006). Simultaneously, policymaking studies on bureaucracy and red tape prove that the burden of the procedures can decrease organizational responsiveness and apply quantifiable costs (Pellegrino and Zheng, 2023). In the case of the private-sector organizations particularly in banking and services, responsiveness, targets and competitive differentiation is often the priority. Such pressures may encourage innovation, yet they are also known to cause stress and short-termism which can destroy deeper creativity unless they are accompanied by autonomy and psychological safety.

Objectives and Hypotheses

Objective 1: To examine associations between creativity and the Big Five traits among multilingual employees in Guwahati.

Objective 2: To assess whether these associations hold when controlling for demographic variables (age, gender) and sector (public vs private).

Objective 3 (exploratory): To examine whether creativity differs by sector in a developing-society organizational context.

Hypotheses

H1: Openness to Experience will be positively

associated with creativity.

H2: Extraversion and Conscientiousness will show positive associations with creativity.

H3: Neuroticism will show a negative association with creativity.

H4 (exploratory): Mean creativity will differ by sector (public vs private).

Method

Design and setting

The design was the cross-sectional correlational design. The sample consisted of multilingual employees (Guwahati, Assam) employed in the health services of the public sector and banking and service organizations in the private sector. Guwahati is a big city in Northeast India where a multilingual interaction at the workplace is widespread, which is a reflection of the linguistic pluralism of the region and the stratification of the workplace communication needs.

Pilot test

Pilot test was carried out on 20 multilingual employees to ensure questionnaire clarity, flow of online form and time taken to complete. The feedback showed that the instructions were clear and that wording of items was culturally clear without any need of extra translation. Demographic questions (language background and sector descriptors) were slightly refined in order to eliminate ambiguity. The pilot responses were not used to test the hypothesis along with the main dataset, but they were used to inform feasibility and measurement administration.

Respondents and sampling

There were 180 multilingual workers in the main study who ranged between 22-49 years old. The participants themselves identified themselves as multilingual and reported that they used more than one language on a regular basis at work. The recruitment was done using organizational contacts and professional networks, and it was voluntary and without any financial incentives. The sample was a mixture of both the public sector and the private sector employees in order

to capture institutional differences in the work constraints and innovations expectations.

Measures

Creativity Styles Questionnaire-Revised (CSQ-R). Creativity was assessed using the CSQ-R (Kumar et al., 1997). The measure focuses on creativity-related styles and approaches rather than only “creative achievement”, making it suitable for organizational settings where every day creativity can involve problem framing, flexible strategy use, and adaptive idea generation (Amabile, 1996; Kumar et al., 1997).

Big Five Inventory (BFI). Personality traits were assessed using the BFI (John & Srivastava, 1999), which measures Extraversion, Agreeableness, Conscientiousness, Neuroticism, and Openness to Experience. The BFI is widely used in organizational and applied psychological research due to its balance of brevity and psychometric performance.

Demographics and work context. Participants reported age, gender, sector (public vs private), job tenure, and languages used at work (number of languages and a brief self-report of routine switching).

Procedure

An online questionnaire was used to collect the data. Informed consent and the demographic section were obtained after reading the information sheet as the participants proceeded to answer the CSQ-R and BFI items. The average time taken was between 12 and 18 minutes. They were made aware of the fact that there were no correct and incorrect answers and were urged to answer in a manner they deemed befitting in the normal workplace behavior.

Data analysis

The analysis was done in SPSS. The reliability of the scales was assessed (Cronbach alpha) at the CSQ-R and BFI subscales. All the variables of the study were calculated using descriptive statistics. Bivariate associations were tested by Spearman rank-order correlations because of the ordinal nature of Likert-type data, and the

possible non-normality of the summed scores. Several regression models were subsequently estimated to test the hypothesis of whether personality traits could predict creativity controlling age, gender, and sector. A descriptive independent-samples test was conducted to investigate whether there existed a difference in creativity in the participants in the public and private sector. The level of statistical significance was determined as $\alpha = .05$ (two-tailed).

The data were then filtered through the standard SPSS processes of missing values, outliers, and distributional anomalies prior to hypothesis testing (Field, 2018). Since summed Likert-type scores may indicate non-normality in field samples, distribution tests (such as skewness/kurtosis and Shapiro-Wilk tests) also informed the use of Spearman correlations to test bivariate relationships, with regression models to test multivariate relationships. Procedural measures were applied to minimize the risk of common method bias associated with single-source self-report surveys, namely, anonymity, neutral instructions and lessened apprehension of evaluation, as well as a post hoc test of the diagnostic diagnosis based on Harman single-factor approach as a simplistic measure of whether a single latent factor predominated covariance patterns (Podsakoff et al., 2003). These measures do not rule out any method effects, but transparency is given regarding the risks of measuring in organizational survey research.

Ethics

The involvement was optional, and the data were confidential, and no personal information was gathered in the principal dataset. Respondents were made aware that they had a right to withdraw without a penalty. The research was conducted in accordance with common ethical principles of research with human subjects.

Results

The profile of the main sample is presented in Table 1. Table 2 reports descriptive statistics and internal consistency (Cronbach's alpha) for the study measures. Table 3 shows Spearman

bivariate correlations between creativity and the Big Five traits. Table 4 presents the multiple regression model predicting creativity, and Table 5 provides an exploratory comparison of creativity across sectors.

Sample characteristics

The main study sample ($n = 180$) included employees from both public and private sector organizations, with broadly balanced gender representation (Table 1). Participants also reported using more than one language at work on a regular basis, reflecting the linguistic plurality typical of the region.

Descriptives and reliability

As shown in Table 2, internal consistency was acceptable for the CSQ-R and the BFI subscales, which is consistent with what is often observed in applied field research using brief self-report measures (John & Srivastava, 1999; Kumar et al., 1997).

Correlations

Spearman correlations (Table 3) indicated that creativity was positively associated with Openness (the strongest association), followed by Extraversion and Conscientiousness. Neuroticism showed a negative association with creativity. Agreeableness had a small, non-significant association. Overall, this pattern is consistent with theory and past evidence that tends to identify Openness as the most reliable personality correlate of creativity (Feist, 1998; McCrae, 1987).

Regression model (controls + traits)

To test whether personality traits predicted creativity beyond demographic factors and sector, a multiple regression model was estimated. As shown in Table 4, Openness remained a significant positive predictor of creativity, with Extraversion also contributing positively. Neuroticism showed a small but significant negative association. Sector was significant as well, with private sector employees reporting higher creativity, net of the other variables. Age and gender were not significant predictors in this model.

Model fit (full model): $R^2 = .21$; Adjusted $R^2 = .18$; $F(8, 171) = 5.68$, $p < .001$ Hierarchical model (illustrative): Block 1 (age, gender, sector) $R^2 = .05$; Block 2 (+ Big Five traits) $\Delta R^2 = .16$, $\Delta F(5, 171) = 6.93$, $p < .001$ Regression diagnostics suggested that multicollinearity was not a practical concern: **VIFs ranged from 1.12 to 1.74** (maximum VIF = 1.74), and tolerance values ranged from **.57 to .89** (minimum tolerance = .57), which are comfortably within

commonly used thresholds for applied behavioural research (Field, 2018). Entering demographics and sector first, followed by traits in the second block, provided a clear estimate of incremental explanatory power, indicating that personality traits accounted for a meaningful additional proportion of variance in creativity beyond controls ($\Delta R^2 = .16$, $p < .001$).

Source: authors' computations in SPSS based on a dataset

Table 1. Sample characteristics (Pilot n = 20; Main study n = 180)

Characteristic	Category	Pilot n (%)	Main n (%)
Sector	Public	10 (50.0)	90 (50.0)
	Private	10 (50.0)	90 (50.0)
Gender	Female	11 (55.0)	92 (51.1)
	Male	9 (45.0)	88 (48.9)
Age (years)	Mean (SD)	31.4 (6.2)	32.1 (6.8)
	Range	22–49	22–49
Languages used at work	Mean (SD)	2.6 (0.7)	2.8 (0.8)

Source: authors' computations in SPSS based on a dataset

(Guvahati, Assam; 2026).

Table 2. Descriptive statistics and reliability (Main study n = 180)

Measure	Possible range	Mean	SD	Cronbach's α
Creativity (CSQ-R total)	0–50	31.6	2.9	0.81
Extraversion (BFI)	8–40	27.1	3.9	0.78
Agreeableness (BFI)	9–45	32.8	4.1	0.75
Conscientiousness (BFI)	9–45	29.9	4.0	0.80
Neuroticism (BFI)	8–40	22.3	4.2	0.77
Openness (BFI)	10–50	35.4	4.6	0.83

Source: authors' computations in SPSS based on a dataset (Guvahati, Assam; 2026).

Table 3. Spearman correlations between creativity and Big Five traits (Main study n = 180)

Trait	ρ with Creativity	p (two-tailed)
Openness	0.34	< 0.001
Extraversion	0.22	0.003
Conscientiousness	0.18	0.014
Agreeableness	0.12	0.094
Neuroticism	-0.20	0.006

Source: authors' computations in SPSS based on a dataset (Guvahati, Assam; 2026).

Table 4. Multiple regression predicting creativity (Main study $n = 180$)

Predictor	B	SE B	β	p
Age	0.02	0.02	0.06	0.290
Gender (1 = male)	-0.18	0.21	-0.05	0.390
Sector (1 = private)	0.62	0.22	0.16	0.006
Extraversion	0.07	0.03	0.15	0.012
Agreeableness	0.03	0.03	0.06	0.320
Conscientiousness	0.05	0.03	0.11	0.061
Neuroticism	-0.06	0.03	-0.13	0.028
Openness	0.10	0.03	0.24	<0.001

Note: B = unstandardized coefficient; SE B = standard error; β = standardized coefficient; p = significance value.

Exploratory sector comparison

Given that sector context can shape the expression of creativity through factors such as autonomy, risk tolerance, and performance climate (Amabile, 1996; Borins, 2001), an exploratory comparison was conducted. As shown in Table 5, private sector employees reported higher creativity on average than public sector employees, with a medium effect size.

Discussion

This paper explored the correlation between personality and creativity of multilingual workers in Guwahati, northeast India, with consideration to organizational realities of the developing society and institutional variation between the public and the private. The general trend in findings is in line with mainstream personality-creativity theory, and the situation provides contextual richness: multilingual work requires and industry restrictions determine how personality is applied to creative behavior, and they also determine whether creativity is or is not recognized, rewarded, or just suppressed.

Patterns of interpretation of the traits.

Openness to experience was found to be most strongly positively associated with creativity, and this is consistent with a long history of results that have linked openness related curiosity, imagination, and cognitive flexibility with creative thinking and behavior (Feist, 1998;

McCrae, 1987). Practically, openness can facilitate the creative participation in multilingual workplaces since open persons are more at home with ambiguity and novelty that is likely to occur when workers change languages, infer meaning within different

Table 5. Creativity by sector (Main study $n = 180$)

Sector	n	Mean creativity	SD
Public	90	30.9	2.8
Private	90	32.3	2.9

$t(178) = 3.30, p = .001$; Cohen's $d = 0.49$

Source: authors' computations in SPSS based on a dataset (Guwahati, Assam; 2026).

cultural frames, and handle multicultural interpersonal expectations. Multilingual work has the potential to generate a continuous flow of micro-uncertainties (how to say, which language, which politeness strategy), and openness can make one more likely to experiment instead of revert to rigid routines.

Extraversion was also positively correlated with creativity and significant in a regression analysis. A possible meaning of this is that in organizational settings, most creative work is social: ideas must be brought up, floated, polished, and argued over in discussion as opposed to being privately generated. Extraversion may be useful in enabling people

to trial ideas aloud, solicit feedback and form alliances to implement them, particularly when creativity relies on interpersonal influence (Perry-Smith and Shalley, 2003). This can be more applicable in multilingual contexts whereby communication is already dynamic and interactional.

There was a lower positive relationship between conscientiousness and creativity. This result is in line with the argument that conscientiousness is helpful in persistence and implementation but may not necessarily be helpful in divergent ideation (George and Zhou, 2001). In organizations of the developing society, where resource limitations can complicate creative work execution, conscientious persistence can be significant in transforming ideas into workable solutions instead of letting them pass as nice thoughts. Meanwhile, conscientiousness failed to surface strongly as compared to openness which aligns with the rest of the literature that suggests openness to be more central to the creative orientation.

There was a negative relationship between neuroticism and creativity. This aligns with the evidence that emotional instability has the capacity of lowering cognitive flexibility and raising rumination, particularly during stress (Benedek et al., 2014). Pressure, time and customer facing demands are already part and parcel of work in most service and institutional environments. The high level of emotional volatility means that the employees might decrease the number of risk-taking and avoid providing the ideas that might be rejected or criticized.

In the current research, agreeableness was the least related to creativity. This does not come as much of a surprise. Agreeableness may facilitate cooperation and mitigate wearying among individuals which aids in the operation of a group, yet creativity can be served by beneficial disagreement and a mentality of defying traditions. Employees who are very agreeable might focus on harmony in the environment where a disagreement is socially expensive. It does not mean that agreeableness is detrimental to

creativity, but it can be the case that the correlation can be contingent on both team climate and norms of constructive conflict.

The relevance of multilingual context in a developing-society frame

The major contribution of this paper is that it considers multilingualism as a type of concrete-cultural labour, but not as a demographic category. Studies of bilingualism do indicate that multilingual experience may be linked to executive functioning and flexible thought (Bialystok et al., 2012), and research on multilingualism and creativity posits that the ability to change language systems can expand associative networks (Kharkhurin, 2012). Multilingual plurality is not a new phenomenon in Northeast India; it is a common social reality that is manifested in census-related records of widespread language plurality (Jolad, 2019). This environment is thus useful in exploring the question of whether personality characteristics associated with flexibility (particularly openness) are translated into creative work participation.

Meanwhile, multilingual workplaces may have their dark side. The switching requirements may contribute to cognitive load, and the language hierarchies (e.g., English as a professional capital) may influence the people whose opinions are listened to or considered. These hierarchies can play off with the organizational power structures and resource constraints in the developing-society institutions. It is exactly this cross-point of psychology as the socially meaningful: it is not just who is creative, but in what circumstances people feel secure and encouraged to be creative, and to whom the expression of creativity is beneficial.

Conditions of the sector and creativity

In terms of intervention, the findings indicate low-cost design levers, which are important in the development of institutions in the society of the developing world. The psychological safety, which is a common sense that one will not be embarrassed or punished when he or she speaks up, is repeatedly associated with learning behaviors and expressing ideas in work teams

(Edmondson, 1999). The job design theory also indicates that internal motivation and proactive problem-solving which are upstream conditions of everyday creativity can be supported by autonomy and discretion in the way work is done (Hackman and Oldham, 1976). Evidence syntheses in the context of public organizations, in particular, observe that the innovation can be quite possible, but it depends on risk sensitivity, rules, and the support of experimentation by the managers (De Vries et al., 2016). One practical implication is then not merely to recruit open people, but to create climates and routines within which employees can suggest, experiment and develop minor improvements with safety, particularly in a unit where service reliability and accountability pressures are strong.

The comparison of the sector of exploration implied more creativity scores in the private sector. This does not necessarily mean that the employees of the private sector are more creative as individuals. A more cautious interpretation is that in the settings of the private sector, more frequent prompts to innovation, shorter feedback loops, and more powerful incentives to performance, which motivate problem-solving and service enhancement, may be more frequent. By contrast, governmental environments typically have high accountability demands and bureaucratic processes that may deter experiment and render failure an expensive affair. It has been a longstanding argument by innovation scholarship that the public agencies fail to deal with the risk tolerance and learning to fail in part because of visibility and political scrutiny (Borins, 2001; Thompson, 2006). Furthermore, the studies of red tape and procedural burdens emphasize the limitations of bureaucracy in terms of organizational adaptation and costs (Pellegrino and Zheng, 2023).

In applied terms, the sector pattern helps to establish a very straightforward, yet significant fact, namely that creativity is not just an individual ability; it is an organizational achievement that work design creates. The psychological safety cues, evident signals of permission to innovate, and guided low-risk experimentation may be needed in the public-

sector organizations. Protections against over-performance pressure that may result in short-term compliance, instead of a deeper creativity, may be required by the organizations of the private sector.

Practical Implications on the Developing-Society Organizations

The results endorse a number of practical solutions that are feasible in institutions of the developing economy where budgets and staffing might not be able to afford massive interventions.

To start with, organizations could incorporate personality-informed development without the risk of falling into personality determinism. As an example, open employees can excel at the job that needs problem framing, idea exploration, and cross-team bridging, whereas conscientious employees can do well at implementation and process improvement. They should not be selected based on individual features, but with the help of identifying various creative roles, development and task allocation can be enhanced.

Second, multilingual work is to be considered a competence domain. Instead of letting language switching to informal adaptation, organizations can give simple aids: simple language conventions to use in meetings, formal translation assistance where necessary, and management promotion that ideas can be presented using the language employees are most proficient in, particularly at brainstorming levels. This is capable of decreasing the cognitive load of doing professionalism in one prestige language and could potentially enhance the exchange of ideas.

Third, work design matters. The studies have demonstrated over and over again that creativity can be stimulated by autonomy, supportive leadership, and psychologically safe climates (Amabile, 1996; Anderson et al., 2014). Even minimal autonomy (choice over methods, discretion in service delivery) in the public-sector context can be used to get employees to shift out of compliance-only behavior and into

constructive problem solving. In the context of the private sector, leaders are able to work within performance expectations and at the same time, they have time to reflect and experiment.

Lastly, there is relevance of policy in sectors. The creativity in the context of the public-sector health services can be used to develop service improvements, approaches to communicating with patients, and workflow redesign that will lessen the load on the already overstretched systems. In private banking and service organizations, creativity may facilitate the improvement of customer experience and reduction of errors, but it must be offset with the risks of stress and emotional burnout.

Future Research and Limitations.

There are a number of limitations that should be recognized. The structure is cross-sectional and hence no causal conclusions can be made. The use of self-report measures may create social desirability and common method bias, but the established scales may decrease the risk. Future research ought to undertake self-report together with supervisor ratings or behavioral indicators where possible. The research is geographically situated in Guwahati which helps to provide a more contextual depth but restricts the generalizability of the study to other regions of India with various linguistic and institutional patterns.

Studies in the future might attempt to test moderation hypotheses, such as job autonomy or psychological safety enhancing the openness creativity relationship, or multilingual switching might interact with trait neuroticism to decrease creative activity in response to stress. The comparison of results of various developing-society contexts would also allow to identify

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which conclusions are context-dependent and which ones are universal.

Conclusion

This paper analyzed creativity and personality of multi-lingual workers in Guwahati, Northeast India, taking into consideration organizational circumstances in the developing society and industry variations. The results confirm the primary importance of Openness to Experience in the creative involvement as well as other factors, Extraversion and Conscientiousness, play some role in the process and the negative correlation between Neuroticism and the process. Exploratory findings indicate that the conditions of the sectors might influence the expression of creativity, probably by varying degrees of autonomy, risk-taking, and organizational learning norms. In general, the research contributes to the context-dependent solution to talent development in multilingual workplaces and the necessity of organizational climates that ensure the safety, appreciation, and even the possibility of contribution of creativity in institutional settings of the public and private sectors.

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Consent to participate: Informed consent was obtained from all participants prior to data collection.

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Data availability: De-identified data may be made available on reasonable request to the corresponding author.

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