

The Effect of Role Ambiguity on Creative Performance: A Case Study of Telecommunication Sectors of KPK, Pakistan

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Abstract

The aim of this study is to examine the effect of role ambiguity on creative performance. The study was conducted in the telecommunication sectors of Khyber Pakhtunkhwa Pakistan. A sample size of 180 employees was selected using convenient sampling techniques. The data was collected from officers, senior officers, assistant manager, customer relationship officers and customer relationship manager level of employees. 180 questionnaires were distributed among these employees out of whom 150 filled questionnaires were received forming percentage of 83%. In these filled questionnaires 10 questionnaires were discarded because they were improperly filled while 140 properly filled questionnaires were used for data analysis. Data was analyzed through correlation analysis, reliability analysis and regression analysis. Findings of the study reveal that there is significant relationship of Role ambiguity on creative performance in the telecommunication sectors of Khyber Pakhtunkhwa Pakistan.

Keywords: *Role Ambiguity, Creative Performance*

1. Introduction

In today's situation it is a common observation that each human being, every association and even each country around the world is facing towards a serious problem which is known as Role ambiguity. Role ambiguity in general is a dilemma which is accountable for creating a tensed and stiffed situation for the employees that not only generate pressure, anxiety and bodily disorder but also leads to diminish level of their promise, approval, inspiration as well as their creative performance. Beehr (1976), discussed that role ambiguity lead to the unclear role related information. In addition Katz and Kahn (1978), stated that role ambiguity is no provided feedback information of the evaluation and the result form the superior about someone performance which result related to his chance to get better career and expectation of the role taker. The recent

researchers like Yun and Liu et al., (2007) found that role ambiguity occurs with the lack of information condition and goals and on which the duties, job to be performed, and responsibility which perform an individual on job effectively. In addition, Role ambiguity occurs when a person doesn't know or unclear about his job duties and responsibilities. As last, the individual experiences difficulty in acting the role. Moreover, Yahaya et al., (2009) said that role ambiguity is the lack of precise and clear expectations from an individual in his/her job roles.

Woodman et al., (1993) stated that creativity is the creation of useful new product, service, ideas, process or procedure. Smith (1998), also demonstrated that alternatives, generation of new thoughts, possibilities, new instructions of employment, unique approaches, diverse point of view, contributing something new into their areas of specialization and breaking from traditional patterns are included in creativity. Florida (2000), suggested that in 21st century the main sources of growth are not knowledge, competition or technology, rather than the fundamental drive to economical growth is identified as implemented creative performance and also said that creativity is one of the factors for promoting new firm performance especially in the multinational companies. Hospers (2003), said that role stressors are the key component of creative performance. Furthermore, it is said that creative performance is the processes which have been belonging to every era. Amabile et al., (2005) defined creativity as the making of novel, thoughts or resolution. Moreover, Slahova et al., (2007) viewed that the “creativity” word started from Latin language which means to form, to beget and to create. Pratt (2008), said that idea of creative performance came into the existence in the late 1990s.

1.1. Problem Statement

On the basis of literature review many researchers suggested that, Role ambiguity is connected with daily life, nuptial life etc. So to the best of explore crack of the investigator no study has been found relating to the effect of Role ambiguity on creative performance in the telecommunication sectors of KPK, Pakistan. Hence the plan of the study is to find out the effect of Role ambiguity on creative performance in the telecommunication sectors of KPK, Pakistan.

1.2. Research Question

- Is there significant effect of Role ambiguity on creative performance?

1.3. Objectives of the Study

- To explore the effect of Role ambiguity on creative performance in telecommunication sectors of KPK, Pakistan.

2. Review of Literature

2.1. Role Ambiguity

The concept of Role ambiguity is not new but it is a part from an individual life. According to Kahn, et al., (1964) Classical role theory the lack of information available to perform one's responsibilities effectively is term as ole ambiguity. Lirt (1970), said that role ambiguity in the job occurs because the lack of requirement, method, expectation and role information in a situational experience. Furthermore, role ambiguity arises when employee or individual have no clear authority or knowledge about how to perform the current job. According to Rizzo et al., (1970), demonstrated that role ambiguity is certainty about authorities, duties, allocation of time and relationship with others, the clarity or existence of guides, polices, directives and the ability to predict

sanctions as outcome of behavior. In addition role ambiguity occurs when academics experience occurs with the lack of clear and specific information regarding work role requirement. Furthermore, researcher described that role ambiguity is fundamentally due to unclear goals and plans, a lack of information about one duties and uncertainty about one authority which have given to employees to perform a task or goal. It means that a certain amount of role ambiguity create a creative environment. Normally some level of role ambiguity fosters creative decision making as academics are looking for possible solutions to resolve ambiguities. For an academic role ambiguity may arises when an employee does not know how to start a research project, how to achieve the given task what behavior of an employee is and what are his performance criteria. Katz and Khan et al., (1978) suggested that role ambiguity provided feedback information of the evaluation which results from the supervisor about some individual performance and its result related to his chance to get will and effective career, span of responsibility and the expectation of the role taker. Role ambiguity is for the old actor, unpleasant things to be perceived historically and have negative effect on creative performance.

Moreover, Khan et al., (1964) and Beer (1976), role theory, role ambiguity refers to the lack of Specificity and predictability for an employee's job or role functions and responsibility. In addition Jackson and Schuler (1985), Owing that role ambiguity and role conflict are the two main components of role stress. Researchers also said that role ambiguity is one of the job stress which effect on creativity and also said that role ambiguity have negative relationship with creativity when it will apply to telecommunication sector. Coverman (1989), argued that when role ambiguity id high so it will decline creative performance.If in the organization activity the leader conduct the ethical and norms conduct of the profession and become failed so will decline the creative performance. Some of the researcher described that academics are experiencing role ambiguity. For example Sharpley (1996), reported that when academics were doing and they have lack of regular feedback will be the highest source of stress. The lack of regular feedback which is received by academics was reported earlier by Dua (1994). Feedback is important to assess the academics to judge their performance on the job and how they performing their efforts towards achieving goals achievement. So positive feedback may serve higher creative performance and low stress.

Bandura and Locke (2003), said that the academics who do not receive regular feedback may experience considerable uncertainty about their creative performance. Researcher also demonstrated that higher ambiguity may arises due to the lack of clarity regarding how to evaluate different activity of research, teaching and professional services which are necessary for an employee goals achievement. Direct, regular, formal verbal and written feedback from supervisor and informal feedback in all the year may reduce role ambiguity as a result will reduce stress. Furthermore, Beehr and Glazer (2005), role stressor and workload are the stressor which effects on creative performance either positively or negatively. Onyemah (2008), said that role ambiguity have the ability to effect on creative performance. DjonyHarijanto et al., (2013) demonstrated that role ambiguity has significant relationship with creative performance of the employees working in multinational companies and this relationship can be described by some facts and information provided by the employees who working in telecommunication sectors. Even role ambiguity is the common thing that occurs among employees who are

experiencing job exhaustion some time feel that role ambiguity effect on creative performance. Hence this statement is similar with the result of Schuler (1985), stated that role ambiguity had been perceived to be a negative influence and effected on creative performance.

2.2. Creativity

Guilford (1950), invited psychologist to do research on creativity. Many researchers did research on creativity. But however the field of creativity after 60 years is still emerging. Runco (1995), said that there have been several papers written and published in the last 10 years on creativity. Such journals are the academy of management annals and the journal of management. Amabile (1996), defined that creative behavior are involves in the generation of novel and useful ideas, processes or solution. Chiou (2002), said that creative workplace influences the employees creative performance at the organization. Hence George (2003), also said that creative ideas must be both novel and perceived as having the ability to create value for organization in short as well as in long run. Researcher also described that it is important to make the difference between creativity and innovation. Creativity includes the generation of useful and new ideas through individuals or groups while innovation includes the successful implementation of these ideas at unit or organizational level.

Zahavy (2004), demonstrated that Creativity is an important process for firm survival and growth. Hence firm need creative employees for the production of organizational creativity. Diliello et al., (2006) said that in 21st century creativity is familiar a serious capability for organization which lead to adopt change. There is a general agreement that creativity is authority and achievement. Grewal et al., (2006) described that Creative employees play important role in finding customer concealed requirements to build up a good quality report with the clients and to resolve their service difficulty efficiently and creatively which finally creating a greater familiarity. So researchers defined that in an organizational context creativity refers to the accomplishment of creative thoughts and also said that the expansion of thoughts about goods, services, practices, or actions that have work of fiction charge and useful potentially to each association in a straight line or in a roundabout way is recognized creativity

Maitlan (2007), demonstrated that the act of doing to make something new is term as creativity. Goff and Torrance (2007), said that use of confidence, innovation and elasticity is the component of creativity. Furthermore, George (2007), also defined that creativity assumes that in any job and at any level of organization creative behavior will be performed by the employee. Acs and Megyesi (2009), said that creativity play a positive role in each organization especially in telecommunication sectors. Florida (2010), said that creativity is one of the variable which promote birth of the firm especially multinational companies. Furthermore, martens (2011), demonstrated that the places and spaces which provide supports for peoples working on creative ideas and work is term as Creative workplaces. Sun et al., (2011) also suggested that creative workplace may provide help to employees for better knowing about their job, to use their pioneering ability, difficulty solving skill and creativity to generate creative employment.

2.3. Role Ambiguity and Creativity

According to role theory, of Khan et al., (1964) described that role the deficiencies of predictability and specificity for the performance of employee's role or job responsibility and function is ambiguity. Researchers also described that the information's which are unclear role related also lead to the role ambiguity. Beehr et al., (1976), found that role ambiguity is positively associated with creativity among the employees who are working in the telecommunication sectors. Furthermore, Researchers found that role ambiguity is positively associated with creative performance. Sherman (1989), postulated that employees who are working in multinational companies role clarity is a positive motivator for them. According to this view when employees who are working in the telecommunication sectors are properly motivated then employees will tends to solve the problems which are required for high level of innovation and effort to complete the task or goals.

Tosi (1990), found that the employees who are working in the telecommunication sectors have relationship between role ambiguity and creativity and found that there is negative relationship between role ambiguity and creativity. Sohi (1996), stated that role ambiguity is responsible for job stress and creative performance. Moreover, Janson and Gaylen (1996), suggested that role clarity is completely connected with creativity and also described that role clarity describes how obviously a set of behavior predictable from an human being are spoken. This means that role ambiguity significantly and negatively effect on creative performance. Luthans (1998), examined the role ambiguity and creativity relationship and found that the role ambiguity and creative performance relationship is negative. Moreover, Yousef (2000), also find the relationship of role ambiguity and creativity and found that relationship between role ambiguity and creativity is negative. Weiner's (2004), also said that there is relationship between role ambiguity and creativity. Shalley and Gison (2004), presented several context factor of creativity for job level, for such instance in which include goals and role expectations. Mumford (2005), demonstrated that organizational goals are an informational directive and mechanism.

Moreover, researcher described that goal are an significant issue in creativity since goal are frequently doubt and unclear which may produce stress. In addition Ford (2006), argued that the employees which are puzzled through many dissimilar goals, for example the employees who are attempting to cope with stress also produce creative performance. Amabile and Gyskiewicz (2006), suggested that for achieving high creativity the management need to establish clear organizational goals. Thus from all these view we hypothesize the following.

Hypothesis 1: *Role ambiguity significantly effects creative performance.*

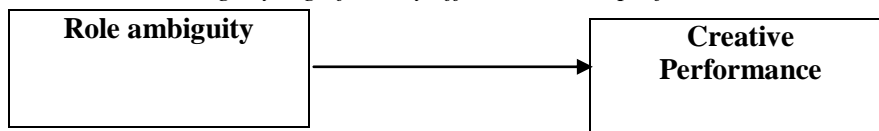


Figure 1: Conceptual Model

3. Research Methodology

3.1. Population and Sample

This study is conducted in different telecommunication sectors in the province of Khyber Pakhtunkhwa, Pakistan such as Paktel limited, Ufone telecommunication Pakistan,

Telenor telecommunication Pakistan and Zong telecommunication Pakistan. A sample size of 180 employees was selected using convenient sampling techniques. The data was collected from officers, senior officers, assistant manager, customer relationship officers and customer relationship manager level of employees.

3.2. Data Collection Instrument

With the help of self-administered questionnaires, the primary data was collected. Role ambiguity questionnaires are taken from the study of Rizzo, j., House, R. J., Lirtzman, S. I. 91970) and creative performance study were taken from the study of Lee and Choi (2003).

3.3. Procedure and Statistical Methods

180 questionnaires were distributed among these employees out of whom 150 filled questionnaires were received forming percentage of 83%. In these filled questionnaires 10 questionnaires were discarded because they were improperly filled while 140 properly filled questionnaires were used for data analysis. Data was analyzed through SPSS version 16. Descriptive statistics, Reliability analysis, correlation analysis, and regression analysis was used for finding the relationship of role ambiguity on creative performance.

4. Results

4.1 Frequency distribution of respondents

The below table 1 describes the respondent of gender. There were 130 male respondents having percentage of 92.8 and 10 are female respondents having percentage of 7.2. While the total numbers of respondents are 140.

Table 1: Gender of the Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	130	92.8	92.8	92.8
Female	10	7.2	7.2	100.0
Total	140	100.0	100.0	

The given table 2 shows the educational level of the respondents. There were 60 respondents having education of bachelors with the percentage was 42.8. Similarly 50 of the respondents having education of master and there percentage was 35.7. While 30 of the respondents having education of ms and there percentage was 21.5.

Table 2: Educational level of the Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Bachelors	60	42.8	42.8	61.5
Master	50	35.7	35.7	100.0
MS	30	21.5	21.5	21.5
Total	140	100.0	100.0	

The below table 3 shows age of the respondents. There were 60 of the respondents having age 20-30 years and their percentage was 42.8. While 59 of the respondents having age 30-40 years with the percentage of 42.2. But 21 of the employees were above 40 years having their percentage 15.

Table 3: Age of the Respondents

	Frequency	Percent	Valid	Cumulative
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			Percent	Percent
20-30 years	60	42.8	42.8	42.8
30-40 years	59	42.2	42.2	86.9
Above 40 years	21	15	15	100.0
Total	140	100.0	100.0	

The given table 4 shows designation of the respondents. There were 20 respondents are officers having percentage 14.28. While 44 of the respondents were senior officers with the percentage of 31.43. Moreover, 35 of the respondents were assistant managers having percentage 25. Furthermore, 21 of the respondents were customer relationship officer with the percentage of 15.1. The remaining 20 of the respondents were customer relationship managers having percentage of 14.28.

Table 4: Designation of the Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Officer	20	14.28	14.28	14.28
Senior Officer	44	31.43	31.43	52.5
Assistant Manager	35	25	25	74.4
Customer Relationship Officer	21	15.1	15.1	87.5
Customer Relationship Manager	20	14.28	14.28	14.28
Total	140	100.0	100.0	

3.5. Reliability Analysis

The below table 5 shows the independent variable (role ambiguity) number of items and dependent variable (creative performance) number of items. The role ambiguity no of items Cronbach’s alpha is 0.863, which shows that there is high level of consistency present in it. Similarly, the dependent variable (creative performance) no of items Cronbach’s alpha is 0.867, which indicates that the consistency is high level in the dependent variable. The reason of high Cronbach’s alpha in all the variables items is the fewer number of items. The overall result of the Cronbach’s alpha indicates that the number of items of role ambiguity and creative performance are highly consistent with each other.

Table 5: Reliability Analysis

Variables	No of items	Cronbach's Alpha
Role ambiguity	6	0.863
Creative performance	5	0.867

3.6. Correlation analysis

The given table 6 shows that there is significant correlation between role ambiguity and creative performance ($P=0.000 < 0.05$). Where the value of creative performance is 0.334 and role ambiguity 0.328 which indicates that there is low positive correlation among the variables. Positive mean if the value of one variable increase then the other will be also increase and vice versa.

Table 6: Correlation Analysis

	Creative Performance (CP)	Role Ambiguity (RA)
Creative Performance	.334**	1
Role Ambiguity	.328**	.195*

3.7 Regression analysis

The below table 7 is a simple linear regression model summary table, in which predictor variable is role ambiguity while independent is creative performance. In this table R shows the strength of the relationship between the variables of the model. The value of $R=0.195$ which shows that there is 19.5% association between role ambiguity and creative performance. Adjusted R square shows the extent of variance in the dependent variable due to variation in independent variable. The value of adjusted R square is 0.032 which shows that role ambiguity explains 3.2 variations in explaining creative performance.

Table 7: Model Summary

Mode 1	R	Adjusted R Square	Std. Error of the Estimate
1	.195 ^a	.032	.82776

a. Predictors: (Constant), Role ambiguity

In the below table 8 the value of F shows statistical significance of the model ($p < .05$). The value of $F= 6.230$, $p= .000$ ($p < .05$) shows that the model is statistically significant.

Table 8: ANOVA^b

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	12.588	1	12.588	19.901	.000 ^a
Residual	99.940	138	.633		
Total	112.528	139			

a. predictors: (constant) Role Ambiguity

b. Dependent Variable: Creative Performance

In the below table 9 coefficient β shows rate of change in the dependent variable due to change in the independent variable. The value of $\beta= 0.200$ which shows that one unit increase in role ambiguity causes increase in the creative performance by 0.200

units. On the value of t the researcher decide upon the acceptance or rejection of hypothesis with $p < .05$. The value of $t = 2.496$, $p = .000$ ($p < .05$) which shows that role ambiguity has significant impact on creative performance. Hence H1 stands accepted.

Table 9: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.568	.207		7.560	.000
	Role Ambiguity	.200	.080	.195	2.496	.014

4. Discussion

This research discusses the effect of role ambiguity on creative performance among the employees of the telecommunication sectors of KPK, Pakistan. On the basis of the above results it indicates that there is significant and positive correlation between role ambiguity and creative performance in the telecommunication sectors of KPK, Pakistan. The results hypothesis no 1 such as role ambiguity have positive relationship with the creative performance which is directly consistent with the results of Kahn, et al., 1964; LirtZman 1970; Rizzo et al., 1970; Jackson and Schuler 1985 and Coverman 1989.

Role ambiguity has significant relationship with creative performance of the employees of the multinational companies of KPK, Pakistan. This relationship can be described by some facts and information which is obtained from the employees of the telecommunication sectors of KPK, Pakistan. This result is similar with the result of Kahn, et al., (1964) theory which describes that role ambiguity has a significant relationship with creative performance.

Moreover, LirtZman (1970), result also related with this view that role ambiguity has significant relationship with creative performance. Furthermore, Rizzo et al., (1970) result also consistent with this result that role ambiguity is positively associated with the creative performance. In addition Sherman (1989), view also similar with this result and postulated that employees who are working in the telecommunication sectors of KPK, Pakistan role clarity is a positive motivator for them. According to this view when employees who are working in the telecommunication sectors are properly motivated then they tends to solve the problems which are required for high level of innovation and effort to complete the task or goals. On the other hand Tosi (1990), result not related with this result and found that the relationship of role ambiguity and creative performance among the employees who are working in the telecommunication sectors of KPK, Pakistan is negative.

5. Conclusion

This section concludes the overall study. The objective of this study is to examine the effect of role ambiguity on creative performance in the telecommunication sectors of KPK, Pakistan. Analysis has shown a close relationship between independent and dependent variable. It also concludes that the employees who are working in the telecommunication sectors have role ambiguity a real challenge. It also important is to continuously monitor that working environment for role ambiguity related purpose. Furthermore, this research also concludes that majority of employees like role ambiguity and that role ambiguity increase their creative performance. Due to role ambiguity and

creative performance the employees are able to manage their work life and to create creativity. Therefore, role ambiguity effect on creative performance and are directly related with creativity in the telecommunication sectors of KPK, Pakistan. They are also a chief contributor in employee's creative performance.

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