



Promoting Employees Creativity to mitigate Job Stress: Achieving Job Performance

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ABSTRACT

This study was aimed to systematically examine the employee creativity that can help to reduce job stress and increase job performance. This study incorporated qualitative approach to examine the literature based evidences provide in prior studies, articles, books, journals and academic publications. After reviewing several sources this study concluded organizations can promote employee creativity by providing a supportive and inclusive work environment that values diverse perspectives, encourages open communication, and rewards innovation. Offering employees the necessary resources, such as training programs, collaborative spaces, and time for exploration, further supports their creative endeavors. When employees feel supported and valued for their creative contributions, they are more likely to experience reduced job stress and increased job performance. By mitigating job stress through the promotion of employee creativity, organizations can achieve several benefits. Employees experience improved well-being, reduced burnout, and increased job satisfaction, which contribute to higher levels of engagement and commitment. Additionally, enhanced job performance positively impacts organizational outcomes, such as increased productivity, quality of work, and overall business success.

1. INTRODUCTION

Creativity is the application of beneficial, fresh and modern ways in order to enhance matters related to work. Creativity is climacteric for all. It can affect individuals in terms of their adaptation and organizations in terms of their functioning (Siddiqi and Qureshi, 2016a). Creativity can be studied in 2 different streams; either relating it to personal elements or to job situation. We will be focusing on the individual creativity, the first independent variable, related to factors affecting singular employees.

Stress has always been perceived as situational state under which job and life expectations exceed the individual's conviction that they can cope with (Gupta and Beehr, 1979). Job stress, the second

independent variable, can be included in any of the 3 different stress kinds that we will discuss later. Generally, we can consider the tension that employees experience in the work atmosphere as the tension. Any of the variables that play a role in stress production represents fluctuations in anticipated results and actual output in working environments (Hon, 2013).

Performance, the dependent variable, refers to the degree and demands of the job done by individuals in the workforce (Agha et al., 2011). It is characterized as the average estimated value of work done by employees for a given time. It can be addressed in 3 different ways that we will discuss later.

1.1. Relating to industry

Creativity is used in industrial industries as one of the key contributors to the longevity and competitiveness of the company, as innovative workers may propose unique strategies, create new solutions and introduce approaches to enhance the productivity of the business and individuals. We may be also showing some results for other industries. Because industrial firms may build competitive advantages through innovation and productivity, it is beneficial to do more to improve ingenuity and maximize employee output (Lee and Kim, 2021).

In the actual case, the objective pressure managers in industrial firms can be influenced by variables such as the amount of mission schedules, the amount of assignments, the number of meetings, the regular visits to sites, multiple phone calls and job challenges, complicated decision taking, multitasking systems, different resource management activities, etc. Studies have shown that managers typically encounter physiological tension because of position uncertainty, lack of input, job growth issues and organizational structure issues (Zhou and Shalley, 2003).

Managers' position involves interaction with the project, from the beginning to its conclusion. They're liable for building projects' time, expense, efficiency, protection and climate. Same as; on-time delivery, project expense, consumer satisfaction but in compliance with legislation, low on-site injuries, eco-friendly construction materials and methods, etc. Managers will take into consideration the length of the work and the efficiency of the schedule, the capacity to satisfy customer quality standards and the project total cost management (Hon, 2013). Because site protection and environmental concerns are the most critical elements of a building site, the health and environmental dimensions of the building ventures are often subject to scrutiny by managers (H. M. Alzoubi et al., 2022e). To insure the building tasks will be carried out in a seamless and program-based way, managers must be fitted with strong communication skills (Chen, 2006).

So for our industrial industries, which can include either manufacturing or construction firms, creativity and innovation are required as we move forward. Higher levels of that will increase the stress level for both managers and employees. This

as a whole affect the performance of the whole industry as that it functions depending on all.

2. THEORETICAL BACKGROUND AND OPERATIONAL DEFINITIONS

2.1. Individual creativity

Creativity can be discussed in 2 different streams. The first one is related to the workplace and the situation of the job. Including the environment and to which extent employees are feeling comfortable doing their job (Muhammad Turki Alshurideh et al., 2022b; H. Alzoubi et al., 2022). The other way creativity is affected is through individual's determinants. This stream focuses on studying what affects creativity of individual persons depending on social psychology studies and researches. Factors including motivation, mood, emotions and personality characteristics create the inspiration for new ideas and its dimensions (Ahmad Ibrahim Aljumah et al., 2022a). We'll discuss 3 dimensions for this variable;

- **Personal factors & Mood**

- The personality of employees can affect the way they function individually. Different characteristics can lead to looking at the same thing in a different way. Different perceptions and frame of reference generate new ideas based on the important things for individuals. This is clarified from a perspective of social psychology, which is that; we construct our social reality (Almasaeid et al., 2022).
- A good attitude influences innovation by improving people's perception. Originally, good attitude can allow executives to think simpler and more imaginative. Good content is associated and more incorporated with memory than negative content (Alshurideh et al., 2020). Fluctuations of positive or negative mood produce variations of focus and, in a good mindset, fresh and valuable concepts are more likely to grow (H. M. Alzoubi et al., 2022c).

- **Job characteristics**

It is a model that consists of 5 main parts; Task autonomy represents whether a work allows a worker the power, flexibility, or control to carry out tasks. Job significance represents

how often people are affected by work duties and activities (Louzi et al., 2022b). Skills-ranging illustrates how an individual executes a job through the usage of different skills. Job identity represents the degree to which a full research may be done. Job feedback illustrates how simply and specifically a person from a work gets details on how well the tasks are carried out (M T Alshurideh et al., 2022; Mohammed T. Nuseir et al., 2022).

- **Mastery**

Recovery experiences more generally include mastery, which is a recovery activity that is defined by non-employment tasks that include a challenging, and an incentive to develop different skills (Louzi et al., 2022a). Mastery interactions may relate to the development of a variety of internal gains, such as skills and competencies. All mastery experiences are expected to have valuable resources, such as skills, knowledge, and competency values, which can carry over into the workforce (Siddiqi and Qureshi, 2016b).

2.2. Job stress

Stress can be discussed in 3 various phases. Firstly, objective tension relates to the evaluation of executive risks (Alzoubi and Ahmed, 2019). This relies on a person's understanding of his or her abilities to accomplish a function relevant to a certain complexity (Alshawabkeh et al., 2021). Secondly, Burnout, which discusses that tiredness and disappointment are induced by inability to obtain the desired reward in job, life or relationships (M. Alshurideh et al., 2022; Tariq et al., 2022a). Humans normally respond with different behaviors to stress. Burnout signs shifts in people's social lives and job behavior. Thirdly, Stress can physiologically influence individuals. If the body is under intense environments, hormones are emitted to assist us in the environments (A I Aljumah et al., 2022a). The body then seeks physical changes to relieve pain. Such improvements will return to usual after some time (Khan et al., 2022). Nevertheless, the physiological changes will continue if traumatic circumstances

affect an individual continuously. Stress in the shape of headaches, backaches, loosening of appetite, etc. slowly develops (H. M. Alzoubi et al., 2022f). We'll consider the 3 types of stress. Its dimensions include;

- **Dissatisfaction / motivation**

When we discuss the job-stress satisfaction level, we will be considering the work and its environment. This can result from position in the job, programs for job advancement, job engagement and being a membership. All of this can affect how much motivated employees feel to work (Aziz et al., 2023; Nuseir and Aljumah, 2020).

- **Social structure**

A person can have different roles in society. For example, the same individual can be a worker, son, brother and so on. Work-family conflict rise from the fact that family can affect the working life of an individual and vice versa. This is a conflict coming from the gap between the two roles. Stress in one of these can affect the other causing serious problems like depression) El Khatib et al., 2022(.

- **Job complexity**

Once the job is being more complex, higher levels of stress are recorded. Complexity can include two work stressors, which are "time pressure" and "Limitation of the situation". Time Pressure is the intensity of the employee's emotions when he/she has an insufficient amount of time to do work. Limitation of Situation represents the obstacles that hinder staff from performing their jobs (Al-Dmour et al., 2023) Examples may involve lack of resources, inadequately coordinated teams, or lack of the necessary knowledge (M. El Khatib et al., 2022; Nuseira and Aljumahb, 2020).

2.3. Job performance

Performance can be addressed in 3 distinct ways. Firstly, the task performance. Bad managers' activities typically imply weak decision-making. The length, costs and characteristics of building projects are three specific metrics for assessing job

efficiency of a manager. Secondly, the interpersonal performance, describes that various parties such as the client, the design manager, suppliers, developers and sub-contractors are frequently interested in building ventures (Taher M. Ghazal et al., 2023). The performance of the ventures is directly influenced by coordination and engagement with stakeholders (Aljumah et al., 2020). Thirdly, operational performance, which applies generally to the financial effect of weak employee on an enterprise, such as the company's retracting actions. The action of withdrawal can occur if there is a discrepancy between corporate and workers values. For example, missing project meetings or even quitting the organization (H. M. Alzoubi et al., 2022b). The dimensions we will discuss include;

- **Performance evaluation**

To measure the extent of success workers have reached to, we can measure the level a task has been fulfilled to. Giving a feedback about the performance of employees in different aspects, like in the job, skills or even the weaknesses, describes this dimension (A I Aljumah et al., 2022b; El Khatib et al., 2021). This can help with putting the right person in the right place, showing employees their success, arranging training courses to help them improve, and determining the worth-salary level (Blooshi et al., 2023).

- **Organizational citizenship behavior (OCB)**

OCB (Nadzri et al., 2023) is an extra-role behavior; workers are involved in which is not directly part of their work duties, which involves supporting the organization, assisting staff with tasks or issues, and creating and maintaining interpersonal relationships (El Khatib and Ahmed, 2020).

- **Self-efficacy**

Self-efficacy is defined as an individual's confidence in his or her capacity to perform a particular task (Arshad et al., 2023). According to social cognitive theory, self-efficacy relates to the assumption that one has the potential to "mobilize the motivation, cognitive resources, and courses of action required to satisfy

defined situational demands" (Gaytan et al., 2023). Previous studies have shown that self-efficacy predicts significant work-related outcomes, such as workplace behaviors (Saks, 1995), preparation skills (Aljumah et al., 2021a), and job performance (T M Ghazal et al., 2023c).

3. LITERATURE REVIEW

3.1 *The Relationship between Employee Creativity and Job Stress*

To start off, we will be describing the impact of the individual creativity and its dimensions on job stress and its dimensions.

Firstly, the mood of individuals and their personal perspectives play the biggest role on forming their creativity (Aljumah et al., 2021b). This also affects the level of satisfaction they have toward their job. For example, the exact same job can be the dream job for a worker, but the worst one for the other (Alzoubi et al., 2019; Tariq et al., 2022b). Especially when we talk about industrial industries, which have a lot of work to do, workers can have different moods affecting their motivation to work and so, they start to feel more job stress (A I Aljumah et al., 2022b; Bawaneh et al., 2023; Kassem and Martinez, 2022; Nasifoglu Elidemir et al., 2020). On the other hand, more positive moods and optimistic view of the work can increase the satisfaction (Varma et al., 2023).

According to (Ghazal et al., 2021), moods and personal factors also affect how a worker is functioning according to his social structure. Bad moods create higher pressure in the social structure dimension; this creates more responsibilities and expectations, which increase the work stress (Mubeen et al., 2022). Sometimes, this can create real effects on job, due to change in the level of focus. Finally, good attitude can change the way a worker takes the job complexity (Muhammad Alshurideh et al., 2023; Jamal, 1984; M T Nuseir et al., 2022a). Creativity that comes from this perspective, highly affect the stress resulting from complexity. Bad moods can leave workers focusing on their jobs from the complex side and stressing about the long working hours. This can lead to a disaster (Akour et al., 2021; AlDhaheri et al., 2023).

Secondly, different job characteristics can give individuals various levels of creativity, creating

different perspective about the satisfaction and motivation of work (Yasir et al., 2022)

. In industrial industries, the job description can be changed from time to time according to many factors, affecting the job stress workers feel (Alhamad et al., 2021). The way job is discussed with workers can affect the way they behave and look at their social structure, making them recognize the gap between the roles they play and thus impact the job stress (Al-Kassem et al., 2022; Aljumah et al., 2023; E. Khatib et al., 2022). The job, required skills, and evaluation of it usually characterize the complexity address in the job (Nuseir et al., 2021). The individual creativity which we try to get from the mentioned earlier, can be required at high levels from workers in industrial industries, this will increase the stress coming from the job, due to increasing the complexity of the job to reach the expected quality (El Khatib and Ahmed, 2018; T M Ghazal et al., 2023b).

Thirdly, Mastery, which explains the way an individual works on recovering from the work environment that he or she has spent a lot of time in (A. Al-Marouf et al., 2021; Gulseven and Ahmed, 2022). Recovery is achieved by practicing activities outside the organization that help clearing the mind like attending courses not related to work, practicing a hobby, developing an art talent or other practices (Khatib and Opulencia, 2015; M T Nuseir et al., 2022b). Mastery helps with relieving the stress out individual's nervous system (Farrukh et al., 2023). This happens by increasing the level of satisfaction, reducing the gap between different social structures and handling the job complexity (R. S. Al-Marouf et al., 2021b). Mastery is important in industrial industries because if workers and managers can't recover from pressure they will not be creative enough due to stress. According to the above discussion, we developed the following hypothesis:

H1: Individual creativity can impact job stress.

3.2. *The Relationship between Job Stress and Job Performance*

Then, we are going to explain the second relationship between job stress and performance based on their dimensions. Stress certainly affects managers' job efficiency, especially in the face of growing market demands, pressures and uncertainty.

Dissatisfaction in the job leads to less quality, efficiency and effectiveness. It will definitely affect the work atmosphere, making it more tensioned and weakened (H. M. Alzoubi et al., 2022d). More wasting of time, irregular attendance and fines can also occur. All of this affects the organization and its outcomes (El Khatib, 2015). This will be noticed in the performance of industrial industries through the evaluation and level of success for projects (T M Ghazal et al., 2023b; Nuseir et al., 2020). Also, the extra roles workers do to support the organization may not reach to the end. Managers can refuse to work with individuals on the job or in their private lives (Abudaqa et al., 2022; El Khatib et al., 2019). Low interest and enthusiasm at work because of long-term dissatisfaction and constant complaining about little achievement influence the operating efficiency of managers and therefore the success of a project indirectly (Khatib et al., 2016). The problems of people including pressure, anxiety, worry, despair and tiredness resulting from their work or families make it impossible for them to perform their best in their job. This is basically because work and family are of the main parts of a worker life (R. S. Al-Marouf et al., 2021a; Nuseir and Aljumah, 2022). Effects from this dimension can be immediately noticed when evaluating the work and OCB (T M Ghazal et al., 2023a).

As employees sometimes work better with time pressure, accordingly stress can be positively related to performance (Ahmad Ibrahim Aljumah et al., 2022b; Alzoubi et al., 2020; El Khatib and Ahmed, 2019). An individual may assume that he or she will perform best under a certain amount of time pressure, realizing that it pushes him or her to work harder, quicker and longer. Better results of success can be measured and workers may be more encouraged to do extra to support the industry (Amiri et al., 2020). For example, in the performance of a mission, managers are usually called essential persons (El Khatib et al., 2020b). Managers have a position to play not just in the planning, coordination and supervision of the project team, but also in the management of complex scheduling constraints (Al-Kassem et al., 2022; Nuseir, 2020). With this load of work to do it is normal for them to experience high levels of stress (I. A. Akour et al., 2022; Muhammad Turki Alshurideh et al., 2022c).

Moreover, being stressed, leads to not being able to

be creative at the workplace, not being able to be creative leads to depression and turns the working life into a daily routine, in which the individual is suffering to finish in a daily manner, leading to lower self-esteem towards work and accordingly lower performance levels (Sakkthivel et al., 2022). Too much stress will have bad results on professionals. While insufficient stress can lead to dull and a lack of focus, or inspiration (Al-Kassem et al., 2013). Only "normal" tension is known to be safe, efficient, and effective in the achievement of individual performance (Nuseir and Elrefae, 2022). According to the discussed literature, we reach to the following:

H2: Job stress can impact job performance.

3.3. *The Relationship between Employee Creativity and Job Performance*

Also individual creativity affects the job performance through the dimensions.

Creativity in this relationship can be considered as the process of finishing work or enhancing the performance innovatively (Hani Al-Kassem, 2021; M. El Khatib et al., 2021). Good mood lead to creativity and doesn't only define the success of an organization, but also makes productive collaboration simpler between employees. Once workers become innovative at work, they create improved ways of operation (Ahmed et al., 2022). Empirically, it has been shown that individuals become more successful in a good mood (Al-Kassem, 2017; Al-Marouf et al., 2022a). Improved versatility in thinking and knowledge leads to improvements in conflict solving and productivity among workers and tends to enhance the efficiency of these workers (Akour et al., 2023; Nuseir, 2021). Better moods coming from individuals reflect more superior performance shown through projects and higher support for the organization (M Alshurideh et al., 2023; El Khatib et al., 2020a).

Job characteristics of industrial industries can bring more and more creativity to the work. This increases the positive results and can create better interpersonal relationship between workers. All of this reflects on the industry outcomes.

(I. Akour et al., 2022) investigated, relaxing from the work stress and detaching from the working environment by focusing on other interests has a great impact on the clarity of the mind of the individual. According to (Muhammad Turki Alshurideh et al., 2023c; Kurdi et al., 2022a), this

helps regenerating the power and strength of the employees into coming back to performing the tasks assigned to them in a more creative way (Aityassine et al., 2022; Al-Kassem et al., 2012; E. Khatib et al., 2021). This is through coming up with new ideas and innovative solutions, leading to excellent, even outstanding performance outcome (Muhammad Turki Alshurideh et al., 2022a).

When employees are having the chance to get the mind-peace required for them to regenerate themselves, this impacts the self-efficacy and self-esteem of the employee and make them feel innovative, creative or useful (Kurdi et al., 2022b; Mat Som and Kassem, 2013). This will make them more related to the job and loyal enough. According to the discussion, we developed the following hypothesis:

H3: Individual creativity can impact job performance.

3.4. *Relationship between Employee Creativity and Job Performance with mediating role of Job Stress*

The bulk of activities for industrial firms are deemed repetitive and standardized, this affect the generation of individual's creative ideas, which in return increases the level of job complexity and stress (Muhammad Turki Alshurideh et al., 2023b). Therefore, the outcomes of performances will tend to be worse than expected (Khatib, 2022). When workers find their work exciting, significant, valuable, easy to recover from, self-sufficient, and demanding, they tend to give more good ideas and make the most of the commitment in the success and development of their jobs (Al-Awamleh et al., 2022; Al-Kassem, 2014). This is because they will be more motivated due to functioning in a healthy environment, allowing creativity levels to increase and complexity tasks to be simplified. All of this will be reflected on the final performance and results of projects (Al-Marouf et al., 2022b). The framework in which researches are done shows that the effect of positive mood on creativity and production is moderated by job complexity (H. M. Alzoubi et al., 2022a). In realistic words, workers should understand the optimistic effect of the attitude of their staff and how effective work design will affect their behavior and performance (Muhammad Turki Alshurideh et al., 2023a). According to the discussion, we developed the following hypothesis:

H4: Employee Creativity has positive impact on job performance with mediating role of Job Stress.

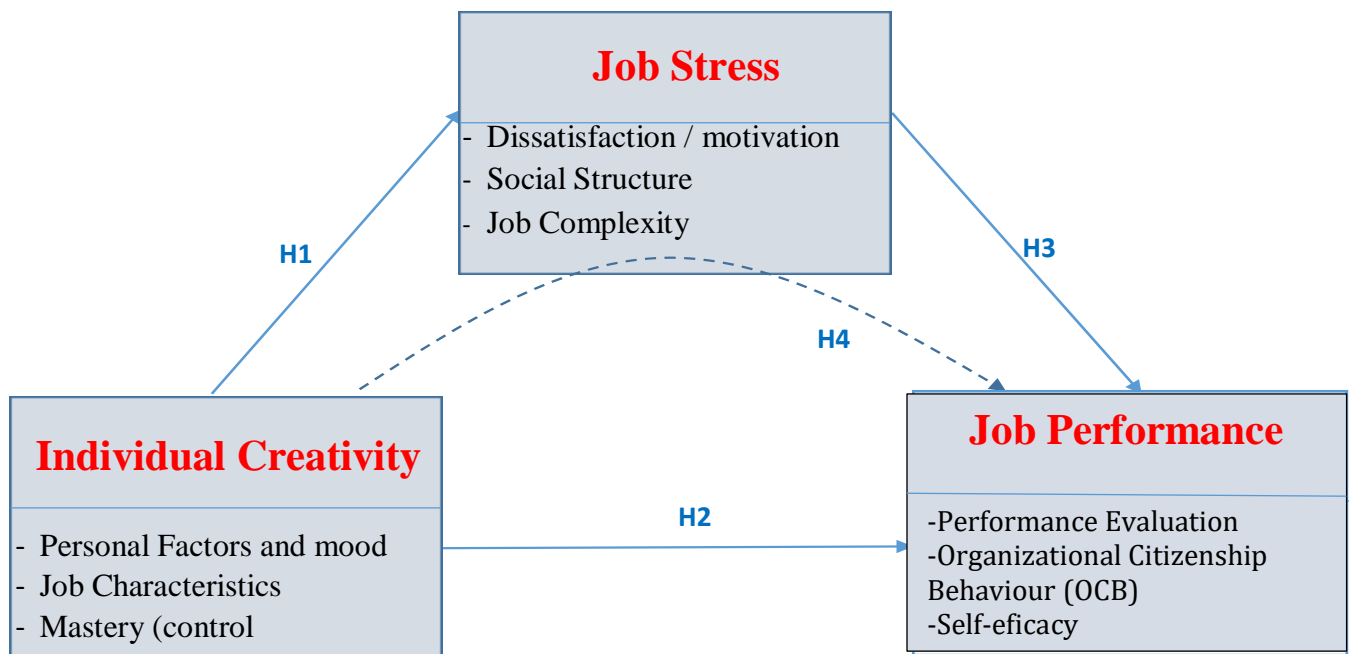
3.5. Problem statement

There are not enough researches done for the variables we are conducting together. The effect of the dimensions on each other is not clear enough in the chosen industry. This may lead to some conflicts and when we talk about industries, failure or even small mistakes that can lead to serious huge issues. Also, each one of the chosen variables has an effect on the industry and the way it functions. Yet, each one of them may affect the other and create a positive or negative relationship. The critical areas need to be clarified and taken care of to avoid any undesired issues. The less critical areas need to be supported to enhance the job performance, with less stress and more creative individuals.

The information we need to know was addressed in the research, which is the impact of job stress and the creativity of the individual on the performance of the job handled by the employees either individually or in a team. We have focused on how stress at the work environment can affect the performance of the employee and also how it's

affected by the ability to be creative if the working environment is stressful. We studied the relationship between creativity of individuals and its impact of performing the tasks assigned to employees. We have also clarified how employees' creativity helps enhancing performance (Ahmed and Nabeel Al Amiri, 2022; Lee et al., 2023).

The reason why we have selected this research is that scholars have paid less attention to an individual's personal characteristics, and there has been very limited research in which both personal and contextual characteristics are integrated. Unfortunately, relatively little attention has been paid to the performance of individuals as an outcome influenced by mood, or to the mediation of creativity in the relationship between positive mood and individual performance (Abudaqa et al., 2021). Also because there is no enough attention was given to industrial industries in studying the effect of mood on creativity, performance and stress. Furthermore, industrial industries create the infrastructure we live on. So, even little mistakes are not allowed.



4. METHODOLOGY

The targeted population is the SMEs of the Industrial companies in the UAE (manufacturing and construction). Such as; Production of construction materials Industries, Food and

Beverage Production Industry, clothing and textiles Industry, Mechanical engineering, metal products and equipment manufacturing Industries. The size of population is around 64,000 industries. We have chosen this population because the UAE

has a high economic growth and therefore, it conducts many industrial activities, making it easier to get the required data.

The population is so big and we can't reach it all, which makes it hard to obtain accurate information. That's why we decided to take a sample and make it clustered, including only companies in Dubai. Our sample is considered of the top 660 SMEs in Dubai, which matches the minimum sample number required according to the population. The top performance will be according to the standards that the UAE, and especially Dubai, value. It is hard to determine the number of companies in our industry, especially in Dubai, the economic capital, so we decided to focus on the top-performance industries to make it easier.

The main instrument to collect data is through an empirical questionnaire. The Unit of Analysis

(respondents): we have addressed the HRs of each of the sample industries and requested them to distribute our survey on their workers of different level like, HR, research and development, labors, engineers, etc.. The distribution and collection will be through our email to keep high level of confidentiality. We chose them because we believe that they are skilled enough to recognize the variables we are talking about, especially that they take them into consideration when hiring.

5. EMPIRICAL ANALYSIS

Based on the below mentioned questionnaire the study construct were measured to evaluate the responsiveness of employees regarding creative working, bearing job stress and improving job performance. The questionnaire was divided into three section based on each construct.

Table 1 : Employee Creativity

1 st Independent variable		<u>Strongly disagree</u> <u>1</u>	<u>Disagree</u> <u>2</u>	<u>Neutral</u> <u>3</u>	<u>Agree</u> <u>4</u>	<u>Strongly agree</u> <u>5</u>
Dimension-1 Personal Factors and mood	The personality and interpersonal aspects can affect innovation and creativity negatively, if the person can't differentiate between work and personal life.					
	The key factor in problem solving is to collect creative ideas from individuals, rather than groups.					
	Solving any problem needs a good clear mood to be able to come up with a creative solution.					
Dimension-2 Job Characteristics	Individual creativity is the main source of creativity in an industry.					
	Individuals can be more creative when they work alone, rather than working in groups.					
	Individuals in higher level positions are not as creative as the ones of lower level positions due to the amount of tasks assigned to each.					
Dimension-3 Mastery (control, development, skills)	Individuals being able to detach from their work has a good impact on their recovery that will lead to easily coming up with new ideas and performing the tasks assigned to them.					
	Having courses and attending classes outside the organization is a helpful recovery method that assets individuals to come back with					

	greater energy and clearer head.					
	creative activity and mastery experiences have valuable resources, such as skills, knowledge, and competency values, which can be carried over into the workforce.					

Table 2 : Job stress

2 nd Independent variable 2-IV		Strongly disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly disagree 5
Dimension-1 Dissatisfaction / motivation	Higher job stress levels lead to lower levels of satisfaction.					
	Job dissatisfaction is not a result of job stress.					
	Satisfaction at workplace leads to motivation into performing the tasks					
Dimension-2 Social Structure	The environment distraction should not be ignored as that it leads to higher job stress.					
	The job stress results only from environmental and social stress.					
	Having healthy engaging social life helps in relieving the work stress					
Dimension-3 Job Complexity	The more complex a job is, the more stressed it will be.					
	The job stress is mainly measured by how complex a job is.					
	The job stress varies according to the complexity of the job, not vice versa.					

Table 3: Job performance

Dependent variable DV		Strongly disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly disagree 5
Dimension-1 performance evaluation	Continuous evaluation of the tasks performed helps enhancing the quality of the performance					
	Working with positive productive employees and leaders can increase the quality of the job performed.					
Dimension-2 Organizational Citizenship Behavior (OCB)	Being involved in non-work duties, such as supporting the organization, assisting staff with tasks or issues, and creating and maintaining interpersonal					

	relationships can enhance the creativity of the performance.					
	The ability to act independently from a procedural pattern and to find creative approaches to accomplish tasks leads to creativity in job performance-outcome					
	Getting a good recovery from work can lead to better performance outcomes					
Dimension-3 Self-efficacy	Individual's confidence in his or her capacity to perform a particular task, has an effect on job performance					
	Having high level of self-efficacy can get individual to perform tasks at workplace more efficiently and creatively.					

6. DISCUSSION

H1: Individual creativity can impact job stress

The relationship between employee creativity and job performance has been a topic of interest and debate in organizational psychology and management literature. While some studies suggest a positive association between employee creativity and job performance, others present a more nuanced perspective.

Measuring creativity is inherently challenging due to its subjective nature. Assessing the level of creativity in job performance requires the use of subjective judgments or ratings, which can introduce biases. Different raters may have varying interpretations of creativity, leading to inconsistencies in measurement and potentially affecting the observed relationship with job performance.

Employee creativity is often task-specific, meaning that it may be more relevant and beneficial for certain job roles or tasks than others. While creativity might be highly valued in some domains, such as marketing or product development, its impact on job performance may be less pronounced in more routine or structured roles. Therefore, the relationship between creativity and job performance may depend on the specific context and the nature of the job.

Engaging in creative endeavors often requires time and effort, which may divert resources away from

other job-related tasks. Employees who invest significant effort in generating novel ideas and solutions may allocate less time to routine tasks or established job responsibilities. This trade-off could potentially impact overall job performance, leading to a more complex relationship between creativity and performance.

The relationship between employee creativity and job performance may be influenced by the level of fit between an individual's creative tendencies and the job requirements. When employees are given opportunities to utilize their creative skills in tasks that align with their strengths, the positive impact on job performance is more likely. However, if the job does not allow for the expression of creativity or if an individual's creative abilities are not well-matched with the job demands, the relationship may be weaker or even negative.

The organizational context plays a crucial role in facilitating or inhibiting the relationship between employee creativity and job performance. Factors such as managerial support, resources, and recognition for creative efforts can influence employees' motivation and willingness to engage in creative behaviors. Lack of support or a culture that does not value or reward creativity may diminish the impact of employee creativity on job performance.

Although creativity is often regarded as a positive attribute, it can also have potential downsides. Highly creative individuals may generate

unconventional ideas that do not align with organizational goals or constraints. This may result in inefficiencies, conflicts, or suboptimal outcomes, ultimately affecting job performance. Balancing the benefits and potential risks of employee creativity is essential for a comprehensive understanding of its relationship with job performance.

The impact of employee creativity on job performance may not always be immediate or easily observable. Some creative ideas or initiatives may take time to materialize and demonstrate their impact on performance. Therefore, assessing the relationship between creativity and job performance solely based on short-term outcomes may not capture the full picture.

Mediating factors: Various mediating factors can influence the relationship between employee creativity and job performance. Factors such as job autonomy, task complexity, team dynamics, and leadership support can moderate or mediate this relationship. Neglecting the influence of these mediating factors may oversimplify the understanding of how creativity relates to job performance.

H2: Job stress can impact job performance

The impact of job stress on job performance has been a topic of significant interest in organizational psychology and management research. While many studies have found a negative relationship between job stress and job performance, it is crucial to critically examine the complexities and potential limitations of this relationship.

Job stress is a multifaceted construct that encompasses various dimensions, including workload, time pressure, role ambiguity, interpersonal conflicts, and organizational constraints. Different individuals may experience and perceive job stress differently, making it challenging to generalize the impact on job performance. Focusing solely on overall job stress without considering specific stressors or their interactions may oversimplify the relationship.

Individuals differ in their resilience, coping mechanisms, and ability to manage and adapt to stressful situations. While some individuals may experience a decline in job performance when faced with high levels of stress, others may exhibit resilience or employ effective coping strategies to mitigate the negative impact. Therefore, the

relationship between job stress and job performance may vary depending on individual differences.

The relationship between job stress and job performance can be influenced by various moderating factors. Factors such as job control, social support, and personal resources can mitigate or exacerbate the impact of job stress on job performance. Neglecting these moderating factors can lead to an incomplete understanding of the relationship and its implications.

The relationship between job stress and job performance may not be a simple linear association. There may be a threshold or curvilinear relationship, indicating that moderate levels of stress can enhance performance, while extremely high or prolonged levels of stress can have detrimental effects. Failing to consider the non-linear nature of the relationship can lead to oversimplification and misinterpretation of the findings.

The relationship between job stress and job performance can be mediated by various factors. For example, job satisfaction, organizational commitment, and psychological well-being can act as mediators, influencing the strength and direction of the relationship. Ignoring these mediating factors may overlook important mechanisms through which job stress impacts job performance.

H3: Individual creativity can impact job performance.

Many studies have found a positive association between individual creativity and job performance, it is important to critically examine the complexities and potential limitations of this relationship.

Subjectivity in measuring creativity: Measuring individual creativity is a challenging task due to its subjective nature. Assessing creativity often relies on subjective judgments, ratings, or self-reported measures, which can introduce biases and measurement error. Different raters may have different interpretations of creativity, leading to inconsistencies in measurement and potentially influencing the observed relationship with job performance.

Task-specific creativity: Individual creativity may be task-specific, meaning that it may be more relevant and beneficial for certain job roles or tasks

than others. While creativity might be highly valued and have a significant impact on performance in certain domains, such as innovation or problem-solving, its relevance and impact may be less pronounced in more routine or structured job roles. Thus, the relationship between individual creativity and job performance may depend on the specific context and job requirements.

Time and effort trade-off: Engaging in creative endeavors often requires time, effort, and cognitive resources. Individuals who invest significant effort in generating novel ideas and solutions may allocate less time to other job-related tasks or established responsibilities. This trade-off could potentially affect overall job performance and introduce a more complex relationship between individual creativity and performance.

Organizational support and recognition: The organizational context plays a crucial role in fostering and leveraging individual creativity. Factors such as organizational culture, support for creative ideas, resources, and recognition for creative efforts can influence employees' motivation and willingness to engage in creative behaviors. Without organizational support and recognition, individual creativity may not translate into improved job performance, as employees may perceive limited opportunities or face barriers in implementing their creative ideas.

Creative idea quality and feasibility: Not all creative ideas generated by individuals are equally valuable or feasible. While creativity is often associated with generating novel and original ideas, the quality, applicability, and practicality of these ideas can vary. Evaluating the impact of individual creativity on job performance should consider the extent to which the creative ideas contribute to tangible outcomes, innovation, problem-solving, or improved work processes.

4. CONCLUSION

employees' creativity is a powerful tool in mitigating job stress and achieving job performance. By cultivating and harnessing creativity in the workplace, individuals can develop innovative solutions, find emotional release, and contribute to a positive work culture. Organizations that recognize and nurture the creative potential of their employees will undoubtedly reap the benefits of reduced stress,

increased job satisfaction, and enhanced overall performance. Therefore, it is crucial for both individuals and organizations to embrace and prioritize creativity as an essential component of a successful and stress-free work environment.

Furthermore, fostering a work culture that encourages and values creativity can significantly contribute to stress reduction and improved performance. Organizations that promote open communication, collaboration, and idea-sharing provide employees with the opportunity to express their creativity freely. This inclusivity not only empowers individuals but also fosters a sense of ownership and engagement in their work. Feeling valued and supported in their creative pursuits, employees are more likely to experience reduced stress levels and exhibit higher levels of job satisfaction and performance.

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