

Being Creative: Role of Social Work Environment and Psychological Empowerment in developing Job Satisfaction

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ABSTRACT

In recent times, the employee creativity and job satisfaction are considered as two of the most significant factors for organizational sustainability and development. This research examined the relationship of Psychological Empowerment (PE) and Social Work Environment (SWE) on Creativity which results in employee Job Satisfaction (JS). Population selected for this particular study was Pakistan Telecommunication Company Limited (PTCL), at Quetta region. Simple random sampling was carried out among the employees of 17 to 21 grade. IBM SPSS and AMOS were used to further analyze the data through Structural Equation Modeling (SEM) technique on the sample of 210 respondents. The results of this study revealed that there was strong impact of social work environment and psychological empowerment on creativity that causes job satisfaction. This study augments the existing literature by enlightening the process through which employee creativity has a significant effect on job satisfaction. Furthermore, this research study presents strong theoretical foundations along with the managerial implications that could be used by the policy and decision makers in telecommunication sector.

Key Words: Employee Creativity, Psychological Empowerment, Perceived Organizational Support, Job Satisfaction.

1. Literature Review:

For an innovative organization, one must have to focus on employee creativity and it will be the source of competitive advantage as well (Amabile, 1988; Zhou, 2003; Oldham & Cummings, 1996). For this purpose, organizations are interested in fostering creativity and focus on motivating

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employees' creativity (Oldham, 2003). According to Amabile (1988), creativity is defined as the generation of useful and new ideas concerning processes, products and procedures at work. The work done in a creative way is valuable for the employee as well as for the organization (Mumford, 2003). Dul and Ceylan (2011), argued that managers should focus on both, the profit of the organization as well as the initiating new, useful and innovative ideas.

Shalley and Gilson (2004), concluded that social work environment is helpful not only to the employees who perform creative tasks but also in generating new ideas and innovation in an organization. Scholars examined that there is a strong impact of environmental characteristics on creativity (Oldham & Cumming, 1996). Another variable that affects creativity in an organization is PE which plays an important role in influencing employee creativity (Zhang & Bartol, 2010). Empowerment was defined by Thomas and Velthouse (1990), as a formation of intrinsic tasks. Five dimensions (cognitions, self-determination, meaning, competence, and impact) have been identified for Psychological empowerment (Spreitzer, 1995).

Meaning is defined as a match between employee's requirements of job, their beliefs, value and behavior (Hackman & Oldham, 1980; Brief & Nord, 1990). *Competency* is defined as an individual's energy to perform task along with appropriate abilities (Gist, 1987). SD is known as choice of an individual for any sort of initiative (Deci, Connell & Ryan, 1989). Finally, *Impact* is the last cognition which scholars defined as an extent to which one can control all activities in an organization (Ashforth, 1989).

Creativity can cause employee job satisfaction. Job satisfaction is defined by different authors in a different way. According to Hoppock (1935), physiological, psychological and environmental conditions combine to form job satisfaction, in which an employee can say that he is satisfied with his job. A set of factors is presented by job satisfaction which causes a feeling of being satisfied (Aziri, 2011). Mullin (2005), stated that job satisfaction is linked directly with the employee's personal feelings, either it can be qualitative or quantitative.

2. Conceptual framework:

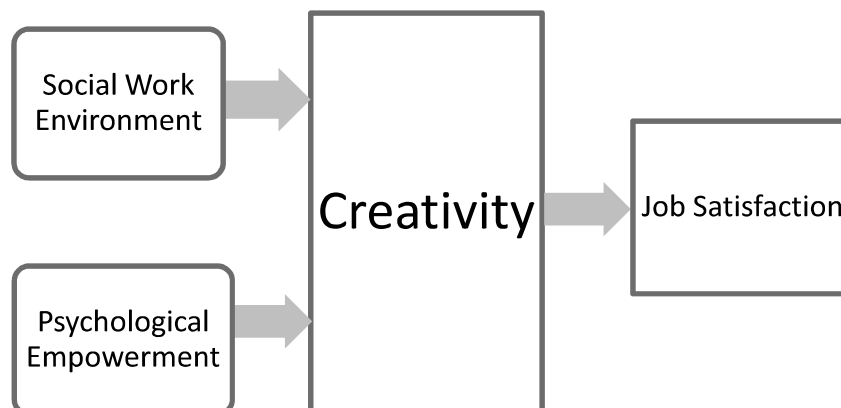


Figure 1: Impact of Social work environment and Psychological empowerment on Creativity that leads to JS

This conceptual model was built to study the interdependency of variables of interest as shown in figure 1. In this study, a framework was divided into two parts; in the first part, social work environment and psychological empowerment were treated as independent variables, whereas creativity was treated as a dependent variable. In the second part, creativity was treated as an independent variable and JS was treated as a dependent variable.

3. Research Design and Methodology

To study the effect of variables, a quantitative research was conducted and self-administered questionnaires were distributed among the employees of PTCL. 210 employees of PTCL responded to it. Likert scale was used in the questionnaire. "Statistical Package for Social Sciences (SPSS)" was used to examine the data and the relationship between variables was tested by correlation and Structural Equation Model (SEM).

4. Variables and their Measures:

An instrument, Creativity Development Quick Scan (CDQS) was used to measure social work environment, this instrument was developed by Dul and Ceylan (2007). The four dimensions of Psychological empowerment were measured using different scales; Tymon (1988), developed a scale which was used to measure meaning; the scale developed by Jones (1986), was used to measure the second construct competence. The SD construct was measured by using the scale of Hackman and Oldham (1985), and dimension of impact by adopting the questionnaire of Ashforth's (1989) scale. Mueller and Thomas (2001), developed a scale which was used to measure creativity. JS questionnaire was adopted by the famous scale of Price and Mueller (1981).

5. Correlation:

Table 1.1 Inter items correlations

	Mean	Std. Deviation	Correlations			
			SWE	PSYEMP	CREAT	JS
SWE	4.81	.68	1			
PSYEMP	5.22	.78	.42**	1		
CREAT	3.69	.49	.33**	.350**	1	
JS	3.74	.73	.19**	.328**	.190**	1

**.* Correlation is significant at the 0.01 level (2-tailed).*

The first variable in this study was social work environment which was treated as independent variable and creativity was treated as dependent variable. SWE and creativity showed positive relationship ($r=.33$, $p=.00$). Psychological empowerment was second independent variable in this study. Correlation was tested between PE and creativity, which shows it cause (.35) percent variation on dependent variable.

In the second part of the model, the correlation was tested between creativity and JS. Creativity was treated as independent variable and job satisfaction was treated as dependent variable. The correlation between creativity and job satisfaction was strong. It was concluded that creativity have strong relationship with job satisfaction (.19).In order to check the hypothesis of study we run AMOS 23 version

6. Hypothesis Testing:

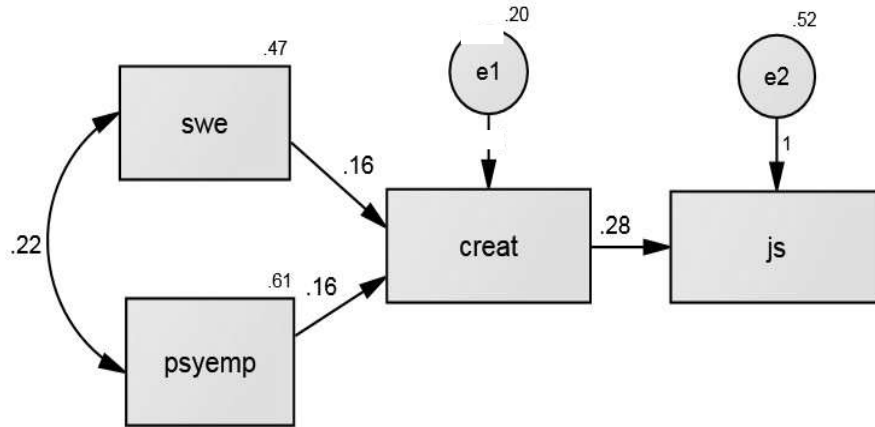


Fig 1.1 CFA path analysis

Psy Emp= Psychological Empowerment;SWE=Social Work Environment; JS = job satisfaction& Creat= Creativity

CFA was run to check the model fit and all the values of model fit “RMSEA= 0.08, CFI= 0.944,GFI= 0.81,TLI= 0.80 and NFI= 0.66” shows that model fit is not fit well.To modify the values, modification index was run.After co relating the PsyEmp and SWE the appropriate values of fit indices were achieved. Hence, “RMSEA= 0.07, CFI= 0.96,GFI= 0.83,TLI= 0.86 and NFI= 0.70”. Table 1.2, represents the outcome of model fitthat data fits the model well. Beta values showed the acceptance and rejection of hypothesis.

Table 1.2.

χ^2	CMIN/df	RMSEA	CFI	GFI	TLI	NFI
26.1	2	0.07	0.96	0.83	0.86	.70

In order to check the hypothesis Beta values were examined. The results proved that the beta value was 0.16 ($\beta=.16$) between SWE and creativity. Which indicates that 1% change in SWE will effect .16% change in creativity. Similarly, ($\beta=.16$) between PE then there would be 0.16% change in creativity. The path between Creativity and JS was ($\beta=.28$).

7. Conclusion

Research was carried out to explore the relationship between SWE, PE on creativity which causes JS. PTCL is a service sector organization where role of SWE and PE can be best observed and validated with our results. For employees this model showed the accurate results when they are in service sector. Results of this study indicated that PE has special influence on creativity but this is conducive with the presence of SWE. This research specifies the antecedents of creativity and consequences of creativity. In future it is highly recommended that role of creativity must be checked as mediator along with other potential variables.

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