





# **Impact of Role Clarity on Job Performance: A Mediated Moderation Model of Work Overload, Quality of Work Life & Creative Problem Solving Capacity**

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**by**

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It is certified that research work done in this thesis “Impact of Role Clarity on Job Performance: A Mediated Moderation Model of Work Overload, Quality of Work Life & Creative Problem Solving Capacity” has been conducted under my supervision to my satisfaction by Ms. Sania Iftikhar, ID,F2017092021, of MS(MGT) program .

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## Abstract

The research was directed to examine the research gap which highlights the importance of role clarity and work overload in aviation sector. Similarly, this study has explained one of the solutions (Role clarity) to mitigate and two tools (Quality of work life, creative problem solving capacity) to fight with work overload. The supported theory is COR which defined that individuals strive to retain, protect and build resource and the things, which threaten them, are probably or actually loss of their valued resources. Importance of role clarity and role of moderators (QWL, CPSC) are the questions that are answered in the research. Data was collected from 500 aviation employees in an organizational setting. Whereas data was collected through longitudinal design where at time 1 employees' responded about their role clarity, work overload, quality of work life and creative problem solving capacity while at time 2 their respected supervisors' rate their job performance. Process Hayes model 4, 2 and 16 were used for statistical analysis. The results depicted full mediated double moderation while explaining the fact that clarity of roles does reduce work overload of employees or in other words, role clarity has an inverse relationship with work overload. Whereas quality of work life and creative problem solving capacity act as life savers for job performance in case of being overloaded with work. The results explained the need of trainings at organizational levels which cultivate creative problem solving capacity in employees. Similarly, the implementation and prudence of quality in working life and clarity of roles was also highlighted in the research. However, detailed results, limitations, future research directions, theoretical and practical implication are also discussed.

### **Keywords:**

Role Clarity, Job Performance, Work Overload, Quality of Work Life, Creative Problem Solving.

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## Table of Contents

Abstract.....	i
Chapter 1 .....	1
1. Introduction.....	1
1.1 <i>Background</i> .....	1
1.2 <b>Problem Statement</b> .....	9
1.3 <b>Rationale of the Study and Research Gap</b> .....	10
1.4 <b>Research Questions</b> .....	13
1.5 <b>Research Objectives</b> .....	13
1.6 <b>Significance of the Study</b> .....	13
Chapter 2 .....	17
1.1 <b>Definitions of Role Clarity</b> .....	17
1.1.1 <i>Literature Review of Role Clarity</i> .....	17
2.2 <b>Definition of Work Overload</b> .....	20
2.2.1 <i>Literature Review of Work Overload</i> .....	20
2.3 <b>Definition of Job Performance</b> .....	23
2.3.1 <i>Literature Review of Job Performance</i> .....	23
2.4 <b>Definition of Quality of Work Life</b> .....	27
2.4.1 <i>Literature Review of Quality of Work Life</i> .....	27
2.5 <b>Definition of Creative Problem Solving Capacity</b> .....	32
2.5.1 <i>Literature Review of Creative Problem Solving Capacity</i> .....	33
2.6 <b>Hypothesis Development and Theoretical Framework</b> .....	35
2.6.1 <i>Theoretical Support</i> .....	35
2.6.2 <i>Theoretical Framework</i> .....	39
2.6.3 <i>Hypothesis Development</i> .....	40
Chapter 3 .....	49
3.1 <b>Research Philosophy and Paradigm</b> .....	49
3.2 <b>Research Design</b> .....	49
3.2.1 <i>Sampling Design Process</i> .....	49
3.2.1.1 <i>Research Population and Sampling Technique</i> .....	50
3.2.1.2 <i>Determination of Sample Size</i> .....	51
3.2.1.3 <i>Unit of Analysis</i> .....	51
3.3 <b>Data Collection Procedure</b> .....	51

3.3.1	<i>Time Horizon</i> .....	52
3.4	<b>Study Settings and Type Of Investigation</b> .....	52
3.4.1	<i>Study Setting</i> .....	52
3.4.2	<i>Type of Investigation</i> .....	53
3.5	<b>Measuring Instruments</b> .....	53
3.6	<b>Data Analysis Technique</b> .....	55
	<b>Chapter 4</b> .....	56
	<b>Results and Interpretation</b> .....	56
4.1	<b>Data Preparation and Screening</b> .....	56
4.1.1	<i>Missing Data</i> .....	56
4.1.2	<i>Outliers</i> .....	56
4.1.3	<i>Normality of Data</i> .....	57
4.1.4	<i>Multicollinearity</i> .....	57
4.2	<b>Descriptive Statistics: Respondent’s Profile</b> .....	58
4.2.1	<i>Response Rate</i> .....	58
4.2.2	<i>Respondent’s Profile</i> .....	59
4.3	<b>Frequency Tables and Graphs</b> .....	60
4.3.1	<i>Age</i> .....	60
4.3.2	<i>Gender</i> .....	61
4.3.3	<i>Education</i> .....	62
4.3.4	<i>Tenure</i> .....	63
4.4	<b>Reliability Analysis</b> .....	65
4.4.1	<i>Role Clarity</i> .....	65
4.4.2	<i>Work Overload</i> .....	65
4.4.3	<i>Creative Problem Solving Capacity</i> .....	66
4.4.4	<i>Quality Of Work Life</i> .....	66
4.4.5	<i>Job Performance</i> .....	67
4.5	<b>Correlation Analysis</b> .....	67
4.6	<b>Linear Regression Test</b> .....	68
4.7	<b>Baron and Kenny</b> .....	70
4.7.1	<i>Independent and Dependent</i> .....	70
4.7.2	<i>Mediator and Independent</i> .....	71
4.7.3	<i>Mediator and Dependent</i> .....	72

4.7.4	<i>Mediation</i> .....	73
4.7.5	<i>Moderation by Qwl between Work Overload and Job Performance</i> .....	74
4.7.6	<b>Creative Problem Solving Capacity (Moderation) Between Work-Overload and Job Performance</b> .....	75
4.8	<b>Process Hayes</b> .....	76
4.8.1	<i>Testing Mediation by Using Model 4</i> .....	76
4.8.2	<i>Testing Moderation by Model 2</i> .....	80
4.8.3	<i>Testing Complete Theoretical Framework by Model 16</i> .....	83
4.9	<b>Hypothesis Summary</b> .....	87
Chapter 5	.....	89
5	<b>Discussion on Research Objectives</b> .....	89
5.1	<b>Limitation and Future Research Directions</b> .....	91
5.2	<b>Theoretical Implications</b> .....	93
5.3	<b>Practical and Managerial Implications</b> .....	94
5.4	<b>Conclusion</b> .....	95
Bibliography	.....	96
Appendix A	.....	103
Appendix B	.....	108

## List of Tables

Table 1: Response Rate of Questionnaires .....	58
Table 1: Controlled variables Descriptive statistics .....	59
Table 2: Age of Respondents .....	60
Table 3: Gender of Respondents .....	61
Table 4: Education of Respondents .....	62
Table 5: Tenure of Respondents in Current organization .....	63
Table 6: Role Clarity Reliability .....	65
Table 7: Work-overload Reliability .....	65
Table 8: Creative problem solving capacity Reliability .....	66
Table 9: Quality of work life Reliability .....	66
Table 10: Job performance Reliability .....	67
Table 11: Correlation among variables .....	67
Table 12: Linear regression .....	68
Table 14: Barron and Kenny IV and DV .....	71
Table 15: Barron and Kenny IV and Mediator .....	71
Table 16: Barron and Kenny Mediator and DV .....	72
Table 17: Barron and Kenny Mediation Test .....	73

Table 18: Barron and Kenny Moderation (QWL) test .....	74
Table 19: Barron and Kenny Moderation (CPSC) test .....	75
Table 20: Process Hayes Model 4 Mediation Testing .....	76
Table 21: Process Hayes Model 2 Moderation Testing .....	81
Table 22: Process Hayes Model 16 Complete Model Testing .....	83

### List of Figures

Figure 1: Theoretical Framework .....	39
Figure 2: Barron and Kenny IV and DV .....	70
Figure 3: Barron and Kenny IV and Mediator .....	71
Figure 4: Barron and Kenny Mediator and DV .....	72
Figure 5: Barron and Kenny mediation test .....	73
Figure 6: Barron and Kenny Moderation (QWL) test.....	74
Figure 7: Barron and Kenny Moderation (CPSC) test.....	75
Figure 8: Process Hayes Model 4 Mediation testing .....	76
Figure 9: Process Hayes Model 2 Moderation Testing.....	80
Figure 10: Process Hayes Model 16 Complete Theoretical Model Testing .....	83

### List of Graphs

Graph 1: Age of Respondents .....	61
Graph 2: Gender of Respondents .....	62
Graph 3: Education of Respondents.....	63
Graph 4: Tenure of Respondents in current organization .....	64
Graph 5: Scree plot .....	69
Graph 6: Scatter plot for Multicollinearity diagnostics.....	70

# Chapter 1

## 1. Introduction

### *1.1 Background*

In present century, jobs have become vibrant, complex, ambiguous, non-traditional, and globalized. Employees working in aviation sectors with higher responsibilities need to be clear about their roles in order to strive for favorable results. Clarity is needed for ruling out complex policies and valuable goals that are needed for aviation sector (Henderson, Stackman, & Lindekilde, 2016). Therefore, social science researchers are inclining towards role clarity construct as it is aligned with perception and performance of employees. Role clarity of employees will enhance their empowerment perception within prescribed job and they not feel burdened or overloaded. Contrarily an ambiguous role hinders the employees performing capabilities which make them feel frustrated and they percept themselves overloaded with work (Yadav & Rangnekar, 2016). In aviation, sector higher ambiguity is responsible for heavy costs to be paid by the organization and employees as well. Quality of work life and creative problem solving capacity works as food for favorable outcomes (Carmen, 2018).

Communication and information technology has made the mass communication affordable and approachable for people but air transportation has its own importance and is the integral part of any society's present day lifestyle. Pakistani airline journey started from 1946 when orient airline shifted its operations from Calcutta to independent state of Pakistan. It was named as Pakistan international airline and its primary motto was to travel between East and West Pakistan. Few years later in 1955, it took its first international flight to London (Mushtaq, 2017). The airline was at moon that time and it

had progressed lot. In 1993 Bhoja, air came into market but due to the major crash and operational difficulties, they ceased their operations in 2000. Similarly, Shaheen Air also entered the market in 1993 but as a cargo carrier. After a year in 1994, they started commercial flights as well. In 2004, they revamped their website as another competitor stepped in. The show moved on and Air blue kicked in 2004 with a concept of revolutionizing the local travel and many other attractive features like e-ticketing, self-check-in kiosks and online bookings. Again, Shaheen air got stuck in operational and management issues which made them difficult to survive and they ceased their operations in 2018. Meanwhile in 2017 Serene-air jumped as another private carrier after keen observation of previous failures and success stories (Fatima, 2018).

It is the duty of each researcher to investigate that what happened wrong with respect to his/her area of expertise in that particular case. If we talk about in a management perspective many random job seeking sites showed that Shaheen air employees were overburdened, unhappy of the environment, felt less productive and had ambiguous responsibilities. Many employees complained that management is “unpredictable”, while others were unhappy about the working environment. Some employees clearly said that “we had to do the work we were not cleared about at first place and that workload was to be completed without any extra benefit”. Correspondingly few employees said that it is a good organization with respect to wage or training but when it comes to employee’s growth or creativity there is nothing to rely on. An employee said that “people in Shaheen air were there to only please the top management as the top management rules; there is nothing creative employee can do if he/she even wants in short they don’t have permission to do so”. Lastly according to the employees they lack in professional

personals as well. Additionally unpaid employee's salaries are the record of shaheen air (Indeed, 2018; Z. Tahir, 2018). Similarly PIA has many loop holes regarding their management which includes unqualified and unsustainable employees and environment respectively (Maqbool, 2017). The crux of whole story is that there is need to analyze the management loop wholes of airline industry that are affecting employee's job performance.

Many studies related to airline employees have highlighted the association of work overload with performance which depicts the importance of not being overloaded with work is essential (Durso & Alexander, 2010). Additionally it is quiet important at organization's end to provide a quality working environment that ensures peace of mind for employees as well. Moreover airline industry has a need for innovators and creative thinkers/problem solvers (Caligan, 2016). Motivating employees and providing them a friendly culture which allows them to practice their doodle thoughts and outperform in their jobs are the key successors of world's most successful airlines which were hated once by customers (Roberts and Griffith 2019). A study of aviation industry in Islamabad Pakistan revealed that even employees' performance is not appraised in a justified manner. The appraisers rate the performance of employees according to their set of performance parameters. Whereas some show, leniency and others are extremely strict. 69 percent of employees think that their future goals, development and performance are affected by such moves. The study emphasized that serious managerial implications are required in order to motivate or train employees, plus it will enhance the quality of environment by which employees will grow (Naseer & Ahmad, 2016).

Job performance is the most important construct of employee's behaviors and it is controlled through many conditional and behavioral constructs. It is basically the set of employee's behaviors which contribute towards organizational goals. A study in Pakistan revealed that from the last five years Pakistani banks are facing negative profits and the main reason behind this damage is employee's behavior towards job. Mostly the working conditions which are being provided to them are the root cause for this unproductive behavior (Aftab, 2012). International review of administrative sciences revealed that organizations should recruit employees who are motivated for that particular job as they will have better and clear knowledge and ability that will help them in performing well (Leisink & Steijn, 2009). Another study in Pakistani set up discovered that employee's job performance is highly dependent upon what they get from organization in terms of empowerment, trust and humility. It creates a very cozy environment for employees to work in that enhances their working life and they perform well in their jobs (Hussain & Ali, 2012). As discussed above that job performance of employees play vital role in growth of an organization, it is important to note that what factors hinder this growth. A study conducted on 110 full time employees in Romania revealed the fact that employees with heavy workloads are mentally and emotionally exhausted and this exhaustion embeds in lowering their job performance. It was seen that higher workloads are contributing heavily towards employee's job performances (Karatepe, 2013). Similarly another study revealed that employee's work overload contribute 41.8 percent towards their performance (Ashfaq, Mahmood, & Ahmad, 2013). A survey of the economic times revealed that almost 60 percent of employees in 2016 were heavily brain drained due to their work overload and it has worsen their job performance (Khosla, 2017). Study of 123

respondents from Pakistan discovered that employee's work overload has a negative effect on their performance (Abbasi, 2015). It is seen that when employees work overload exceeds by 30 percent their absenteeism starts rising which is a sign that they are no longer committed to the organization. Likewise, another study revealed that due to stressful nature of private sector job employees sometimes feel overloaded. Similarly as being a private employee they have to perform extra role activities which make them ambiguous about their job and they feel overloaded (Gould-Williams et al., 2014).

A research done on Chinese aviation sector emphasized that role conflict and load has a significant impact on employees stress which Detroit their performance (Burke, Tourigny, Baba, & Wang, 2010). It is seen that when employees work overload exceeds by 30 percent their absenteeism starts rising which is a sign that they are no longer committed to the organization. According to a research 70-80 percent work accidents are caused due to work overload as it causes fatigue (Zadehgomam, Kiani, Hasjin, & Khodabaksh, 2015). Investigating past literature it is seen that this chain of performance and work overload starts from unclear roles. Role clarity is the state of employee's where they think that sufficient information about there is being delivered to them. Un-clarity of roles gives them a perception of burden and they show unproductivity in their job performance. Role clarity makes employees use their intellectual and social abilities efficiently whereas failing in do so creates cognitive burden upon them and rather than enjoying the job they start taking it as burden (work overload) (Ali & Farooqi, 2014). The Economist survey of 2016 has given a crucial insight that 70 percent of employees feel unproductive and overburdened at job because of unclear roles. 40 percent of employees admitted that unclear roles hampers their productivity plus makes them feel that things

are going out of their hands and they don't know which work to do first (work overload). Subsequently 35 percent of employees feel like they are zero percent clear of their roles.

A research conducted by young academy of Europe highlighted the fact that work overload comes with stress and not only this it usually occurs when employees don't have clarity about their carrier goals. One in three was the ratio of employees who were clear about their goals (Toma Susi, &, & Srinivas, 2019). A North American analysis revealed that 44 percent of work related stress is because of work overload. Approximately 15.4 million employees left jobs after 12months due to work overload in which 23 percent were full time employees. Research further concluded that in UK around 44 percent of employees are being indulged in depression because of high work overload (Pullinger, 2018). The question rises here that if such conditions are evident in a first world country then what will be the consequence of such conditions in an under develop country like Pakistan.

Research has found some unfavorable outcomes of unclear roles or absence of role clarity. It is seen that 11 percent of employees move towards turnover intentions due to absence of role clarity (Hassan, 2013). Role clarity is a holistic view of employee's perception about what their employer wants from then and if it is their employees will not feel empowered about their job. With the passage of time if role clarity enriches employees become eager to participate for organization's wellbeing and always remain one step forward to do extra work. It is seen that consciousness in employees is a positive construct as it is related to role clarity. Such people are always eager to participate as they are clarified of the tasks they had to do (Yadav & Rangnekar, 2016). There is 95 percent of certainty between role clarity and job autonomy which means employees feel self-

sufficiency when they are clear about their role (Allameh, Harooni, Chaleshtari, & Asadi, 2013). This current study is also investigating the role of quality of work life and creative problem solving capacity in the relationship between work overload and job performance.

According to economic times review almost 30 percent employees don't get time to innovate or be creative (Khosla, 2017). According to research, students of aviation who are curious of solving problems creatively should be addressed for a productive future outcome. Otherwise when these students move towards practical jobs they are unable to use their creative problem solving skill over there as well because they are unaware of the utilization (Caligan, 2016). Similarly, an Adobe blog article stressed upon another black area that is needed to be covered by practitioners and researchers that creative problem solving is an important tool for better job opportunities and performances. In this article almost 90 percent agreed upon its importance in contributing towards performance whereas 85 percent felt it as an important part of today's market world (Trowbridge, 2018). 84 percent of educationists and 68 percent of policy makers emphasize that creative problem solving should be implanted in school level in order to get it flourished by the point where an individual enters into the job/market arena. It is high time to think about developing creating problem solving capacity at school levels for the betterment of future organizations and employees (Bolkan, 2018). In 2018 cooperate training companies have started trainings to build creative problem solving capacity in employees. They say that a person having creative problem solving capacity will see a problem as new opportunity and challenge to conquer whereas others will panic or feel nervous. They reported a study whose result demonstrated that 94 percent employees feel pressure and stress in solving problems while 53 percent showed that they solve problems

creatively. It further adds that when organizational work culture is coupled with creative problem solving capacity it enhances the fruitful results of productivity (Carmen, 2018). Serene Air has started food option of diabetic meal which is a creative on operations department end. This shows that they do have creative solvers who know the demand of people and alter accordingly instead of panicking upon meal budget matters (Air, 2020).

Correspondingly, quality of work life is the major contributing factor towards employee's job performance and employees consider it as an adequate compensation component as well. A research stated above mentioned 88 percent of employees agreed that QWL is the major component of adequate compensation and 60 percent agreed that QWL has a positive impact upon their work (Chanana & Gupta, 2016). Another Pakistani research revealed that employees in Pakistan are not satisfied with their QWL. Additionally in that particular study two third of the employees expressed their dissatisfaction with working environment (QWL) (Dargahi & Yazdi, 2007). Quality of work life has a significant impact on individual's job performance (Hemsworth et al., 2019). 60 percent of employees increase their working efforts when having quality of work life (Chanana & Gupta, 2016). A research revealed that almost 80 percent employees are unhappy with their quality of work lives and there is a need to develop it (QWL) in every sector (Sinha & Sinha, 2015). Current situation of corona virus could also be taken as example in our study. If an airline will have a creative problem solver employees' they will not panic in such situation of unrest and extreme downturn in fact they will take it as challenge and find out ways to come out of it. The marketing team will brainstorm and use different ways to keep customers with them similarly the operations team will figure out ways to be less downturned. For example, Airblue is constantly posting on social media and

website that your seats are reserved with us by putting up a plane seat picture. Similarly they have posted a picture of two aircrafts maintaining a safe distance during takeoff and stated that we have always made safe distance it's your turn now to socially distant yourselves. Additionally they have added a picture saying we will own the skies again be patient and defeat virus. The cancelation and change charges are exempted. This is how a creative marketing and management team keeps customers with them (blue, 2020). Similarly, serene air is posting pictures which salute doctors and rescue staff as well as defining ways to customers that how they can spend this quarantine time. Concisely it can be said that there is need to target the phenomenon that how absence of role clarity acts as food for work overload of airline employees and afterwards its effect on their job performance plus how QWL and CPSC boost employee's job performance.

## **1.2 Problem Statement**

Efficient and effective employees are the drivers of any organization and their intellect, brain storming and understanding job role is the basic ingredient of success for that particular organization. Additionally it is quiet important at organization's end to provide a quality working environment that ensures peace of mind for employees as well. Moreover airline industry has a need for innovators and creative thinkers/problem solvers (Caligan, 2016). Motivating employees and providing them a friendly culture allows them to practice their doodle thoughts and outperform in their jobs are the key successors of world's most successful airlines which were hated once by customers (Roberts & Griffith, 2019). Unfortunately Pakistani airline sector is not growing as fast as globally airline is progressing and there is a need to address the lining issues for mitigating success hurdles. For that researchers should lighten up the path for practitioners and

managers which was last addressed 13 years back in 2007 (Deen & Arshad, 2007) that was also not an extensive grounded research. One of the key elements which should be targeted is the need to realize that airline industry needs a setup of in house brain storming which may lighten up the success path. Correspondingly Pakistani airline industry needs to realize that orthodox method of imposing work on employees will not work now as it is an era of advancement and everyone need a clear instruction that they can follow for the sake of preventing work overload perceptions. In Pakistani airline industry, employees are not awarded, treated, and even hired on basis of equality. The one who has power is the ruler, he can easily free his shoulder from his duties by putting it on others (Salameh, 2020). According to a study on challenges faced by airline industry of Pakistan discovered that there is still lack of adequate personnel and setup in Pakistani airline industry (Deen & Arshad, 2007). Precisely saying it is high time to discover the black area of Pakistan's airline industry which entitles the importance of role clarity and work-overload in their job performance. Respectively highlighting the importance of quality of work life and creative problem solving capacity is also imperative as it will help in the prosperity of airline sector of Pakistan.

### **1.3 Rationale of the Study and Research Gap**

Investigating past literature it is seen that this chain of performance and work overload starts from unclear roles. Role clarity is the state of employee's where they think that sufficient information about there is being delivered to them. Un-clarity of roles gives them a perception of burden and they show unproductivity in their job performance. Role clarity makes employees use their intellectual and social abilities efficiently whereas failing in do so creates cognitive burden upon them and rather than enjoying the job they

start taking it as burden (work overload) (Ali & Farooqi, 2014). Another study in Pakistani set up discovered that employee's job performance is highly dependent upon what they get from organization in terms of empowerment, trust and humility. It creates a very cozy environment for employees to work in that enhances their working life and they perform well in their jobs (Hussain & Ali, 2012). As discussed above that job performance of employees play vital role in growth of an organization, it is important to note that what factors hinder this growth. A study conducted on 110 full time employees in Romania revealed the fact that employees with heavy workloads are mentally and emotionally exhausted and this exhaustion embeds in lowering their job performance. It was seen that higher workloads are contributing heavily towards employee's job performances (Karatepe, 2013). Similarly another study revealed that employee's work overload contribute 41.8 percent towards their performance (Ashfaq et al., 2013). A survey of the economic times revealed that almost 60 percent of employees in 2016 were heavily brain drained due to their work overload and it has worsen their job performance (Khosla, 2017). Study of 123 respondents from Pakistan discovered that employee's work overload has a negative effect on their performance (Abbasi, 2015). It can be seen that literature has a gap in finding out ways to reduce workoverload. The effect of workoverload on job performance is identified but the ways by which effect of workoverload can be ruled out or mitigated is still missing. Similarly airline is one of the most global industries which connect people, culture, businesses and economies. Universally airline industry is growing day by day and analysts' are working hard for its progress and prosperity. Pakistan's airline industry is also trying to be in the race and has proven it by annual progress but unluckily it has not gotten the attention of researches.

There keen interest and detective lenses may solve many problems and help Pakistan's airline industry to discover its loop holes. Role clarity and work overload are the main credentials of an airline industry. To be clear in the role gives track to a person that ultimately helps in managing things without feeling burdened concisely it can be said that in an airline industry having/feeling a work overload means catastrophe. Since researcher did her internship at Allama iqbal international airport in two airports she analyzed the unclear roles are making employees overloaded with work whereas there is a huge contribution of quality of work life and creative problem solving capacity in their working lives. Secondly, there were some family terms which played a moderating role in data collection procedures. After extensive literature review it is been diagnosed that there is a need to study the negative effect of role clarity on work overload for airline sector employees and its impact on their job performance. As the maximum latest research on Pakistani airlines was done 13 years back in 2007 and after that the literature has a huge gap which is needed to addressed. Whereas quality of work life and creative problem solving capacity as regulators. According to best of our knowledge researches has discussed the role of work overload on employee's performance and its impact on customer's satisfaction in public sector of Pakistan (Tahir et al., 2012) but there is no such study in Pakistan that has highlighted the negative effect of role clarity on work overload and QWL/CPSC as moderators in airline sector of Pakistan or in other words researchers has not identified the fact that high on role clarity lessens work overload of employees. Concisely it can be said that there is need to target the phenomenon that how presence of role clarity acts as food for reduction in work overload of employees and

afterwards its effect on job performance plus how QWL and CPSC boost employee's job performance.

#### **1.4 Research Questions**

- Does role clarity of employees has negative impact on their work overload and contribute towards better job performance?
- Does work overload mediate the relationship between role clarity and job performance?
- Does quality of work life and creative problem solving capacity moderate the relationship between work-overload and job performance?

#### **1.5 Research Objectives**

- To check the reverse effect of role clarity on employee's work overload and its contribution towards employee's Job performance.
- To check the mediating role of work overload in the relationship between role clarity and job performance.
- To check the moderating effect of quality of work life in the relationship between work overload and job performance.
- To check the moderating effect of creative problem solving capacity in the relationship between work-overload and job performance.

#### **1.6 Significance of the Study**

This study will provide an insight for practitioners, academicians and researchers to dig into the fruitful results of role clarity. It will give researchers an idea of how a clear on role employee outperforms as he not feels overloaded with work. Additionally this study

will also pave path for practitioners that how favorable working conditions and creative problem solving capacity of an employee boosts up the performance of an employee. Many airline studies has highlighted the association of work overload with performance that highlights the importance of not being overloaded with work is essential (Durso & Alexander, 2010). Similarly, an airline study does an interesting research by asking airline expertise to recall and brainstorm all inflight activities they provided and after that from those brainstorming sessions 23 activities were selected. These selected activities were then put against respondents (passengers) and they were asked to rate those activities in a form of questionnaire but there was a condition for those respondents that they should have flown at least one long haul flight. It revealed very different results that despite of inflight entertainments it is very important for passengers that their environment (on airport and in flight), bathrooms as well as talking to co-passenger was important. All these things were already accessed by expertise who had given the activity sheets for the data collection of this research. It reveals a fact that they have observed the very little things of passengers as well which highlights their problem solving capacity (Marina, 2019). While in Pakistan airlines are still stuck in the organizational politics instead of being a creative problem solver. This all happens because of unhappy and frustrated employees who are searching for shortcuts due to working conditions or conversely who are passionate are not catered seriously (Jafarey, 2016). An IATA (International Air Transport Association) report on the importance of air travel in Pakistan revealed that airline sector contributes US\$3.3billion to GDP which is expected to increase by US\$9.3 billion (IATA, 2018). Additionally demand of air travel in Pakistan is increased by 8.1 percent by year 2017 and it is fattest growth of the decade.

Skill development, incentives and favorable working conditions for personals are the basic doers for future success of Pakistani airline industry. Human resource is one of the key elements in synchronizer the growth of Pakistani airline industry and economy at large (NAP, 2019). Pakistan economic policy 2018-2019 has also emphasized on practicing fair dealings and proper training for the skill development of airline employees. Moreover it is also said that senior officials should see the key matters themselves for preventing the overtime allowances that were given to personals performing extra role on behalf of senior officials (Qureshi, Saddiq, & Azeem, 2019). Above mentioned statistics has explained the importance of research in Pakistani airline industry which will address the loop holes and will later on help in progress of industry. According to a survey conducted by HR analyst in 2018 it was concluded that employees with role clarity are 53 percent more efficient and 27 percent more effective and their work performance increases by 25 percent. It further explained that employees with clear roles increases the probability of employee's commitment towards organization and 75 percent of employees with clear roles are more passionate and highly satisfied with their jobs. They don't fell burdened on jobs (Pijnacker, 2018). Correspondingly, quality of work life is the major contributing factor towards employee's job performance and employees consider it as an adequate compensation component as well. A research highlighted above mentioned fact when 88 percent of employees agreed that QWL is the major component of adequate compensation and 60 percent agreed that QWL has a positive impact upon their work (Chanana & Gupta, 2016). Another Pakistani research revealed that employees in Pakistan are not satisfied with their QWL. Additionally in that particular study two third of the employees expressed their dissatisfaction with working

environment (QWL) (Dargahi & Yazdi, 2007). Similarly, an Adobe blog article stressed upon another black area that is needed to be covered by practitioners and researchers that creative problem solving is an important tool for better job opportunities and performances. In this article almost 90 percent agreed upon its importance in contributing towards performance whereas 85 percent felt it as an important part of today's market world (Trowbridge, 2018). 84 percent of educationists and 68 percent of policy makers emphasize that creative problem solving should be implanted in school level in order to get it flourished by the point where an individual enters into the job/market arena. It is high time to think about developing creating problem solving capacity at school levels for the betterment of future organizations and employees (Bolkan, 2018). These statistical significances have clearly described the prominence of studying role clarity as a key element of reducing work overload and its impact on performance while QWL and CPSC as moderators. Likewise, the study will add to the scarce literature of creative problem solving capacity. Recommendations will direct the managers that how above mentioned phenomenon works. Last but not the least it will captivate the attention of researchers in studying this negative effect of role clarity on work overload and job performance while moderators as regulators.

## Chapter 2

### 1.1 Definitions of Role Clarity

#### **Role clarity**

Role clarity is defined as the degree to which necessary information is delivered and understood (Donnelly, James, Ivancevich, & John, 1975a).

#### *1.1.1 Literature Review of Role Clarity*

#### **Role Clarity**

Role clarity was first used as the complementary term for unclear roles and was considered as important construct for performance and success of businesses (Rizzo et al., 1970). It states that to which degree information related to job performance is provided to the employee (Teas, Wacker, & Hughes, 1979).

Role clarity and communication norms alignment helps in building trust among team members. Survey of 218 global project workers explored the importance of role clarity in aspect of individual's performance. It demonstrated the fact that establishing and maintain one's role clarity is the essential element for working within teams (Henderson et al., 2016).

Role clarity is not only important for employees but for part community partnerships as well. It supports accountability and timely task completion in partnerships. Partners who have clear roles are able to better understand and implement their responsibility in a realistic time frame. Role clarity in partnership enhances proper organization, implementation, execution and assessments of plans in a better way (McNeish et al., 2018).

Role clarity enhances job performance and it is more important for salesman as compared to supervisors as they are the direct customer dealers. The research concluded that if employees are crystal clear about their goal they will be able to excel in their performance which will ultimately enhance their satisfaction at work. It is because they will know what to do and will start enjoying their work. It will reduce the tensions and organizations will have less turnover rate in organizations (J. H. Donnelly & Ivancevich, 1975).

There is a huge difference between role clarity and unclear roles (Keaveny & McGann, 1980). Role clarity is a degree to which necessary information is delivered and understood (Donnelly, James, Ivancevich, & John, 1975b) whereas unclear roles is linked with job dissatisfaction and tension in workplace environment, leader's bad behavior towards their employees or propensity to leave the job. Role clarity is absolutely related with desirable results and attitudes towards role senders (Keaveny & McGann, 1980).

Research on 156 nurses discovered that their perceived role clarity was negatively related with their voluntary turnover or intention to leave but it was positively related to their work satisfaction. An exciting fact was revealed that not all people need their roles to be properly defined. Correlation of role clarity was seen significant with work satisfaction, voluntary turnover and intention to leave for nurses who have high need for clarity. Contrary to this, there is no effect on work satisfaction, voluntary turnover, and intention to leave for nurses with low clarity need. But job tensions were correlated with role clarity in both cases which means that either a person is eager to have a clear role or not but it does create job related tensions for them. (Lyons, 1971)

Open and cooperative feedback environment plays a driving role towards role clarity of employees. It is so because supportive supervisors are the ones who make employees realize about their job which ultimately falls into role clarity. Contrarily feedback seeking behavior is indirectly related to role clarity. But with respect to supervisors feedback seeking behavior seems to be directly related to role clarity (Whitaker, Dahling, & Levy, 2007).

Employee's perceived service quality in a call center setup is seemed to be the crucial element with respect to role clarity. In a call center where employees are needed to solve various customers' problems on regular bases, role clarity is needed to be filled at any cost. Lack of role clarity will cause dysfunctional situation as being a frontline staff employees will not be able to absorb their responsibilities. It is a desirable variable as its presence can lead to fruitful outcomes like satisfaction and commitment and absence can cause catastrophic results like customer dissatisfaction (Mukherjee & Malhotra, 2006).

45 samples from a public agency revealed the fact that role clarification and unclear roles is vital part for employee's satisfaction and employee's retention respectively. Despite of job tenure, training, career development, opportunity and characteristics of job role clarity is seen to be the significant driver for employee's satisfied job environment perception. But the results of this study was seen to be selectively generalizable (Hassan, 2013).

Charismatic leaders have tendency to make their employees clear of the role they are performing. This phenomenon is seen in most of the previous researches but this study contradicted the results of previous researches by proving that unconventional behaviors

of managers are not useful. Unconventional behavior and personal risks taken by managers are not seen to be the favorable for contribution in role clarity. Instead it was seen that unconventional behavior by managers yields higher level of unclear roles. It stresses upon the fact that role clarity should be the major contributions by managers for employees. This study was done in east of India which might does not make it generalizable (Nandal & Krishnan, 2000).

## **2.2 Definition of Work Overload**

### **Work Overload**

Work overload is when actual work demand becomes psychological strain and it happens when perception of those demands exceeds the capacity of employee (Bliese & Castro2000) and (Pradana & Salehudin, 2013).

#### **2.2.1 Literature Review of Work Overload**

Work overload is the imbalance between the time, necessities, constraints and resources provided to do work in a specific time frame (Rizzo et al., 1970). In past researchers emphasized on time constraint in context with work overload and it was also considered as part of role conflict (Newton & Keenan, 1987). Resources and constraints were the main constructs which entitled as work overload but now it is considered different from role conflict (Conley & Woosley, 2000).

In the workplace environment perceptions of work overload decrease the employee's creativity, passion for their work, affective organization commitment to the company and ability to share emotions with co-workers. Findings of this study say that it hinders new

ideas which may give improvement in company's performance. Employees who are more passionate towards their work tend to have positive capabilities of canceling out negative emotions and its influence on work.(De Clercq & Belausteguigoitia, 2019).

Hospital nursing is very stressful job as most of the time they are involved in number of tasks in which he or she has to make decisions within particular time. That ultimately increases the job stressors and work overload which causes fatigue and increases the turnover intentions. Nurse satisfaction and retention plays a driving role in organizations success. Tanning session and workshops should be arranged for nurse leaders so that they know how to reduce the stress of subordinate nurses or improve the patient safety outcomes (Nelson III, 2017).

Supervisor support and work overload is mutually associated with burnout and depression. Cross-sectional study of two nursing settings discovered that emotional exhaustion and depression was lower for the nurses having low work overload and high supervisory support. Nursing is already a troublesome job therefore work overload works as an additional problem creator for nurses. Work overload causes depression and emotional exhaustion that later on affects their performance. Supervisory support can act as bleaching agent for those negative thoughts and emotions in which employees are being caught due to work overload (Weigl et al., 2016).

Work overload is a plague that destroys employee job satisfaction and work family balance. When employees are overloaded with work they automatically start taking stress and that job is no more captivating them due to which turnover intentions starts growing. Contrarily higher job satisfaction blurs the intention to leave (Pradana & Salehudin,

2015).

Study of New Zealand managers explained the positive outcome of perceived support on work family conflict. It explains that supportive environment helps employees in balancing their work family conflict. Perceived organization support acts as backbone for their work family tensions. The research further explained the concept of work overload and work family conflict in relation with perceived organization support. It explains the moderating role of perceived organization support in relationship between work overload and work family conflict. The more employees' perception of supportiveness is high the weaker will be the work family conflict plus work overload and vice versa. That means employee's supportive perception will not only help him/her in managing work family conflict but it will also give them confidence that they can do their work with the support of organization which ultimately mitigates the effect of work overload (Nasurdin & O'Driscoll, 2012).

Time based perspective of work life relationship in a study revealed some interesting results. Two different perspectives were tested in the research, at first experience was taken under consideration whereas in second perspective time was based factor that calculated the demand of work overload. It was seen that lengthy working hours with lack of control over work reflected strong work overload vibes. Seventy percent of employees who were working more than prescribed hours were eager to reduce their time as it was badly affecting their work life balance. It was more evident in females which show that there is a huge gap between females' actual and perceived working hours. This is also because they have greater domestic responsibilities as compared to men. Work scheduling was seen to be the vigorous contributor of work overload and work family

conflicts (Skinner & Pocock, 2008).

## 2.3 Definition of Job Performance

### **Job performance**

It is the set of behaviors employees perform in order to contribute towards organization's goal both directly and indirectly (Motowidlo, Stephan, Kell, & Harrison, 2012b).

#### *2.3.1 Literature Review of Job Performance*

Job performance was once confused by task performance as it was thought that completing assigned tasks in a job is called job performance. There were several reasons upon which it was distinguished from task performance and the first reason was that each employee does not spend all of its time in specific tasks whereas he/she is doing several other things which are outside the specific domain of tasks. Secondly, the measure of job performance is not restricted to the turnover or absenteeism in fact it is a broader domain as compared to task performance. The third argument was about the time lag nature of job performance, which means that a task may be completed successfully by an individual but his/her job performance is time lagged and is more beneficial for the organization in longer run. In other words task may be performed by someone successfully once or twice but performance needs a persistent compatibility with work which ends up with fruitful results for the organization as well (Murphy & Kroeker, 1988).

Job performance is a set of goals that are relevant to the organization and job. It includes range of behaviors such as teamwork, service, organizational citizenship behavior etc., that is not always necessary for accomplishment of tasks but are absolutely core

ingredient in smooth functioning of teams and organizations (Murphy & Shiarella, 1997). Job performance is the set of behaviors employees perform in order to contribute towards organization's goal both directly and indirectly. Or it is the total expected value of an organization towards distinct behavioral episodes that an individual carries out in a specific period of time (Motowidlo, Stephan, Kell, & Harrison, 2012a).

Now days everyone is connected to the social networking sites like Facebook, twitter, snap chat etc. But the most famous among all these is Facebook. Millions of people use Facebook and attach posts to their friends and family, to share some stories and to connect with those people who live outside the geographical zone. In this article, the author says that all social networking sites play significant role in enhancing the work related performance. It is done through two positive emotions one is job satisfaction and other is organizational commitment. Social networking sites are relaxing exercise as they boost employees' energy and ultimately improves their performance at work but excessive use of everything is bad and same is the case here. Excessive use of these sites puts negative impact on performance instead of being productive (Kock & Moqbel, 2019).

Job performance of employees is significantly dependent on the environment of organization where they work in. It is basically a trickledown effect which comes from culture to job satisfaction and then to job performance. Employees will perform more keenly and effectively when he/she will perceive the organizational climate positive as internal and external environmental factors have huge impact on employee's performance. The findings finally yield that job climate and satisfaction both empowers employees that will have a positive impact on job performance of employees (Haryono,

Ambarwati, & Saad, 2019).

When job insecure employees face management dilemmas, their fixation with job forces them not to leave the organization. In such conditions, they try their level best to give effective job performance. It is evident from previous literature that employees who have firm fit with the job extremely indulge themselves in improving job performance as well as affective commitment for the sake of avoiding adverse situations in near future (Burton, Holtom, Sablinski, Mitchell, & Lee, 2010). Similarly, job insecure employees use job performance in order to show or prove their value and fit to organization. Hence, such type of employees portrays themselves high on job performance to reduce their risk of job loss. (Qian, Yuan, Niu, & Liu, 2019)

Behavioral courage has a positive impact on employee's job performance. Employees who don't fear instead have courage and perceive that their organization is better than all competitors are more subjected towards customer satisfaction, long term success, and performance. Organizational level does not affect the positive relationship between behavioral courage and job performance. But employees at high organizational level have more behavioral courage in them. Male and female exhibited equal behavioral courage in the study whereas job performance was comparatively lower in males. This is because in roles, men are seen to be more private and women are seemed to be more public. (Tkachenko, Quast, Song, & Jang, 2018)

A longitudinal study explained the effect of delay in satisfaction on job performance for the new employee's on job. Delay in satisfaction can predict employee's performance at job the moment he/she joins it. But as the time passes usually after six months

employee's job performance and delay in satisfaction relationship changes depending upon the employee's interactional justice perception. It happens so when employees feel that their organization gave them interactional justice they think that they can have what they want. It enhances their satisfaction and ultimately job performance.(Liu & Yu, 2017)

The study done on university of Saudi Arabia public sector environment revealed that overall working culture is totally based on respect, trust and teamwork. This study indicates that there is positive relationship between organization culture and job performance. Researcher identified that teamwork influence on performance is 14.2% and organization culture influence is 42.7%. This result showed that how organizational culture influences on the job performance (Saad & Abbas, 2019).

This study has given some reasons that will explain job performance and will help to increase perceived organizational support. POS engenders more chances of success and less chances of risk. Organizations start giving responsibility to the employees because their perceived organization support and level of trust is increased in the organization. Therefore, employees who are willing to share their aims will perform better (Khan & Ghufraan, 2018).

Research revealed that employee's feeling and emotions have direct effect on their work and performance. If employees are in anger, it will directly affect their job performance. It also explained that employees have ability to control their emotions at work. Employees trust their subordinates and work in organization as a team (Ali Pervez Sr, 2010).

## 2.4 Definition of Quality of Work Life

Harrison (1985) defined that QWL is the degree to which an organization provides material and psychological wellbeing to its members (Harrison, 1985).

### 2.4.1 Literature Review of Quality of Work Life

Quality work life is defined as “an employee’s satisfaction with the working environment”. The need for QWL arose when in late 1960s and early 1970s tarry town (Automobile plant) subjected to major labor problems like high turnover and absenteeism which incurred lot of operating cost. Mistrust, frustration and fear among labor and management were the root cause of this issue. That was high time to think about the solution as labor was not happy with the kind of working environment and they wanted an immediate change. Keeping in view the urgent change need Irving Bluestone who was the vice president of general motors made a point on speech for QWL future movement. He explained that it is time to call of the traditional management system and explore new possibilities for labor-management relations. He further added that if we see the other side of the coin it demands for a supportive working environment where labor can have feel of quality of work life. According to him, it is necessary to explain people how it works and to cater their suggestions as well in this way they feel to be cooperated and their dignity will remain intact. Similarly, labor will be able to showcase their creative techniques when they will be working in a good quality working environment. In short, their quality of work life will not be challenged. So, quality of work life was first introduced at tarry town (New York) during an international labor relations conference in 1972.

In 1973 agreement was signed between United Automobile Workers Union and general motors, this was the first time when quality of work life was crystal clearly addressed in any labor-management agreement. It received a lot of attention when United Auto Workers and General Motors introduced a quality of work life program regarding work reforms for employees. Initially it was hard to digest and implement for managements as every new setup needs time to settle down. But right after the dust settled down in 1978, the absenteeism rate was melted down from 7.5% to 2 and 3%. Similarly, the grievances that were reported on the docket as 2000 dipped down to 32. In short, this change shows how quality of work life enhances employee's performance at once and how important it is to be incorporated. But unfortunately, there is very scant literature which explains its importance in an organizational setting, plus its antecedents which will help in growth and prosperity of QWL. This study will highlight the driving force of role clarity and part of work overload as well as job performance in cultivation of QWL (Guest, 1979).

It is seen that quality of work life has a positive impact on employees' performance. A research shows the direct effect of quality of work life on employee performance which was mediated by job satisfaction and work motivation. Human resource is the key element for hotel management or hotel management and it has a subsequent effect on safe and comfortable environment for their customers as well. Or in other words comfort in work life or quality of work life is a positive regulator of job performance. High quality of work life is attained when employees are satisfied from their jobs; they have their own decisive power and can hunt growth opportunities. Interestingly it also increases employee's work motivational power and employee feels satisfied for their job (Sari, Bendesa, & Antara, 2019).

Another study indicated that increase in quality of work life results in increased productivity. It recommended different ways for improving QWL in which they suggested that an attractive pay scale and permissible leave limits extension can be initiated in order to achieve high QWL goals. Researcher has seen the quality of work life in women employees. Organization's most important assets are their employees so organizations are needed to give comfortable working environment and job security in order to be the heart throb of employees. High quality of work life attracts not only young or talented employees but it also engages experienced employees towards organizational pools. Author illustrates that high quality of work life increases the productivity of individuals whereas quality of work life is the tool to satisfy both organizational goals and employee's needs. Effective quality of work life in an organization works as glue that binds employees and organizational performance together. Woman workers are seen to be satisfied with work environment but dissatisfied with salary which is why most of the woman leave the organizations. It was suggested that an attractive pay scale can be offered and permissible leave limits can be extended in order to control this turnover issue (Subhashini & Gopal, 2013).

Quality circle program provided by any organization contributes a lot towards higher quality of work life in employees, their productivity and lower rates of absenteeism. It is a normal human psyche that when one gets a comfortable favorable environment he/she starts enjoying the job. Having this feel will boost up the moral and individuals will try to be as productive as they can be because of their cultivated minds. Ultimately, no one wants to take unwanted leaves from the place they would love to work in. In short high

quality work life has number of positive edges both for employees and organizations (Marks, Mirvis, Hackett, & Grady, 1986).

Results of a study show that there is a strong significant relationship between quality of work life and employee's job performance. When organizations are eager to develop high quality of work life in an organization, employees in return improve their job performance. Middle level managers or employee were targeted because the quality of work life factor is not very important for operational level employees because their motto is to fulfill their basic needs life food shelter or good pay scale. Quality of work life is needed on the stage when you know that your needs are being fulfilled but you are zealous to have a good quality of work life in order to be yourself. When employees are being welcomed in decision making process, their nature of job and working environment correlates with each other and there is a quality of work life as well in such case individuals try to outperform as much as they can (Rai & Tripathi, 2015).

Investigation of a reciprocal relationship between quality of work life and subjective well-being among IT workers showed that the quality of work life is positively related with life satisfaction and positive affect but quality of work life is negatively related with negative affect. Therefore it can be said that employees who are satisfied with their working environment and job tend to experience added positive affect and less negative affect (NA) plus they will be less neurotic than people dissatisfied with their life and job (Agarwal, Garg, & Rastogi, 2019).

A study probed the presence of relationship between quality of work life with job satisfaction, job performance, and employee's turnover intention and results showed that QWL and job satisfaction are positively correlated. Similarly, the relationship between

QWL with job performance was positive but the final intention of the study was to determine the relationship between high qualities of work life with employee turnover intention that showed the negative relation when measured by the employee's perception. It was clear that when employees are having a quality of working environment they don't think to quit or leave (Rahman, Ferdausy, & Karan, 2010).

In correspondence with previous studies another research revealed the fact that quality of work life not only increases job satisfaction and job involvement but it reduces the ratio of absenteeism among individuals (Goodman, 1980).

The relationship of industrial relation system with economic performance and quality of work life with economic performance was prompted in a study which revealed a little impact of quality of work life upon economic performance. Whereas high impact of industrial relation system on economic performance. It was seen that good industrial relations not only enhances economic performance but it does have a little trickle down effect towards quality of work life of individuals. Plus industrial relations are one of the key ingredients that are important in making the dish of organizational effectiveness delightful. Labor efficacy and productivity are the key pointers in industrial relations (Katz, Kochan, & Weber, 1985).

A thought-provoking study explained the variation in effect of work overload on QWL by generations. It was aimed to find the moderating effect of generation Y, X and baby boomers on the relationship of work overload and QWL. It was concluded that in case of generation Y and baby boomers as soon as work overload gets heavier, QWL gets lower. However, no effect was seen for generation X. It explains the fact that whenever effect of

work overload on QWL will be seen it will be regulated by the generational gaps (Lai, Chang, & Hsu, 2012).

According to a study, quality of work life is one of the important components for an employee and it affects their performing capabilities as it provides satisfaction to work. Additionally it is quite important for organizations to look into each individual's various aspects in order to motivate them. There are various gears of QWL which work hand in hand in order to provide a better quality of working life. It is very important at the end of organization to be fair in dealings, provide healthy working conditions, come up with opportunities, provide a balance in work and other life spheres, take a good care of individual's autonomy and social relevance to work, fostering creativity and innovation as it is novel for psychological growth and last but not the least organizations should be eager enough in providing excellent clarity of roles otherwise it could be a disaster for organization or management (Patil & Swadi, 2014).

## **2.5 Definition of Creative Problem Solving Capacity**

Creative problem solving is the notion of producing high quality solutions to unique problems. Creative problem solving consists of certain phases in which identification, construction, gathering information, new idea generation and implementation is included. According to Carmeli, Sheaffer, Binyamin, Reiter-Palmon, and Shimoni (2014) involvement in core creative problem-solving processes is called creative problem-solving capacity (Almeshal & Aloud, 2019).

### *2.5.1 Literature Review of Creative Problem Solving Capacity*

Creative problem solving is the heart of creative behavior and it explains the dealing of problem in a unique way (Simonton, 2012). Creative problem solving has two phases' generation and implementation (Reiter-Palmon & Illies, 2004). Basically the way in which individual and use his knowledge in a creatively is creative problem solving. Mostly there are four detailed phases' of creative problem solving. In first phase, the problem is identified and constructed, after this phase the information is gathered and encoded, solutions and alternatives are then considered and in the end idea evaluation is done on the selected solution. The individual who is able and capable of performing well in these phases has creative problem solving capacity and it is tend to be the behavior of an individual (Carmeli et al., 2014).

A study shed light on stresses and explained that problem solving and generation both are important components for seeing an employee's ability to cope up with minor stresses of life. It can be said that problem solving and creative problem solving are two sides of same coin. Problem finding is being able to imagine, after that looking for differences and specious flaws, amusing new possibilities for old problems or generating entirely new questions or problems to be solved. Whereas problem solving involves mental processes such as preparing by gaining background information, concentrating by entirely focusing on the problem, incubating by withdrawing from the problem for a moment for the sake of relaxing/sorting/integrating/clarifying, ideation in which brainstorming takes place, illumination in which one finally gets the lead and lastly producing in which one test evaluate, revise and re-implement new idea. Hence, creative problem solving is essential for breaking the orthodox chain of solving problem. It also

depicts positive mental health. But employees who are high on problem finding and low on solving capacity report greater personal difficulties. In many cases creative problem solving abilities do not automatically confirm effective coping but it is a necessary condition for adaptive behavior in most of the human situations (Carson & Runco, 1999).

Knowledge sharing is vital to the organization plus it is a core technique of adapting new knowledge. Furthermore, conversion of this knowledge to new ideas leads to increase in problem solving capacity of workers. Mainly supervisor of the organization are responsible for leading and evaluating subordinates' performance, whereas employees see their supervisor's favorable or unfavorable evaluation as organizational support. Supportive behaviors breed the productive culture for problem solving creatively. A study explained the process that internal and external knowledge sharing effect on creative problem solving capacity, perceived supervisor support moderate the effect on internal or external knowledge sharing on creative problem solving capacity connection. Whether knowledge sharing is internally or externally, sharing information always increases the capacity to solve problems creatively. Contrarily lack of knowledge or creative idea sharing in any organization causes less creative problem solving capacity of employees. Therefore it is seen that supervisor support act as role of leadership which cultivates the external and internal knowledge sharing and enhancing employee's creative problem solving capacity as well (Yozgat, Bahadinli, & Deniz, 2014).

A study controlled the effect of ethical work climate on creative problem-solving capacity in order to check the relationship of knowledge sharing and affective commitment. They analyzed that most important and vital element of creativity is knowledge sharing. Affectively committed employees are emotional attached towards

their organization. A highly affectively committed employee is also a fruitful asset for organization as it has been revealed that they provide several advantages for their organizations. In short Ethical work climate is important for each organization or employee.

These climates were scrutinized for the sake of confirming the influence of employee's attitudes and behaviors on organizational results. Organizations can create their comparative edge in market only when employees have knowledge foundations and capacity of creative problem solving. Creative problem solving is an obvious needed to be in workplace, interpersonal relationship and educational setting which is why it is a worthwhile measure for creativity (Almeshal & Aloud, 2019).

Many studies have explained the significance of transformational leadership in cultivating employee's creative outcomes but the medium through which this process works is not well defined/explained. Transformational leadership cultivates employee's creative outcomes as it helps in the cultivation of employees' creative problem-solving capacity as well. Psychological safety and reflexivity intercedes the mechanisms of transformational leadership and creative problem-solving capacity. Additionally psychological safety is related both ways directly and indirectly to the reflexivity, employees and their creative problem solving capacity (Carmeli et al., 2014).

## **2.6 Hypothesis Development and Theoretical Framework**

### ***2.6.1 Theoretical Support***

Conservation of resource theory states that individuals strive to retain, protect and build resource and the things which threaten them are probably or actually loss of their valued

resources. It also states that when individuals are not being encountered by taxing stressors at work they become motivated to thrive for better resources, or to practice current resources in order to enrich their resource pool and to provide shelter to themselves from future losses (Hobfoll & Stevan, 1989). Similarly it is seen that individuals try to protect their resources in times of adversity (Hobfoll & Stevan, 2001). Perceptions have an evolutionary power of biasness to overweight resource loss and underweight resource gain which clearly explains that individuals are needed to be very clear about each and everything in order to have fewer perceptions. Additionally COR also explains the momentum mechanism of stress. It means that resource loss is not only rapid in nature but it also tends to affect people more powerfully as compared to resource gain. It is so because of human nature as humans' link their small losses so much to their inner selves that it becomes difficult for them to survive in resource loss. Similarly, momentum describes that resource loss may not get noticed at once but it has several threatening effects before it got identified. In other words prevailing influences are there on any outcome. For example when someone got fired, it's not just the get out alarm that rang but it has number of events that have happened before. It is prevailing warnings/feedbacks, period of burnout (on individual), thoughts of other job possibilities, thoughts if saved money lastly all these influencers vary according to person's age. In short COR theory has four main principals upon which it works. First states that resource loss is more significant in nature and there are conditional, personal or energy resources etc. for example conditional resources are employment, tenure or seniority, personal resources are skills traits, energy resources are credit, knowledge or money etc. second principal states that resource investment is key element in order to protect against

resource loss or gain. Third principal is about correlation of resource loss and gain as it states that when resource loss circumstances are higher resource gains become more significant. Lastly, the fourth principal is about an individual being in defensive mode. It explains when resources are overstretched or exhausted a defensive mode switches on which makes employees self-defensive in which they may become defensive, aggressive or become irrational just to preserve their selves. Correspondingly, there are three corollaries of COR theory, first states that organizations or individuals that have fewer resources or lack in resources are more exposed to resource losses and are less capable of resource gains. Second, one is about spiral nature of resource loss. It explains that resource loss tends to move in a spiral and gains momentum and magnitude with time. Contrarily fourth fact states that resource gain spirals are weak and develop slowly plus they are slower and less in magnitude. It means that when organizations don't have a productive environment employees start spiraling in a resource loss which makes them resource less very soon (Stevan et al., 2018).

As COR theory illustrates that employees having work-related resources are capable of gaining more resources as they are intrinsically or extrinsically motivated for the gain. Based on this argument employees having their work done in an unencumbered (burdenless) manner are likely to be more dedicated, energetic and productive as they are clear that how to effectively meet their job demands (Choo, 2017). Conversely, employees having work overload will end up with reduced outcomes. Work overload not only threatens employees' personal resources (skills, traits) and energy resources (credit, knowledge) but also causes resource drains (unproductive outcomes). It happens because they start worrying about number of situations e.g., how the work will be completed,

whether overtime is required or what else I have to do. But if they get organizational activities that minimize their resource threaten then their outcomes are automatically become fruitful (Harris, Lambert, & Harris, 2013). Quality of work life is a valuable resource for employees as it satisfies the basic needs such as knowledge, survival, and belonging. When organizations invest in working environments (QWL) they are basically flourishing/breeding productive outcomes like job performance. It can be said that QWL is a resource that engenders the positive outcomes like better job performance or reduced turnover (Kim et al., 2017). Environmental and cognitive resources are associated with personal resources such as quality of work life is associated with higher skills of productive outcomes (Hemsworth et al., 2019). As QWL is need satisfaction for different needs similarly providence of this resource by organization will act as a resource caravan for individuals, a caravan with resource gain and productive outcome capabilities. It happens so because individuals feel comfortable and they tend to maximize/foster resource gains (Cheung & Tang, 2009; Wright & Cropanzano, 1998). In other words, maintaining employee's personal resources help in their increased commitment level which not only helps in resource gains but enhance work behaviors as well. Similarly, when employees have a QWL they also tend to control or take things innovatively, like they tend to control fatigue in lunch breaks. It triggers the concept that employees' having supportive conditions for one resource probes them to flourish other themselves as a spiral effect (Stevan et al., 2018). It can be said that in our study employees having a quality of work life and creative problem solving capacity resource present in their resource caravan will be able to work better for productive outcomes. Coping up with employee's resources saves from net loss of treasured individual resources (Bavani,

Abdullah, & Manaf, 2016). Doing well at job due to enhanced job performance makes employees less anxious about their job which means lesser stress or higher resource gain. In other words they conserve energy in order to allocate it on performance enhancing activities (De Clercq, Haq Inam, & Azeem Muhammad, 2018). Conversely, employees protect their resources in case of adversity. They become less prone in allocating resources to the activities they think their organization may get benefit from (De Clercq, Haq, & Azeem, 2018).

### 2.6.2 Theoretical Framework

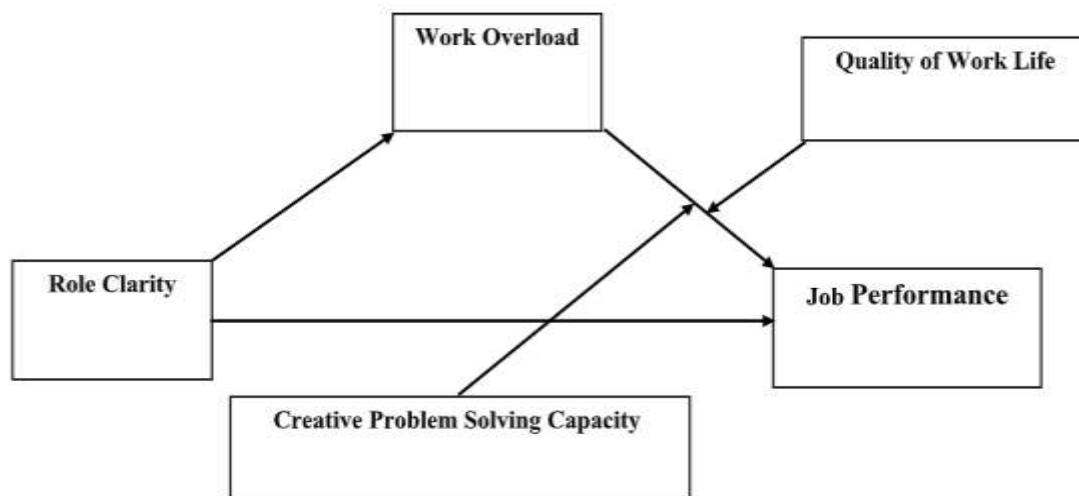


Figure 1: Theoretical Framework

As COR theory illustrates that employees having work-related resources are capable of gaining more resources as they are intrinsically or extrinsically motivated for the gain. Based on this argument employees having their work done in an unencumbered (burdenless) manner are likely to be more dedicated, energetic and productive as they are clear that how to effectively meet their job demands (Choo, 2017). Conversely, employees having work overload will end up with reduced outcomes. Furthermore, as QWL is need

satisfaction for different needs similarly providence of this resource by organization will act as a resource caravan for individuals, a caravan with resource gain and productive outcome capabilities. It happens so because individuals feel comfortable and they tend to maximize/foster resource gains (Cheung & Tang, 2009; Wright & Cropanzano, 1998). It can be said that in our study employees having a quality of work life and creative problem solving capacity resource present in their resource caravan will be able to work better for productive outcomes. Coping up with employee's resources saves from net loss of treasured individual resources (Bavani et al., 2016).

### *2.6.3 Hypothesis Development*

#### **Role Clarity and Job Performance**

Employees working in call center have very hectic and challenging routine. They deal with different type of customers through telephone line or email. Previous studies have worked on operational gaps such as customer satisfaction in the call center area, why call center employees are always in stress and emotional instability which directly effect on the turnover intention rate. 33% of employees' in US left call centers and it is highest global rate. In this article the author says that job engagement, inspire the employees of call center to decrease their turnover intension. The author has elaborated the ways through which employees get engaged in their jobs. He has given three physiological procedures, first is to give motivational incentives, secondly build trust and at the end give technical training. Previous studies specify that if employees' roles are clear their turnover rate falls automatically. If employee's role is not clear to him, he will not be able to give quality service. Plus it also effects employees' job performance and organization commitment (Ro & Lee, 2017). Perceived competence is the potential influencer of role

clarity. Employees with higher perceived competence tend to have greater role clarity. Similarly job performance of employees will be higher who have higher perceived competence and role clarity as compared to employees whose role are ambiguous and are less competent (McEnrue, 1984). Role clarity enhances job performance and it is more important for salesman as compared to supervisors as they are the direct customer dealers. The research concluded that if employees are crystal clear about their goal they will be able to excel in their performance which will ultimately enhance their satisfaction at work. It is because they will know what to do and will start enjoying their work. It will reduce the tensions and organizations will have less turnover rate in organizations (J. H. Donnelly & Ivancevich, 1975). In light of COR theory (Hobfoll & Stevan, 1989, 2001), job related work overload is a critical factor which connects role clarity and employee's job performance. As COR theory illustrates that employees having work-related resources are capable of gaining more resources as they are intrinsically or extrinsically motivated for the gain. Based on this argument employees having their work done in an unencumbered (burden-less) manner are likely to be more dedicated, energetic and productive as they are clear that how to effectively meet their job demands (Choo, 2017). In light of literature, it can be hypothesized that:

### **H1: Role clarity is positively related with job performance**

Literature explained that role clarity has an inverse associated with work overload and positive relation with job performance so that why it is hypothesized that work overload mediates the positive relationship among role clarity and job performance.

### **Role Clarity and Work Overload**

When managers are clear about their (job description) role at work their insecurity at job will automatically turn down. Similarly, when the manager overburden's their employees' unfairness and job insecurity will increase and the outcome will give stress and anxiety to the organization workers. Organizations should develop proper training programs and workshop for the clarity of employees' role so that their perception of unfairness and job insecurity turns down (Chipunza & Samuel, 2012).

High role clarity works negatively towards high work overload. This effect was tested significantly in 53 different companies. Study results showed that high role clarity will negatively affect high work overload but it will be only possible when the company leaders are supportive with employees (Bliese, 2000). It hypothesizes that:

## **H2: Role clarity is negatively related with work overload**

### **Work Overload and Job Performance**

Frontline hotel manager in Romania were tested for their emotional exhaustion and its impact on their work overload, work family conflict and job performance. The results were significant and showed that work overload and work family conflicts do influence employee's job performance via emotional exhaustion. It was seen that work family supportive environment not only reduces work overload perception but also enhances employee's job performance by boosting his/her moral (Karatepe, 2013). In the workplace, environment perceptions of work overload decrease the employee's creativity, passion for their work, affective organization commitment to the company and ability to share emotions with co-workers. Findings of this study say that it hinders new ideas which may give improvement in company's performance. Employees who are more passionate

towards their work tend to have positive capabilities of canceling out negative emotions and its influence on work.(De Clercq & Belausteguigoitia, 2019). Keeping in view the literature it can be hypothesized that:

### **H3: Work overload is negatively related with job performance**

#### **Role Clarity, Work Overload and Job Performance**

Having clear on your roles reduce work overload, which ultimately enhances job performance. Therefore, social science researchers are inclining towards role clarity construct as it is aligned with perception and performance of employees. It is proposed that Role clarity of employees will enhance their empowerment perception within prescribed job and they will not feel burdened or overloaded. Contrarily an ambiguous role hinders the employees performing capabilities which make them feel frustrated and they percept themselves overloaded with work (Yadav & Rangnekar, 2016). Many studies related to airline employees have highlighted the association of work overload with performance which depicts the importance of not being overloaded with work is essential (Durso & Alexander, 2010). As discussed above that job performance of employees play vital role in growth of an organization, it is important to note that what factors hinder this growth. A study conducted on 110full time employees in Romania revealed the fact that employees with heavy workloads are mentally and emotionally exhausted and this exhaustion embeds in lowering their job performance. It was seen that higher workloads are contributing heavily towards employee's job performances (Karatepe, 2013). It is seen that when employees work overload exceeds by 30 percent their absenteeism starts rising which is a sign that they are no longer committed to the organization. Likewise, another study revealed that due to stressful nature of private

sector job employees sometimes feel overloaded. Similarly as being a private employee they have to perform extra role activities which make them ambiguous about their job and they feel overloaded (Gould-Williams et al., 2014).

A research done on Chinese aviation sector emphasized that role conflict and load has a significant impact on employees stress which Detroit their performance (Burke et al., 2010). Investigating past literature it is seen that this chain of performance and work overload starts from unclear roles. Role clarity is the state of employee's where they think that sufficient information about there is being delivered to them. Un-clarity of roles gives them a perception of burden and they show unproductivity in their job performance. Role clarity makes employees use their intellectual and social abilities efficiently whereas failing in do so creates cognitive burden upon them and rather than enjoying the job they start taking it as burden (work overload) (Ali & Farooqi, 2014). A research conducted by young academy of Europe highlighted the fact that work overload comes with stress and not only this it usually occurs when employees don't have clarity about their carrier goals. One in three was the ratio of employees who were clear about their goals (Toma Susi et al., 2019). Perceived competence is the potential influencer of role clarity. Employees with higher perceived competence tend to have greater role clarity. Similarly job performance of employees will be higher who have higher perceived competence and role clarity as compared to employees whose role are ambiguous and are less competent (McEnrue, 1984). As COR theory illustrates that employees having work-related resources are capable of gaining more resources as they are intrinsically or extrinsically motivated for the gain. Based on this argument employees having their work done in an unencumbered (burden-less) manner are likely to

be more dedicated, energetic and productive as they are clear that how to effectively meet their job demands (Choo, 2017). This is why it is hypothesized that:

**H4: Work overload is mediating the relationship between role clarity and job performance**

### **Work Overload, Quality of Work Life and Job Performance**

Quality of work life is a need satisfaction for different needs. Similarly, providence of this resource by organization will act as a resource caravan for individuals, a caravan with resource gain and productive outcome capabilities. It happens so because individuals feel comfortable and they tend to maximize/foster resource gains. Despite of having a work overload they will try to cope up with their resources to save themselves from net loss of treasured individual resources (Bavani et al., 2016). In other words, resource of QWL will work as a neutralizer for work overload. Likewise, quality of work life is a valuable resource for employees as it satisfies the basic needs such as knowledge, survival, and belonging. When organizations invest in working environments (QWL) they are basically flourishing/breeding productive outcomes like job performance. It can be said that quality of work life is a resource that engenders the positive outcomes like better job performance or reduced turnover (Kim et al., 2017). It is seen that quality of work life has a positive impact on employees' performance. A research shows the direct effect of quality of work life on employee performance which was mediated by job satisfaction and work motivation. Human resource is the key element for hotel management or hotel management and it has a subsequent effect on safe and comfortable environment for their customers as well. Or in other words comfort in work life or quality of work life is a positive regulator of job performance. High quality of work life is

attained when employees are satisfied from their jobs; they have their own decisive power and can hunt growth opportunities. Interestingly it also increases employee's work motivational power and employee feels satisfied for their job (Sari et al., 2019).

According to a study, quality of work life is one of the important components for an employee and it affects their performing capabilities as it provides satisfaction to work. Additionally it is quite important for organizations to look into each individual's various aspects in order to motivate them. There are various gears of QWL which work hand in hand in order to provide a better quality of working life. It is very important at the end of organization to be fair in dealings, provide healthy working conditions, come up with opportunities, provide a balance in work and other life spheres, take a good care of individual's autonomy and social relevance to work, fostering creativity and innovation as it is novel for psychological growth and last but not the least organizations should be eager enough in providing excellent clarity of roles otherwise it could be a disaster for organization or management (Patil & Swadi, 2014). Environmental and cognitive resources are associated with personal resources such as quality of work life is associated with higher skills of productive outcomes (Hemsworth et al., 2019). As QWL is need satisfaction for different needs, similarly providence of this resource by organization will act as a resource caravan for individuals, a caravan with resource gain and productive outcome capabilities. It happens so because individuals feel comfortable and they tend to maximize/foster resource gains (Cheung & Tang, 2009; Wright & Cropanzano, 1998). In other words maintaining employee's personal resources will help in their increased commitment level which will not only helps in resource gains but enhance work behaviors as well which is why researcher hypothesis that:

**H5: Quality of work life is moderating the relationship between work overload and job performance.**

### **Work Overload, Creative Problem Solving Capacity and Job Performance**

When employees have a QWL they also tend to control or take things innovatively, like they tend to control fatigue in lunch breaks. It triggers the concept that employees' having supportive conditions for one resource probes them to flourish other themselves as a spiral effect (Stevan et al., 2018). Coping up with employee's resources saves from net loss of treasured individual resources (Bavani et al., 2016). Doing well at job due to enhanced job performance makes employees less anxious about their job which means lesser stress or higher resource gain. In other words they conserve energy in order to allocate it on performance enhancing activities (De Clercq, Haq Inam, et al., 2018). Conversely, employees protect their resources in case of adversity. They become less prone in allocating resources to performance enhancing activities from which their organization would otherwise benefit (De Clercq, Haq, et al., 2018).

A study controlled the effect of ethical work climate on creative problem-solving capacity in order to check the relationship of knowledge sharing and affective commitment. They analyzed that most important and vital element of creativity is knowledge sharing. Affectively committed employees are emotional attached towards their organization. Highly affectively committed employees are also a fruitful asset for organization as it has been revealed that they provide several advantages for their organizations. In short Ethical work climate is important for each organization or employee.

These climates were scrutinized for the sake of confirming the influence of employee's attitudes and behaviors on organizational results. Organizations can create their comparative edge in market only when employees have knowledge foundations and capacity of creative problem solving. Creative problem solving is an obvious needed to be in workplace, interpersonal relationship and educational setting which is why it is a worthwhile measure for creativity (Almeshal & Aloud, 2019). From above literature it is hypothesized that:

**H6: Creative problem solving capacity is moderating the relationship between work overload and job performance.**

## Chapter 3

### 3.1 Research Philosophy and Paradigm

Research philosophy is the art of doing a research by associating it with theory (Blumberg et al., 2008). Detailed review of literature suggested researcher to use post positivism paradigm while doing quantitative approach of study. Quantitative approach was used for this study while taking data through questionnaire distribution and using time lagged way of studying the data set.

### 3.2 Research Design

#### 3.2.1 *Sampling Design Process*

This study was quantitative in nature and questioners were used to investigate the outcomes of developed hypothesis. Pilot study was conducted before full scale data collection for two purposes. First was to check if the supervisor ratings may be collected as self-reports but it was unsuccessful which is why the job performance was used as tis by supervisor ratings afterwards. Secondly, the motto was to access the feasibility and resource hurdles that may come while conducting full scale data collection from airlines. The full scale data collection was a time lagged research design based on multiple sources of data collected from employees and supervisors in aviation sector Pakistan of approximately 500 people. As incentive to take part in the study, each questionnaire was stapled with a chocolate. Moreover, supervisors were given a key ring as token of appreciation. Additionally a declaration was also attached along with each questionnaire assuring the confidentiality of data usage. At Time 1 employees completed measures of self-reported role clarity, work overload, quality of work life, creative problem solving

capacity and all controlled variables. 8 weeks later, at time 2 supervisors rated their employees' job performance.

### *3.2.1.1 Research Population and Sampling Technique*

The population of this study comprised of full time office employees of Pakistani aviation sector in Lahore, Karachi and Islamabad. The confidentiality and authenticity of the data was assured by the researchers. Male and female both genders were encouraged as data respondents. Data was collected under the supervision of researchers. Managerial staff and their supervisors were handed over the questionnaires under supervision of researcher to assure the validity of data collection. Data was collected in favorable slots so that respondents will feel free in providing authentic information. This study comprised a total of 500 employees and their 41 supervisors. The sample consisted of 150 P.I.A employees with their 11 supervisors. Similarly, surveys were distributed among 230 Airblue employees and their 21 supervisors plus 120 Serene Air employees and their 9 supervisors. Study survived management marketing and operations department with two different positions managerial staff and their head managers. Across the entire sample, 52 percent were male and 43 percent were female. The average age of respondents ranged between 30 to 49 years. A total of 36.4 percent respondents reported that their highest level of education was high school graduation, 35.2 percent were master's level, 13 percent were masters of philosophy, 10 percent were doctorate level and only 4 percent were post doctorate. The average length of employee's organization tenure ranged between 1 to 5 years.

### **Sampling Technique**

Probability technique is used to select a sample out of a population in order to test a proposed model. For this study non-probability, sampling was used as the number of population was unknown. There are few airlines in Pakistan but they have numerous employees in such case convince technique from non-probability sampling was the best as it is time saving and an easy way of doing research (Blumberg et al., 2008; Kluczyk, 2013).

### *3.2.1.2 Determination of Sample Size*

Sample size tells about the exact number of respondents to be targeted in order to take the real time data. The unit of analysis was full time managerial level private employees from Lahore and Karachi and Islamabad as these are most populated cities of Pakistan. The sample size was 205 as per heir et al rule of thumb ( $41*7 = 295$ ) but the researcher collected 500 sample data in order to evade any inconvenience.

### *3.2.1.3 Unit of Analysis*

The prime reason behind the selection of sample was to select the subset of individuals from a population to determine the response of whole population (Kluczyk, 2013). The unit of analysis was individual aviation employees of Lahore, Karachi and Islamabad.

### *3.3 Data Collection Procedure*

The data was collected and analyzed for research purpose and confidentiality of data was also assured to the respondents. All full time employees who met the definition of managerial positions and have shared immediate supervisor were invited to participate in the study. At time 1, surveys were distributed among 150 P.I.A employees, 230 Air blue and 120 serene air employees and among them 80 P.I.A employees (response rate =

53.3%), 150 Air blue employees (response rate = 65.21%) and 95 Serene Air employees (response rate = 79.1%) completed the Time 1 survey. After 8 weeks to collect Job performance data at Time 2 supervisors of all employees who participated in Time 1 survey were handed over the surveys. In P.I.A, 12 supervisors completed 100 surveys out of 150 (response rate = 66.67%), in Air blue 23 supervisors completed 170 surveys out of 230 (response rate = 73.9%) and lastly in Serene Air 11 supervisors completed 80 surveys out of 120 response rate = 66.67%). These high responses in Pakistan were all because of organizational administration cooperation and permission to let individuals complete the survey during work time and in presence of researcher. Subsequently employee's trust was gained by a small token of appreciation by researcher which was chocolate for employees and key ring for supervisors.

### ***3.3.1 Time Horizon***

The study was time lagged in nature as it was study requirement. The data was collected in four months due to its time lag nature plus the data was to be collected from three cities.

## **3.4 Study Settings and Type Of Investigation**

### ***3.4.1 Study Setting***

There are two ways for an organizational research it can be either contrived or non-contrived. In a non-contrived research researcher usually does research in a natural environment. Additionally there is very minimal interference of research work or in short the natural environment where work proceeds normally. Contrarily the research done in an artificial environment with some amount of researcher's interference is known as

contrived research. As far as this research is concerned, it is done in a natural environment with very minimal amount of interference so this organizational research was natural (field work) i-e non-contrived setting.

### ***3.4.2 Type of Investigation***

In a research process, again there are two types of investigation one is checking the cause and effect relationship (i-e contrived lab setting) whereas other is referred for a correlational study. In the correlational study, the researcher tries to explain the factors behind a problem and its link to other variables as well. These studies are done in a normal environment with normal flow of organizational setting. This study is a correlational as the effect of role clarity on job performance is being investigated along with the intervening variables that are work overload, quality of work life and creative problem solving capacity.

### **3.5 Measuring Instruments**

All constructs except creative problem solving capacity and quality of work life were measured on a likert scale of 1 to 5 ranging from strongly disagree to strongly agree. While quality of work life was measured on, a likert scale ranging from 1 to 5 where 1 was never and 5 was every time whereas creative problem solving also ranged 1to 5 where 1 was not at all and 5 was to a large extent.

#### **Role Clarity**

To measure role clarity of employee's researcher adopted the (Rizzo et al., 1970)seven item scale. By using this questionnaire research conducted in 2016 got Cronbach's alpha

was 0.905 and this research has 0.808 that is acceptable range of significance in social sciences (Henderson et al., 2016).

### **Work Overload**

To measure work overload of employee's researcher used four item scale adopted from (Janssen, 2001; Van Veldhoven & Meijman, 1994). The first reason of selecting this questionnaire is that it is easy to understand and less time taking. Secondly using this questionnaire research conducted by (De Clercq, Haq, et al., 2018) got Cronbach's alpha of 0.82 whereas in this study it is 0.828 that is acceptable range in social sciences (Henderson et al., 2016).

### **Job Performance**

Job performance was measured by seven item scale developed by (Williams & Anderson, 1991). The Cronbach's alpha using this questionnaire was 0.93 in De Clercq, Haq, Azeem, and Hassan (2019) and 0.852 in our study which is acceptable value for the applying statistical tests (Ferris, Witt, & Hochwarter, 2001).

### **Quality of Work Life**

Quality of work life was measured by sixteen item scale of Sirgy, Efraty, Siegel, and Lee (2001). The Cronbach's alpha of this scale is 0.88 in our study which is in line with previous study (Tasdemir Afsar, 2015) furthermore it is an acceptable value .

### **Creative Problem Solving Capacity**

Carmeli et al. (2014) eight-item scale was used which was developed on the base of Reiter-Palmon and Illies (2004) conceptualization. The Cronbach's alpha of this scale is

0.884 in our study which was 0.962 in previous study (Almeshal & Aloud, 2019) furthermore it is an acceptable value for scale reliability (Karatepe, 2013).

### **Controlled Variables**

Controlled variables were gender, age, sector, education, position, and tenure in current organization. Age was divided into 5 categories (1= below 25, 2= 26-35, 3= 36-45, 4= 46-55, 5= above 55), gender was divided into 2 types (1- male, 2= female), education was distributed into 3 groups (1=intermediate, 2 =bachelors, 3= m.phil) and income was given 6 classes (1= less than 20,000, 2= 21,000-30,000, 3= 31,000-40,000, 4= 41,000-50,000, 5= 51,000-60,000, 6= more than 60,000). Demographic variables are controlled in order to assure the rationality of internal validity and consistence of proposed hypothesis (Nielsen & Raswant, 2018). Controlling variables stop demographics to intervene research outcome.

### **3.6 Data Analysis Technique**

Non-probability sampling was used for this study which would include convenience sampling as it was the most favorable technique for ease in data collection and lack of ample time to collect data. Descriptive statistics, linear regression, reliability analysis, correlation Barron & Kenny and Process regression macros model 2, 4, 16 were run through SPSS version 22 and Andrew Hayes process v3.3.

## Chapter 4

### Results and Interpretation

This chapter gives a brief description about tests and results that are applied on the data collected. The tests are applied to check the relationship among variables of proposed model. The results of the applied tests are shown in tabular and graphical form for brief explanation.

#### 4.1 Data Preparation and Screening

##### 4.1.1 *Missing Data*

Total 500 questionnaires were distributed to the employees from whom 325 were returned by the employees. 295 questionnaires were correctly filled. From remaining 30 questionnaires, 20 were incomplete questionnaires and 10 had biased answers. Similarly, Total 500 questionnaires were distributed to the supervisors from whom 350 were returned by the supervisors. 300 questionnaires were correctly filled. From remaining 50 questionnaires, 30 were incomplete questionnaires and 20 had biased answers. Whereas in total 295 questionnaires were useable as they are matching the criteria (i-e supervisor and their respected employee response).

##### 4.1.2 *Outliers*

Outlier is basically a part of data that has an irregular distance from other points. Graphs of outliers are attached in the appendix B that shows that data is normally distributed and has no outliers.

#### *4.1.3 Normality of Data*

Normality of the data means that errors in the data set should be equally distributed. The gathered data is normal and has normal distribution or has symmetrical distribution. The graphs are attached in the Appendix B.

#### *4.1.4 Multicollinearity*

Linearity means that the independent variable must have a straight line relation with the dependent variable in the regression analysis. Multi-collinearity means that the independent variables must be homoscedastic with the dependent variable and have a strong correlation among them. It is briefly explained in the linear regression test.

## 4.2 Descriptive Statistics: Respondent's Profile

### 4.2.1 Response Rate

The response rate of questionnaires from airlines of Pakistan is given below:

Table 1: Response Rate of Questionnaires

Description	Number and percentage
Questionnaires distributed among Supervisors and Employees	500
Questionnaires returned by Supervisors	350
Response rate of Supervisors	70%
Questionnaires returned by Employees	325
Response rate of Employees	65%
Incomplete questionnaires in Supervisors Responses	30
Incomplete questionnaires in Employee Responses	20
Biased questionnaires in Supervisors Responses	
Biased questionnaires in Employees Responses	20
	10
Usable questionnaires in Supervisors Responses	300
Usable questionnaires in Employees Responses	295
Net response rate of Supervisors	60%
Net response rate of Employees	59%
	295
Total Usable questionnaires in Supervisors and Employees combined responses	59%
Net Response rate of questionnaires which were used	

The questionnaires were distributed in an organizational setting of airline offices. Total 500 questionnaires were distributed to the employees from whom 325 were returned by the employees. 295 questionnaires were correctly filled. From remaining 30 questionnaires, 20 were incomplete questionnaires and 10 had biased answers. The biased questionnaires were ruled out before data testing in the data screening stage. After collecting all the responses, each response was closely observed by the researcher and biased answers were ruled out. For example a respondent saying that he is not clear on

roles is also having quality of work life is not possible as research says that these are inverse constructs. Similarly, Total 500 questionnaires were distributed to the supervisors from whom 350 were returned by the supervisors. 300 questionnaires were correctly filled. From remaining 50 questionnaires, 30 were incomplete questionnaires and 20 had biased answers. The biasness was ruled out here by adding last two questions of job performance as reverse-coded. Whereas in total 295 questionnaires were useable as they are matching the criteria (i-e supervisor and their respected employee response).

#### 4.2.2 Respondent's Profile

Table 2: Controlled variables Descriptive statistics

Descriptive Statistics				
Controlled variables	N	Minimum	Maximum	Mean
Age	295	1	5	1.84
Gender	295	1	2	1.45
Education	295	1	5	2.00
Tenure	295	1	5	2.38
Valid N (list wise)	295			

**Explanation:** This tables shows the descriptive statistics of controlled variables namely as age, gender, education and tenure. The need to control demographic variables is to isolate them so they may not hinder the research outcome. Otherwise, it affects the internal validity of proposed hypothesis as it hinders the pure findings of proposed relational constructs. It happens so because demographics play a vital role in individual's behavioral responses. For example, not isolating demographics may yield that quality of working life is important for youngsters or individuals with less tenure whereas it may have little or no importance to elderly or high tenure individuals. N means total number of observation of respondents. N is 295 which means that the researcher has collected the

response from 295 individuals. For age, minimum class is one and maximum is 5 in which 1 is Below 30, 2 is 30-39, 3 is 39-49, 4 is 49-59, 5 is above 60. Mean is 1.84 of age. Minimum range of gender is 1 and maximum is 2 that includes 1 for male and 2 for female. Mean for gender is 1.45. Education ranges from 1 to 5. 1 for graduation level, 2 for master level or 3 is for MS/M.Phil., 4 for doctorate level, and 5 for post doctorate level. Mean for education is 2.00. Tenure ranges from 1 to 5 classes. 1 has less than 1 years of experience and so on till the 5th class with the interval of 15 plus. Mean for tenure is 2.38.

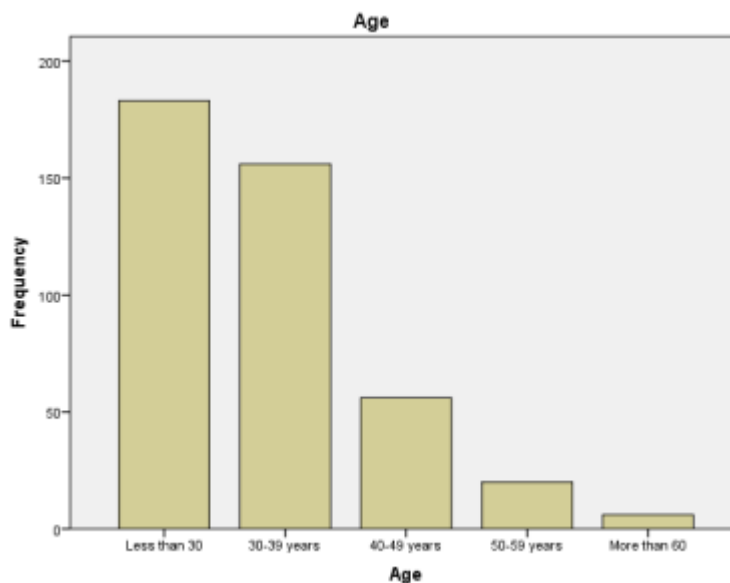
### 4.3 Frequency Tables and Graphs

#### 4.3.1 Age

Table 3: Age of Respondents

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 30	183	41.6	43.5	43.5
	30-39 years	156	35.5	37.1	80.5
	40-49 years	56	12.7	13.3	93.8
	50-59 years	20	4.5	4.8	98.6
	More than 60	6	1.4	1.4	100.0
	Total	295	95.7	100.0	

**Explanation:** Table 2 shows the age of respondents with frequency and percent. It depicts that airline employees from below the age of 30 and 60 above have filled the questionnaire. It can be easily seen in the table that individual's age less than 30 have filled the maximum number of questionnaires as compared to others.



Graph 1: Age of Respondents

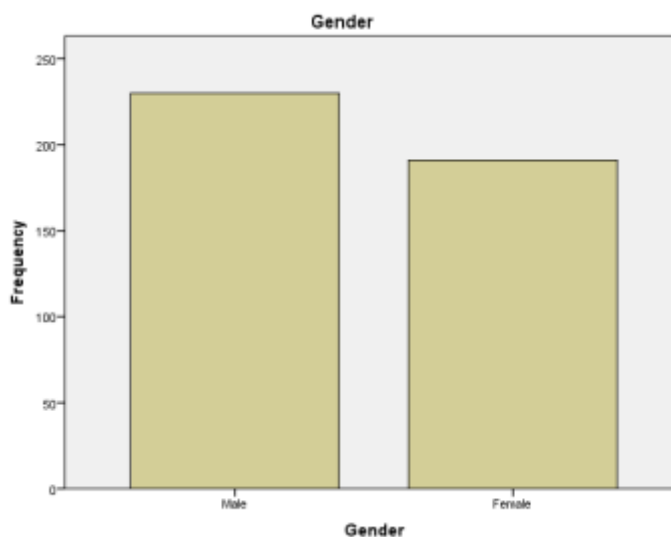
**Explanation:** Graph 2 exhibits the all five classes of respondents age used in this research. First class has maximum frequency. Third class has lower frequency than second class. Forth class is lower than third class and fifth class has least frequency among all.

#### 4.3.2 Gender

Table 4: Gender of Respondents

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	230	52.3	54.6	54.6
	Female	191	43.4	45.4	100.0
	Total	295	95.7	100.0	
Total		440	100.0		

**Explanation:** This table shows the gender of respondents that are divided into two categories. One is for male and second is for female. 230 questionnaires have been filled by the male employees while 191 questionnaires have been filled by females. Table 3 also interprets that in airlines they have more male employees than female employees.



Graph 2: Gender of Respondents

**Explanation:** This graph is a pictorial representation of table 3 which shows that male Employees have filled maximum questionnaires as compared to female employees.

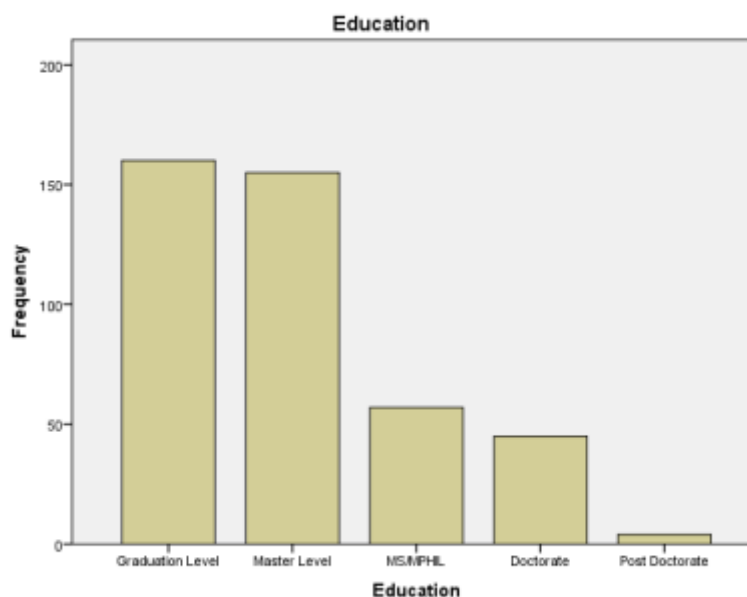
#### 4.3.3 Education

Table 5: Education of Respondents

		Education			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Graduation Level	160	36.4	38.0	38.0
	Master Level	155	35.2	36.8	74.8
	MS/MPHIL	57	13.0	13.5	88.4
	Doctorate	45	10.2	10.7	99.0
	Post Doctorate	4	.9	1.0	100.0
	Total	295	95.7	100.0	

**Explanation:** Table 4 shows that education is divided into five categories. One is graduation level, second is master level, third is MS/M.phil, fourth is doctorate level and

fifth is post doctorate. Results have shown that employees who have done graduation and masters level are in majority in aviation sector of Pakistan.



Graph 3: Education of Respondents

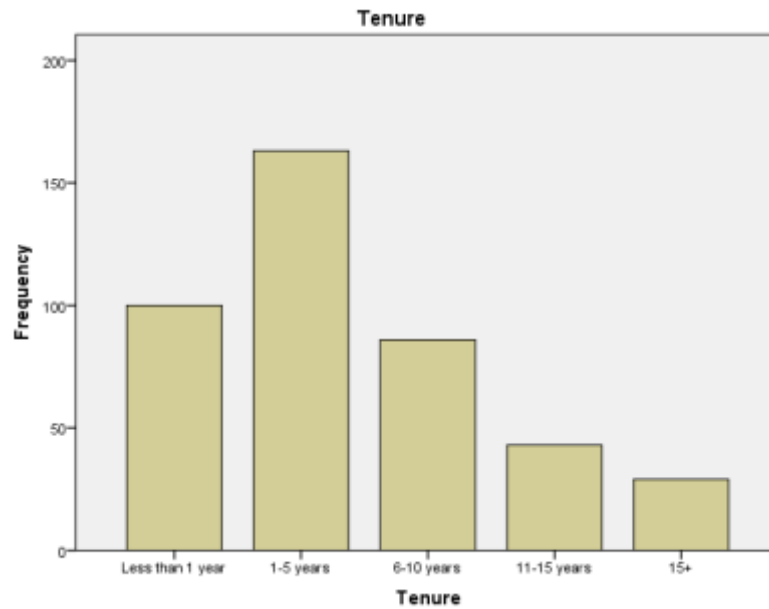
**Explanation:** This bar chart shows that employees who have completed doctorate level of educations are very low in number in aviation sector. Employees who have done graduated are in majority. Individuals who have done MPhil are less in number than master level.

#### 4.3.4 Tenure

Table 6: Tenure of Respondents in Current organization

		Tenure			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	100	22.7	23.8	23.8
	1-5 years	163	37.0	38.7	62.5
	6-10 years	86	19.5	20.4	82.9
	11-15 years	43	9.8	10.2	93.1
	15+	29	6.6	6.9	100.0
	Total	295	95.7	100.0	

**Explanation:** Table 5 shows the working experience of the employees. Employees who have less than one year of experienced employees have frequency of 100. One to five years of experienced employees have frequency of 163. Six to ten years of experienced employees have frequency of 86. Eleven to fifteen years of experienced employees have frequency of 43 and fifteen plus have frequency of 29.



**Graph 4: Tenure of Respondents in current organization**

**Explanation:** This bar chart shows the experience of working employees. Respondents have maximum frequency for class two then for class one, three, four and five respectively.

#### 4.4 Reliability Analysis

Variables	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Role Clarity	.808	.809	6
Work-overload	.828	.829	4
Creative problem solving capacity	.884	.884	8
Quality of work life	.881	.881	16
Job performance	.852	.857	7

##### 4.4.1 Role Clarity

Table 7: Role Clarity Reliability

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.808	.809	6

**Explanation:** The value of cronbach's alpha for role clarity is 0.808 which shows strong internal consistency. This result shows that groups are closely related and data is reliable. This value is acceptable in social sciences.

##### 4.4.2 Work Overload

Table 8: Work-overload Reliability

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.828	.829	4

**Explanation:** The value of cronbach's alpha for work overload is 0.828 which shows strong internal consistency. This result shows that groups are closely related and data is reliable. This value is acceptable in social sciences.

#### 4.4.3 *Creative Problem Solving Capacity*

**Table 9: Creative problem solving capacity Reliability**

<b>Reliability Statistics</b>		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.884	.884	8

**Explanation:** The value of cronbach's alpha for creative problem solving capacity is 0.884 which shows strong internal consistency. The results show that data collected is reliable and groups are closely related. This value is acceptable in social sciences.

#### 4.4.4 *Quality Of Work Life*

**Table 10: Quality of work life Reliability**

<b>Reliability Statistics</b>		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.881	.881	16

**Explanation:** The value of cronbach's alpha for quality of work life is 0.881 which shows strong internal consistency. This result shows data reliability and groups close relation. This value is acceptable in social sciences.

#### 4.4.5 Job Performance

Table 11: Job performance Reliability

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.852	.857	7

**Explanation:** The value of cronbach's alpha for job performance is 0.852 which shows strong internal consistency. The result shows that groups are closely related and data for job performance is reliable. This value is acceptable in social sciences. All the values are above 0.8 which shows strong correlation between variables and reliability of data.

#### 4.5 Correlation Analysis

Correlation tests define the co-relation among variables whether these variables are correlated with each other or not. It also test the hypothesis wither they are truthful or not. The acceptable range for correlation is 0.05.

Table 12: Correlation among variables

		Correlations				
		RC	JP	WO	QWL	CPSC
RC	Pearson Correlation	1	.183**	.223**	.314**	.257**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	295	295	295	295	295
JP	Pearson Correlation	.183**	1	-.238**	.329**	.196**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	295	295	295	295	295
WO	Pearson Correlation	.223**	.238**	1	.236**	.095
	Sig. (2-tailed)	.000	.000		.000	.050
	N	295	295	295	295	295
QWL	Pearson Correlation	-.314**	-.329**	.236**	1	.787**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	295	295	295	295	295
CPSC	Pearson Correlation	.257**	.196**	.095	.787**	1
	Sig. (2-tailed)	.000	.000	.050	.000	
	N	295	295	295	295	295

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

**Explanation:** Table number 11 describes the relationship of role clarity with other four variables. Role clarity has strong positive relationship with job performance, negative with work overload and again positive with quality of work life and creative problem solving capacity with a significance value of 0.000. Job performance is also strongly associated with role clarity, work overload, quality of work life and creative problem solving capacity at significance value 0.000. Additionally, quality of work life is strongly correlated with role clarity, job performance, work overload and creative problem solving capacity too at significance level 0.000. Whereas, work overload has a strong negative inter consistency with role clarity, job performance and positive consistency with quality of work life with significance of 0.000 but weak correlations with creative problem solving capacity as compared to others at 0.50. Similarly creative problem capacity has a strong link with role clarity, job performance and quality of work life at 0.000 but it has a weak relation with work overload at significance level of 0.50.

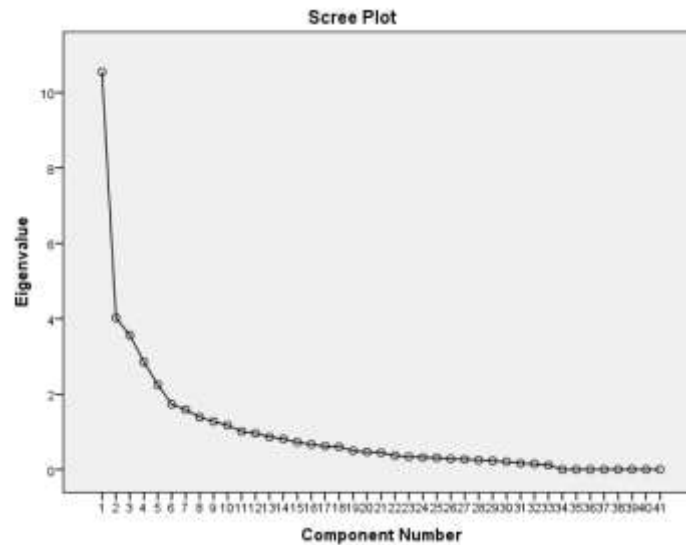
#### 4.6 Linear Regression Test

Table 13: Linear regression

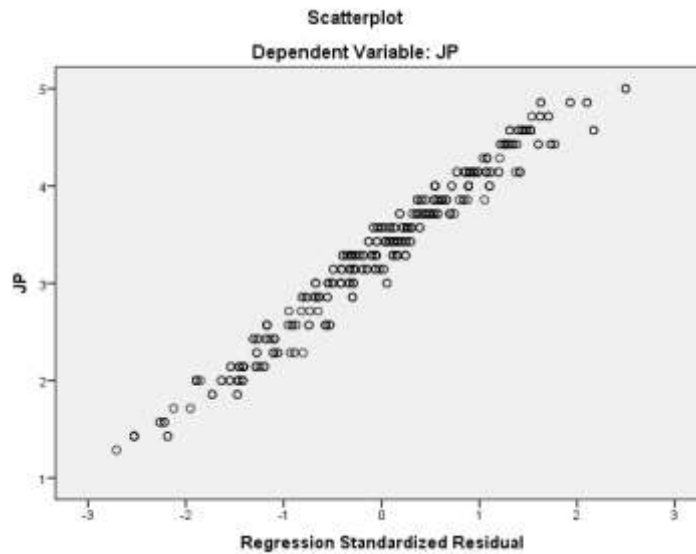
Model		Coefficients <sup>a</sup>			t	Sig.	Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients			Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	1.710	.252		6.795	.000		
	RC	.224	.052	.201	4.284	.000	1.000	1.000

**Explanation:** The results shown in the table describes that there is significant relationship between role clarity and job performance because significant value is .000.

**Explanation:** Scree plot is basically used to draw Eigen values against the component number. This Figure is very helpful for describing that how many factors will be retained. The main focus about its results is that we see where the curve start flattens. From the above scree plot we can see that the curve becomes flatter between 5 and 6 factors and the consecutive components are participating for minimum amount of total variance. In general, we are totally interested on focusing those components which have Eigen value greater than one. Components whose Eigen value is less than 1 account a very small portion of variance.



Graph 5: Scree plot



Graph 6: Scatter plot for Multicollinearity diagnostics

Graph of Scatter plot exhibits that the relationship between two data sets was not multicollinear. Scatter plot depicted that data is following a linear trend which means data is homoscedastic. Moreover, scatter plot has also shown the positive correlation as increase in value of X is causing decrease in value of Y.

## 4.7 Baron and Kenny

### 4.7.1 Independent and Dependent



Figure 2: Barron and Kenny IV and DV

Table 14: Barron and Kenny IV and DV

		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.616	.192		13.625	.000
	RC	.204	.053	.183	3.815	.000

a. Dependent Variable: JP

This table depicts the direct relationship of role clarity with job performance by using Barron and Kenny test. The significance value of 0.000 in table shows that there is a strong relationship between independent and dependent variable. Whereas unstandardized beta value of 0.24 depicts the total effect of role clarity on job performance. Overall, the results have shown a significant impact of role clarity on job performance with an impact of 0.24. Additionally it accepts our hypothesis 1 which states that role clarity will be a positively related to job performance.

#### 4.7.2 Mediator and Independent

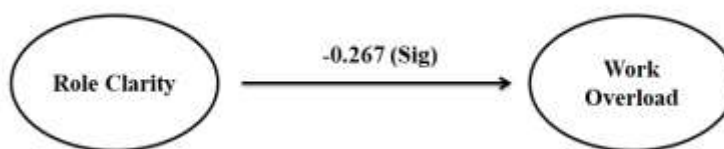


Table 15: Barron and Kenny IV and Mediator

		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.425	.205		11.821	.000
	RC	-.267	.057	.223	-4.685	.000

a. Dependent Variable: WO

This table demonstrates the effect of role clarity over work overload which is the mediator of our study. The value of significance at 0.000 level shows that there is a

significant impact of role clarity on work overload. However the unstandardized beta value of -0.267 depicts that the total effect of role clarity on work overload and its negative sign shows that negative effect of role clarity on work overload. This depiction accepts our hypothesis 2 which states that there will be a negative effect of role clarity on work overload. In short, increase in role clarity will decrease the work overload.

#### 4.7.3 Mediator and Dependent

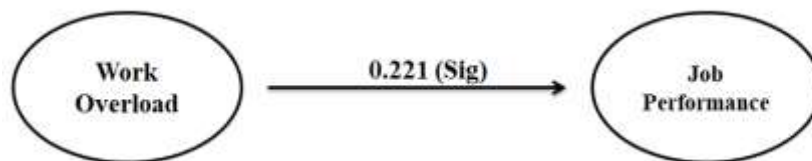


Figure 4: Barron and Kenny Mediator and DV

Table 16: Barron and Kenny Mediator and DV

		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.591	.153		16.926	.000
	WO	-.221	.044	.238	-5.008	.000

a. Dependent Variable: JP

The table highlights the negative significant relationship between work overload and job performance. The significance value of 0.000 and unstandardized beta value -0.221 shows the significance negative relation and direct effect of WO on JP respectively. So it confirms our hypothesis 3 which states that work overload will be negatively related with job performance.

#### 4.7.4 Mediation

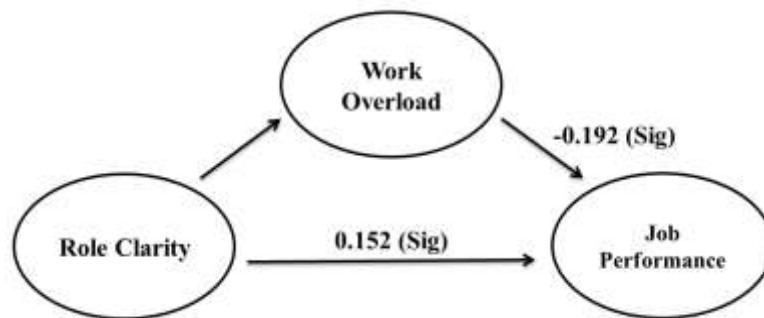


Figure 5: Barron and Kenny mediation test

Table 17: Barron and Kenny Mediation Test

Model		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
B	Std. Error	Beta				
1	(Constant)	2.150	.217		9.896	.000
	RC	.152	.054	.137	2.838	.005
	WO	-.192	.045	.207	-4.290	.000

a. Dependent Variable: JP

This regression table shows the mediating effect of work overload between role clarity and job performance by using Barron and Kenny. The significance value of 0.005 and 0.000 in the table shows that the mediating effect of work overload is positively significant. However, the unstandardized beta value of role clarity in the table is decreased from 0.204 (previous direct test of RC and JP) to 0.152. This decrease in magnitude depicts that mediation does exist but it is partial in nature. It means that when mediator (work overload) is added to the relationship it decreases the direct effect of role clarity (IV) on job performance (DV) this shows the partial mediation factor. While the negative sign with WO depicts its negative impact on job performance. It means that our

hypothesis 4 is partially accepted as the mediation is partial but it will be confirmed in process Hayes testing that whether it is true in overall model testing.

#### 4.7.5 Moderation by Qwl between Work Overload and Job Performance

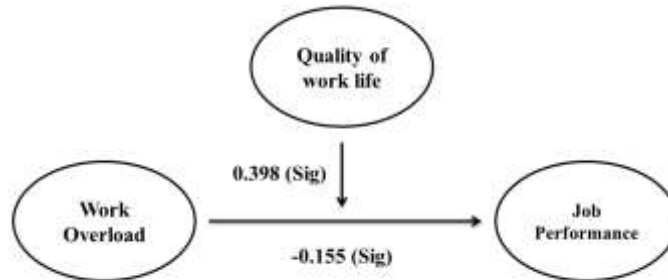


Figure 6: Barron and Kenny Moderation (QWL) test

Table 18: Barron and Kenny Moderation (QWL) test

		Coefficients <sup>a</sup>					
		Unstandardized Coefficients		Standardized Coefficients			
Model		B	Std. Error	Beta	t	Sig.	
1	(Constant)	1.856	.206		8.997	.000	
	Gender	.166	.075	.103	2.200	.028	
	Age	.029	.052	.033	.559	.577	
	Education	.057	.041	.072	1.391	.165	
	Tenure	.139	.042	.200	3.309	.001	
	WO	-.219	.043	.237	-5.047	.000	
2	(Constant)	.884	.252		3.507	.001	
	Gender	.162	.072	.101	2.248	.025	
	Age	.006	.050	.007	.122	.903	
	Education	.052	.039	.066	1.335	.183	
	Tenure	.150	.040	.214	3.708	.000	
	WO	-.155	.043	.167	-3.621	.000	
	QWL	.398	.064	.281	6.214	.000	

a. Dependent Variable: JP

This table explains the moderating effect of quality of work life between work overload and job performance and negative effect of work overload on job performance. The significance value of 0.000 depicts that there is a strong moderation effect of QWL between work-overload and job performance. This result confirms our hypothesis 5

which states that QWL will moderate the relationship between work-overload and job performance.

#### 4.7.6 Creative Problem Solving Capacity (Moderation) Between Work-Overload and Job Performance

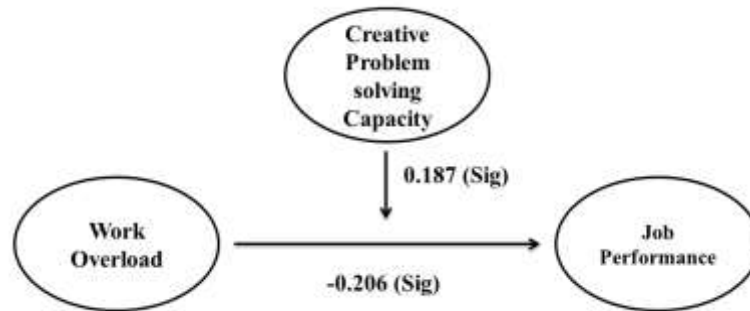


Figure 7: Barron and Kenny Moderation (CPSC) test

Table 19: Barron and Kenny Moderation (CPSC) test

		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.573	.154		16.708	.000
	Gender	.207	.077	.128	2.684	.008
	Age	.011	.053	.012	.198	.843
	Education	.023	.041	.029	.563	.574
	Tenure	.166	.043	.238	3.860	.000
2	(Constant)	1.856	.206		8.997	.000
	Gender	.166	.075	.103	2.200	.028
	Age	.029	.052	.033	.559	.577
	Education	.057	.041	.072	1.391	.165
	Tenure	.139	.042	.200	3.309	.001
	WO	-.219	.043	.237	-5.047	.000
3	(Constant)	1.327	.250		5.308	.000
	Gender	.170	.074	.106	2.293	.022
	Age	.029	.051	.034	.574	.566
	Education	.064	.040	.081	1.595	.111
	Tenure	.128	.042	.184	3.089	.002
	WO	-.206	.043	.222	-4.800	.000
	CPSC	.187	.052	.165	3.632	.000

a. Dependent Variable: JP

This table explains the moderating effect of creative problem solving capacity between work overload and job performance and negative effect of work overload on job performance. The significance value of 0.000 depicts that there is a strong moderation effect of CPSC between work-overload and job performance. This result confirms our hypothesis 6 which states that CPSC will moderate the relationship between work-overload and job performance.

## 4.8 Process Hayes

### 4.8.1 Testing Mediation by Using Model 4

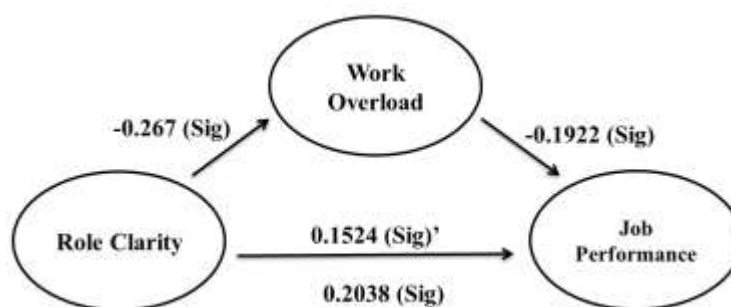


Figure 8: Process Hayes Model 4 Mediation testing

Table 20: Process Hayes Model 4 Mediation Testing

Model 4 Mediation Testing
---------------------------

\*\*\*\*\*

\*\*

Model : 4  
 Y : JP  
 X : RC  
 M : WO

Sample

Size: 295

The researcher has used model 4 to check the simple mediation through Process Hayes. Y is dependent variable of the proposed model that is job performance. X is independent variable named as role clarity and M is the mediator as work overload. The sample size of the data set is 295 respondents.

\*\*\*\*\*

\*\*\*

OUTCOME VARIABLE:

WO

Model Summary						
R	R-sq	MSE	F	df1	df2	p
.2231	.0498	.7162	21.9489	1.0000	419.0000	.0000
Model						
	coeff	se	t	p	LLCI	ULCI
constant	2.4249	.2051	11.8209	.0000	2.0217	2.8282
RC	-.2674	.0571	-4.6850	.0000	-.1552	-.3796

These results explain the relationship between independent variable i.e. role clarity and mediator (work overload). The model has significant value of p that is 0.000. The standardized value of p is less than 0.05. Lower limit confidence interval and upper limit confidence interval are also significant because both have the values greater than 0. The effect of role clarity on work overload is negatively significant as coeff shows a -0.2674 total effect on work overload. This shows that increase in role clarity will decrease the work overload. It confirms hypothesis the second hypothesis which states that role clarity will be negatively related to work overload.

\*\*\*\*\*

\*\*

OUTCOME VARIABLE:

JP

Model Summary						
R	R-sq	MSE	F	df1	df2	p
.1832	.0336	.6274	14.5532	1.0000	419.0000	.0002
Model						
	coeff	se	t	p	LLCI	ULCI
constant	2.6161	.1920	13.6254	.0000	2.2387	2.9935
RC	.2038	.0534	3.8149	.0002	.0988	.3088

This table depicts the direct effect of role clarity (independent) on job performance (dependent). The value of coeff depicts that role clarity effects job performance by 0.2038. Additionally the significance value of 0.0002 depicts that relationship is positively significant. Similarly Lower limit confidence interval and upper limit confidence interval are also significant because both have non zero value. It confirms hypothesis 1 which states that role clarity will be positively related with job performance.

\*\*\*\*\*

\*\*

OUTCOME VARIABLE:

JP

Model Summary						
R	R-sq	MSE	F	df1	df2	p
.2726	.0743	.6023	16.7807	2.0000	418.0000	.0000
Model						
	coeff	se	t	p	LLCI	ULCI
constant	2.1500	.2172	9.8964	.0000	1.7229	2.5770
RC	.1524	.0537	2.8380	.0040	.0468	.2580
WO	-.1922	.0448	-4.2900	.0000	.1041	.2803

This is the total effect model that describes the mediation of work overload between independent variable and dependent variable. Role clarity is significant with Job performance having the p-value 0.0040. Work-overload is also negatively significant with job performance having the p-value 0.0000 and coeff -0.1922. The lower and upper limit confidence interval is also significant by having non-zero values. This model also shows that role clarity and job performance are positively linked with each other. However, work-overload mediates both of them. Additionally the direct effect of role clarity on job performance was 0.2038 whereas after adding mediator it has reduced to 0.1524 which shows partial mediation. This model shows that work overload will mediate the positive relationship between role clarity and job performance. The results overall accepts our hypothesis 1 to 4 and explains that an individual being clear on role will have less work-overload which will end up in higher job performance.

\*\*\*\*\* TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y  
\*\*\*\*\*

Total effect of X on Y

Effect	se	t	p	LLCI	ULCI	c_ps	c_cs
.2038	.0534	3.8149	.0002	.0988	.3088	.2532	.1832

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI	c_ps	c_cs
.1524	.0537	2.8380	.0048	.0468	.2580	.1894	.1370

Indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
WO	.0514	.0188	.0199	.0930

Partially standardized indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
WO	.0639	.0230	.0253	.1144

Completely standardized indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
WO	.0462	.0165	.0182	.0821

Here the total direct and indirect effect on job performance by predictor variables can be seen. The indirect effect is greater than direct effect.

```
***** ANALYSIS NOTES AND ERRORS
*****
----- END MATRIX -----
```

#### 4.8.2 Testing Moderation by Model 2

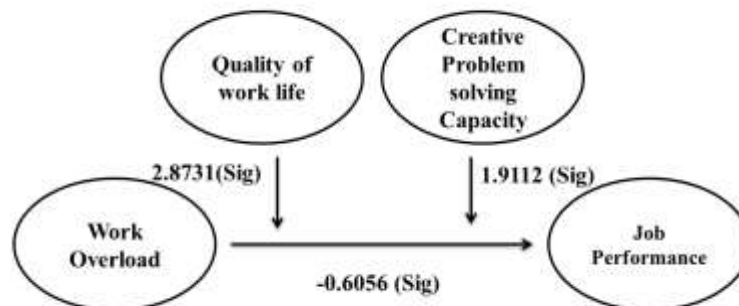


Figure 9: Process Hayes Model 2 Moderation Testing

Table 21: Process Hayes Model 2 Moderation Testing

<b>Model 2 Moderation Testing</b>
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\*\*\*\*\*

\*\*\*

Model : 2

Y : JP

X : WO

W : CPSC

Z : QWL

Sample

Size: 295

The researcher has used model 2 to check the double moderation through Process Hayes.

Y is dependent variable of the proposed model that is job performance. X is independent variable named as work overload in this case to check moderation whereas w is creative problem solving capacity and z is quality of work life and both are moderators. The sample size of the data set is 295 respondents.

\*\*\*\*\*

\*\*\*

OUTCOME VARIABLE:

JP

Model Summary						
R	R-sq	MSE	F	df1	df2	p
.4425	.1958	.5270	20.2144	5.0000	415.0000	.0000
Model						
	coeff	se	t	p	LLCI	ULCI
constant	.1183	.7157	.1653	.8688	-1.2885	1.5252
WO	-.6056	.2150	-2.8174	.0051	.1831	1.0282
CPSC	1.9112	.3720	5.1378	.0000	-2.6425	-1.1800
Int_1	.5118	.1070	4.7831	.0000	.3015	.7221
QWL	2.8731	.4588	6.2615	.0000	1.9711	3.7750
Int_2	.6785	.1335	5.0829	.0000	-.9409	-.4161

Product terms key:

Int\_1 : WO x CPSC

Int\_2 : WO x QWL

This is the total effect model that describes the moderation between independent variable and dependent variable. Work overload is negatively significant with Job performance having the p-value 0.0051. Creative problem solving capacity and quality of work life are affecting job performance by 1.9112 and 2.8731 respectively plus there is significant relationship as they have the p-value 0.0000. The lower and upper limit confidence interval is also significant by having non-zero values. This model also shows that work-overload and job performance are negatively linked with each other. However, QWL and CPSC moderate both of them. We can also see that Int\_1 and Int\_2 are also significant which means work overload with creative problem solving capacity and work overload with quality of work life respectively.

---

Test(s) of highest order unconditional interaction(s):

	R2-chng	F	df1	df2	p
X*W	.0443	22.8780	1.0000	415.0000	.0000
X*Z	.0501	25.8362	1.0000	415.0000	.0000

The r square change indicates that moderation does exist as there is 0.0443 for WO and CPSC plus 0.0501 for WO and QWL. If there would be no moderation the value for r square would be zero.

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\*\*\*\*\* ANALYSIS NOTES AND ERRORS \*\*\*\*\*

----- END MATRIX -----

4.8.3 Testing Complete Theoretical Framework by Model 16

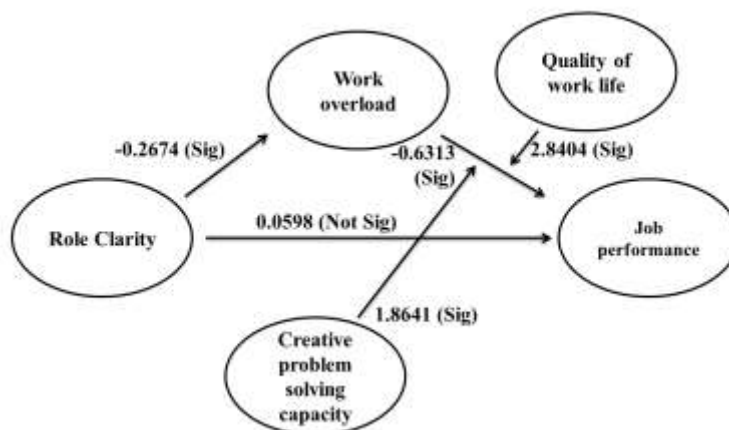


Figure 10: Process Hayes Model 16 Complete Theoretical Model Testing

Table 22: Process Hayes Model 16 Complete Model Testing

<b>Model 16 Complete Theoretical model testing</b>
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\*\*\*\*\*

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Model : 16

Y : JP

X : RC

M : WO

W : CPSC

Z : QWL

Sample

Size: 295

The researcher has used model 16 to check the whole proposed theoretical model through Process Hayes. Y is dependent variable of the proposed model that is job performance. X is independent variable named as role clarity M is mediator named as work overload, w is creative problem solving capacity and z is quality of work life and both are moderators. The sample size of the data set is 295 respondents.

\*\*\*\*\*

OUTCOME VARIABLE:

WO

Model Summary						
R	R-sq	MSE	F	df1	df2	p
.2231	.0498	.7162	21.9489	1.0000	419.0000	.0000

Model						
	coeff	se	t	p	LLCI	ULCI
constant	2.4249	.2051	11.8209	.0000	2.0217	2.8282
RC	-.2674	.0571	-4.6850	.0000	-.1552	-.3796

These results explain the relationship between independent variable i.e. role clarity and mediator (work overload). The model has significant value of p that is 0.000. The standardized value of p is less than 0.05. Lower limit confidence interval and upper limit confidence interval are also significant because both have the values greater than 0. The effect of role clarity on work overload is negative as coeff shows value of -0.2674. This shows that increase in role clarity will decrease the work overload. Furthermore, it confirms hypothesis 2 which states that there will be a negative effect of role clarity on work overload.

\*\*\*\*\*  
 \*\*\*

OUTCOME VARIABLE:

JP

Model Summary						
R	R-sq	MSE	F	df1	df2	p
.4453	.1983	.5267	17.0657	6.0000	414.0000	.0000
Model						
	coeff	se	T	p	LLCI	ULCI
constant	-.1111	.7441	-.1493	.8814	-1.5739	1.3516
RC	.0598	.0533	1.1222	.2624	-.0449	.1644
WO	-.6313	.2161	-2.9211	.0037	.2065	1.0561
CPSC	1.8641	.3743	4.9808	.0000	-1.1284	-2.5997
Int_1	.4970	.1078	4.6116	.0000	.2852	.7089
QWL	2.8404	.4596	6.1798	.0000	1.9369	3.7439
Int_2	.6745	.1335	5.0527	.0000	-.9369	-.4121

Product terms key:

Int\_1 : WO x CPSC

Int\_2 : WO x QWL

Test(s) of highest order unconditional interaction(s):

	R2-chng	F	df1	df2	p
M*W	.0412	21.2665	1.0000	414.0000	.0000
M*Z	.0494	25.5302	1.0000	414.0000	.0000

-----  
 This is the total effect model that describes the mediated double moderation between variables. Role clarity is not significant with Job performance here by having the p-value 0.2624. Work overload is showing negative significance with job performance and working as mediator between role clarity and job performance as it is probing effect of coeff -0.6313 plus with p-value 0.0037. Creative problem solving capacity and quality of

work life are also significant as moderators by giving an effect of coeff 1.8641 and 2.84.4 respectively plus with p-value 0.0000. The lower and upper limit confidence interval is also significant by having non-zero values. Similarly, the depiction of some numeric values in r square depicts the presence of moderation. Lastly, hypothesis 3 is accepted here which states the negative relation of work overload with job performance. Similarly Int\_1 and Int\_2 depicts the significant moderating effecting and hence hypothesis 5 and 6 are confirmed which state the positive moderating effect of QWL and CPSC in the relationship between WO and JP respectively.

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\*\*\*\*\* DIRECT AND INDIRECT EFFECTS OF X ON Y \*\*\*\*\*

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Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
.0598	.0533	1.1222	.00040	-.0449	-.1644

The total effect of independent on dependent can be seen here which means that the direct effect without any intervention exists at 0.598 effect value. Moreover, the p-value is less than 0.05 hence; the table is significant having non-zero values on lower and upper limit confidence interval.

Conditional indirect effects of X on Y:

INDIRECT EFFECT:

RC -> WO -> JP

Effect	BootSE	BootLLCI	BootULCI
.1498	.0444	.0719	.2444

So, the indirect effect of IV over DV with the mediation is also significant with the effect value .1498 because lower and upper limit confidence interval values are greater than

zero. Hypothesis 4 is confirmed here which states the mediating effect of work overload between role clarity and job performance. Similarly the whole model 16 results indicate that mediated moderation do exist in data set which proves our theoretical frame work but hypothesis 1 is rejected as in complete model testing there is no evidence of direct relationship between role clarity and job performance when intervening notions are added.

\*\*\*\*\* ANALYSIS NOTES AND ERRORS \*\*\*\*\*

Level of confidence for all confidence intervals in output:

95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:

5000

----- END MATRIX -----

#### **4.9 Hypothesis Summary**

All of the hypotheses proposed by the researcher had been proved truthful and supported by applying different tests on the data except hypothesis 1 as the whole model 16 results indicate that mediated moderation do exist in data set which proves our theoretical frame work but hypothesis 1 is rejected as in complete model testing there is no evidence of direct relationship between role clarity and job performance when intervening notions are added. When role clarity and job performance are tested alone as direct relationship the relationship is significant nut not in case of mediation which highlights the full mediation effect. Plus it shows that when work overload is added as mediator the relationship of role clarity goes indirectly towards job performance.

The standardized value of p is less than 0.05. Lower limit confidence interval and upper limit confidence interval are also significant because both have the values greater than 0.

The effect of role clarity on work overload is negatively significant as coeff shows a -0.2674 total effect on work overload. This shows that increase in role clarity will decrease the work overload. *It confirms hypothesis the second hypothesis which states that role clarity will be negatively related to work overload.* The indirect effect of IV over DV with the mediation is also significant with the effect value .1498 because lower and upper limit confidence interval values are greater than zero. *Hypothesis 4 is confirmed here which states the mediating effect of work overload between role clarity and job performance.*

Creative problem solving capacity and quality of work life are also significant as moderators by giving an effect of coeff 1.8641 and 2.84.4 respectively plus with p-value 0.0000. *It confirms hypothesis 5 and 6 are confirmed which state the positive moderating effect of QWL and CPSC in the relationship between WO and JP respectively.* By applying the Process Hayes model 16 results show full mediation and moderation among variables. Thus, these results are justifying the research and questions and satisfying the study's aim.

## Chapter 5

### 5 Discussion on Research Objectives

The current study broadens previous researches by investigating the effect of role clarity on employee's job performance and some hidden factors which intervene and inform this process. In light of COR theory (Hobfoll & Stevan, 1989, 2001), job related work overload is a critical factor which connects role clarity and employee's job performance. Mediating role of work overload is a salient construct in conditions where roles are not clear to employees. Investigating the reduction of work overload by organizational resource role clarity and its impact on job performance is analyzed in the study which is consistent with previous studies as well. Role clarity is identified as an important reason which if present, can mitigate the negative effect of work overload as role clarity buffers adverse effect of work overload (Bliese, 2000). It happens so because role clarity helps employees to don't get involved in taxing stressors or anxiety plus their perceptions of job related unfairness and insecurity are also downturned which ultimately enhances performance outcomes (Chipunza & Samuel, 2012). Contrarily work place perceptions of work overload make employees undercover all elements that nourish their performance outcomes. Moreover they become less creative and passionate towards their work (De Clercq & Belausteguigoitia, 2019). Additionally, explicitly moderating role of QWL and CPSC in the relationship between work overload and job performance is analyzed in the study. To fill this gap study identified an important fact that despite of any work related challenges if employees are having resource of quality of work life they will outperform in their jobs. It happens so because they become motivated and satisfied (Sari et al., 2019). Similarly it empowers and work as psychological growth breeder (Patil & Swadi, 2014). It is an environmental (external) and cognitive resource which can is associated

with their personal resource that is productive outcomes (Hemsworth et al., 2019). Furthermore this study has also highlighted the under covered importance of strong personal resource in employees that is creative problem solving capacity. Few studies have examined the cultivation and working of creativity (Carmeli et al., 2014) but its power to go through challenging situations is not yet discovered. Our study has shown the strength of creative problem solving that despite being of overloaded with work if one has the power of creative problem solving he/she can still be able to perform well as creative problem solving is taking every problem as challenge. This study also affirms the mediated moderation by taking into account the negative effect of work overload on job performance. The interaction of role clarity with work overload for predicting job performance thus aligns with COR that by using the resource of clear roles employees' shelter themselves from taxing work overload stressors to meet their job requirements. Similarly, a theoretical addition is also there in this study where another moderation relation is aligned with COR i.e. QWL and CPSC regulates the relationship between WO and JP. The COR logic behind this relationship explains that when employees are provided by the quality of work life resource they use it against negativity of work overload (Sheltering with resource in order to be safe from future problems) and perform well. Similarly by using their personal resource of creative problem solving capacity they tend to take their work overload as challenge and still perform well (By following resource gain mechanism).

Overall this study has added a more complete understanding of the effect of role clarity on work overload and job performance. In particular, it adds to the extant literature by revealing the negative impact of role clarity on work overload which connects this

resource to job performance. The scope of the study is purposefully narrow as the motto was to establish the depth in relationship between work overload and job performance. The purpose was to establish a new relationship and see if it works. The regulating effect of QWL and CPSC explained the power and shelter of resources in terms of their conservation. Moreover, it is seen that employees being clear on roles have less/reduced work overload which enhance their performance. In short, the study has added an insight to the fact that if organizations want their employees to be productive and don't feel overloaded with work they need to provide employees with clear roles and quality of work life only then they will outperform and may use their creative resources. Lastly the study has also added to the literature that work overload can be regulated by other means as well despite of waiting for its movement from work overload to turnover intentions, emotional exhaustion (Nelson III, 2017; Weigl et al., 2016). Or in other words, work overload can be manipulated by some regulating notions from destructive to constructive outcomes.

### **5.1 Limitation and Future Research Directions**

The first limitation of this study was the population of aviation industry which means in this study the data has been collected from managerial staff whereas this study may provide better insight for air traffic controllers and pilots as their role clarity and work overload is far more imperative as compared to managerial positions. But unfortunately, due to many unavoidable reasons it was unable to collect data from them. Future longitudinal studies may work on this limitation. Secondly, there were number of supervisors who refused to solve the data because of their busy schedule or they are busy on their work which made the data collection tough. It is suggested for future researchers

to pre plan data collection in order to avoid such happenings. Pre-plan means one should take permission for data collection and its procedure quiet before in order to avoid such difficulties. Thirdly, although this study has provided theoretical reasoning of the cause-effect relationship but it doesn't means that these results are universally applicable. In other words, it is not a generic study as each organization/field has different importance of role clarity and each employee have different interpretation of creative problem solving capacity on being overloaded with work. Our study is limited especial in terms of creative problem solving and for quality of work life literature as well. There is need to study these two constructs as they have the ability to cultivate positive outcomes within employees.

Current study is quantitative in nature whereas qualitative study may help in finding some hidden answers which were not answered by respondents due to restriction of questionnaires. For example, some respondents started telling about their experiences after returning the response which if added may yield different results. Furthermore, there are many other constructs which could be added to broaden the scope of study such as leadership style or personality type of employees. As each personality and leadership, style response differently. Similarly, knowledge sharing capabilities also change with respect to quality of working life and personality and it has much to do with creative problem solving capacity. Age and gender may also alter the work overload response as during data collection it was noticed by researcher that youngsters were quiet reluctant for filling up the responses as compared to middle or old age employees. Similar case was with the gender, males were reluctant in filling the responses. It can be associated with the work overload construct so in future studies can also incorporate such idea of

using age and gender as intervening variables. Last but not the least this study is conducted in an Asian context it can also be tested in European context to see the impact of cultural differences.

## **5.2 Theoretical Implications**

This study is linked with Conservation of resource theory which states that an individual strive to retain, protect and build resource and the things which threaten them are probably or actually loss of their valued resources. It also states that when individuals are not being encountered by taxing stressors at work they become motivated to thrive for better resources, or to practice current resources in order to enrich their resource pool and to provide shelter to themselves from future loses (Hobfoll & Stevan, 1989). Similarly it is seen that individuals try to protect their resources in times of adversity (Hobfoll & Stevan, 2001). Hypothesis have supported the link of constructs with theory which prove that resources like employee's creative problem solving capacity, quality of work life and clarity of role makes them strive for better resources i.e. job performance. Similarly, it has added to the theoretical literature by explaining quality of work life and creative problem solving capacity in light of COR which was not done before. Furthermore, the theoretical implications and results are in line which explains that on being overloaded with work individuals use their creative problem solving capacity to shelter them from future loss (job performance). The theoretical contribution also explains that work overload can work as taxing stressor which should be mitigated at work in order to be safe from resource loss of employees. Lastly, this theoretical model has explained clarity of roles as a resource lens for an employee as it has explained that by knowing what do makes employees less burdened with work which helps in performing well.

### 5.3 Practical and Managerial Implications

First of all this study provides a very important practical implication which is related to creative problem solving capacity of employees. There should be training in Pakistan to develop creative problem solving capacity among employees or to polish them if someone has one. It will make them fight instead of being overloaded at work as with creative problem solving capacity employees take everything as challenge. Secondly, the study has elaborated the importance of role clarity in lessening the overload of work on employees. Managers should keep an eye by frequent responses or feedback meeting for making sure if an employee is stressed due to overload of work or not. Doing so will help in mitigating the taxing stressors which harms employee's resource caravan. Thirdly, quality of work life is the strongest resource which an organization can provide to its employees. Organizations should make sure to provide quality of working life to employees it will not only make them profitable but will enhance the productivity, intrinsic motivation, positive attitude, enhanced effectiveness of employees and competitive advantage of organization (Sari et al., 2019). It will make each employee of an organization as an asset for it. Additionally informal learning's and trainings outside work place also contribute towards their better performance (De Clercq, Haq Inam, et al., 2018). Employees should be motivated to solve their problems creatively (Almeshal & Aloud, 2019). As it was a study conducted in service sector so for that it is very important to manage staff workloads in peak/busy seasons like universal festivals or occasions (Eid, Christmas etc.) (Choo, 2017). Lastly there should be a frank supervisor subordinate relationship in terms of work so that employee may ask anything anytime in order to rescue from work overload perceptions as things which don't make sense in one's head

make them feel burdened as they are unable to find solutions.

#### **5.4 Conclusion**

This study has tapped the black area by contributing towards the scant literature of quality of work life and creative problem solving capacity. Additionally it has explained that clarity of roles for employees play a negative role towards their work overload which enhance employee's job performance. The negative effect of work overload on job performance is further investigated in the light of quality of work life as moderator, where it is seen that if an employee is overloaded with work QWL works as light in dark for him/her. Similarly, creative problem solving capacity moderated between WO and JP by making employees feel as if work overload is a challenge for him/her which makes them surpasses through it for better job performance. Overall, this study has explained one of the solutions (RC) to mitigate and two tools (QWL, CPSC) to fight with work overload. With these insights, study hope to work as a ladder to further investigate that how organizations can use employee's abilities' to prosper in terms of adequate performance and how there provided resources (QWL) can work even in challenging dispositional circumstances.

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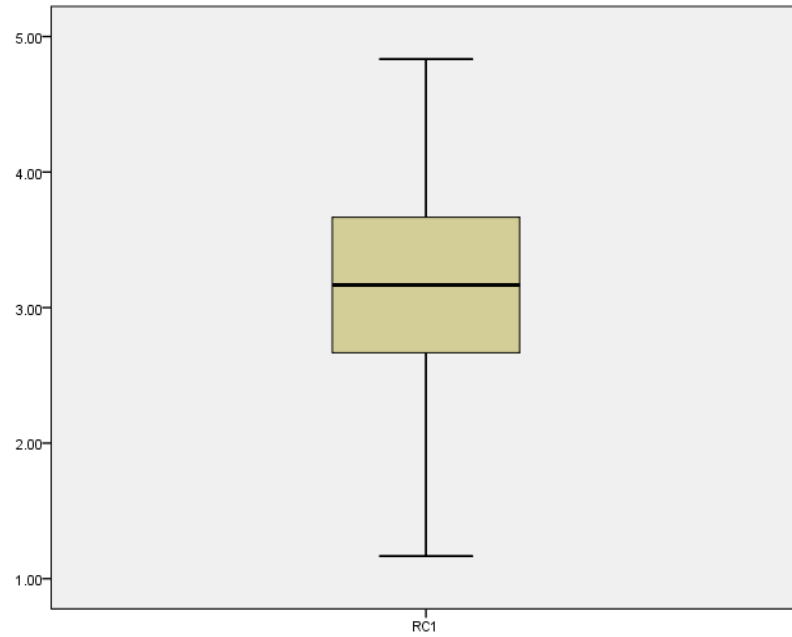
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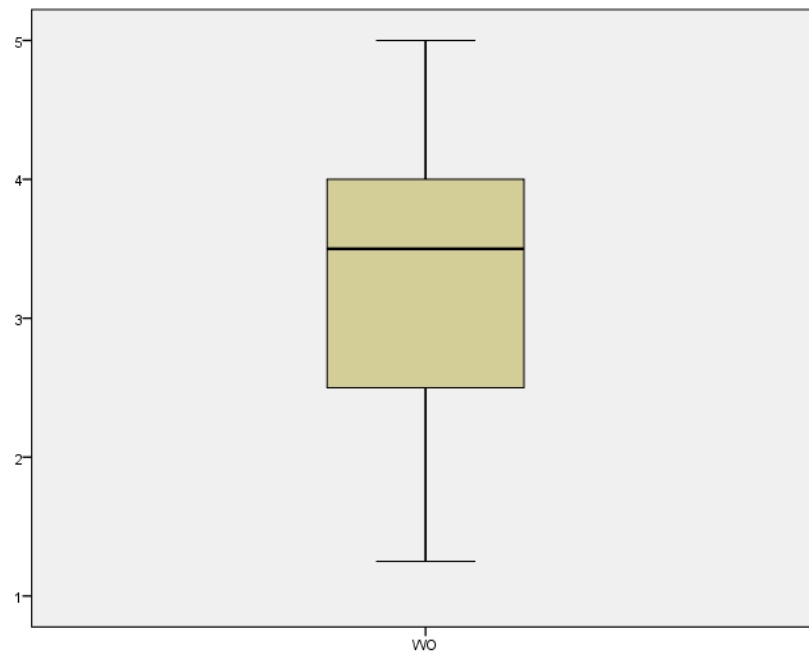
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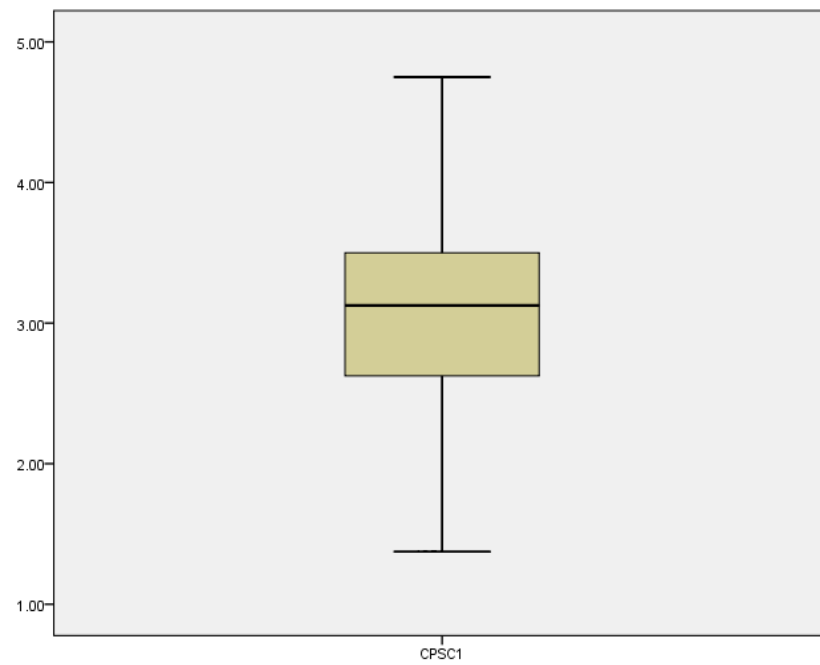
## Appendix A

**Outliers Graph Of Role Clarity:**

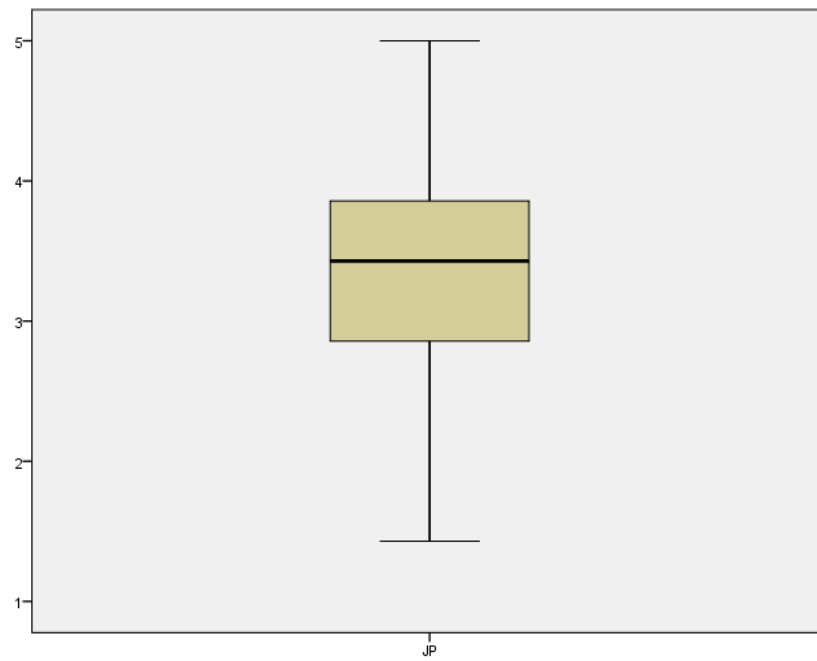


**Outliers Graph Of Work Overload:**

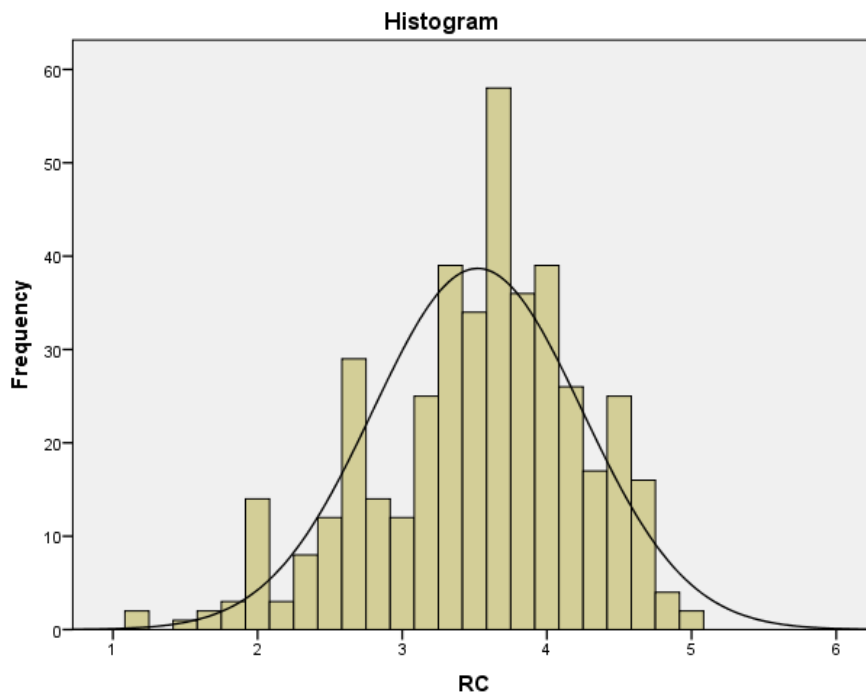


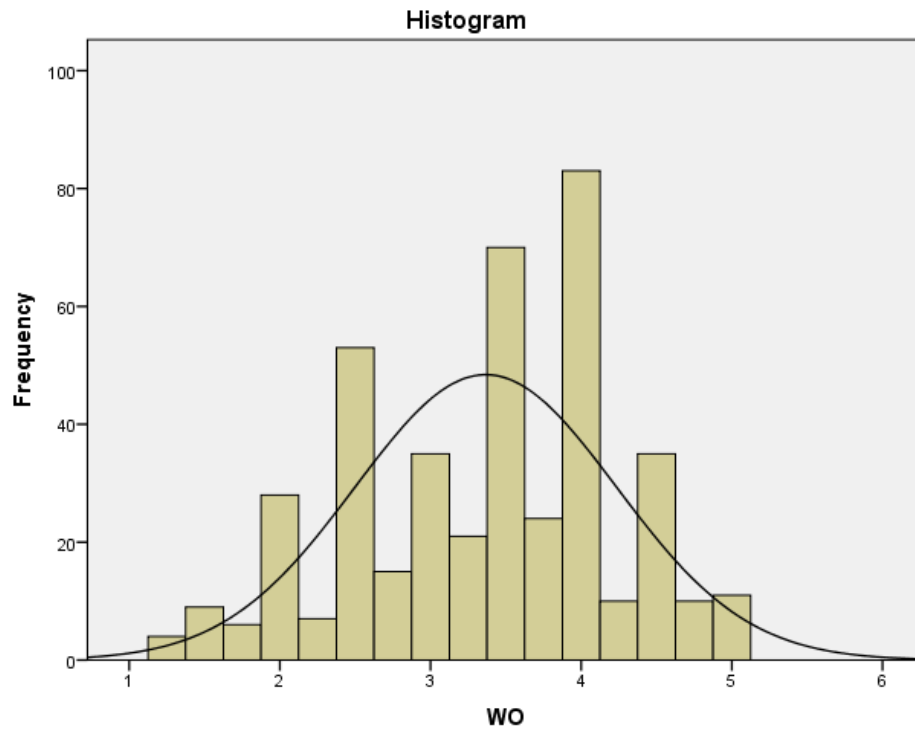
**Outliers Graph Of Quality Of Work Life:****Outliers Graph Of Creative Problem Solving Capacity:**

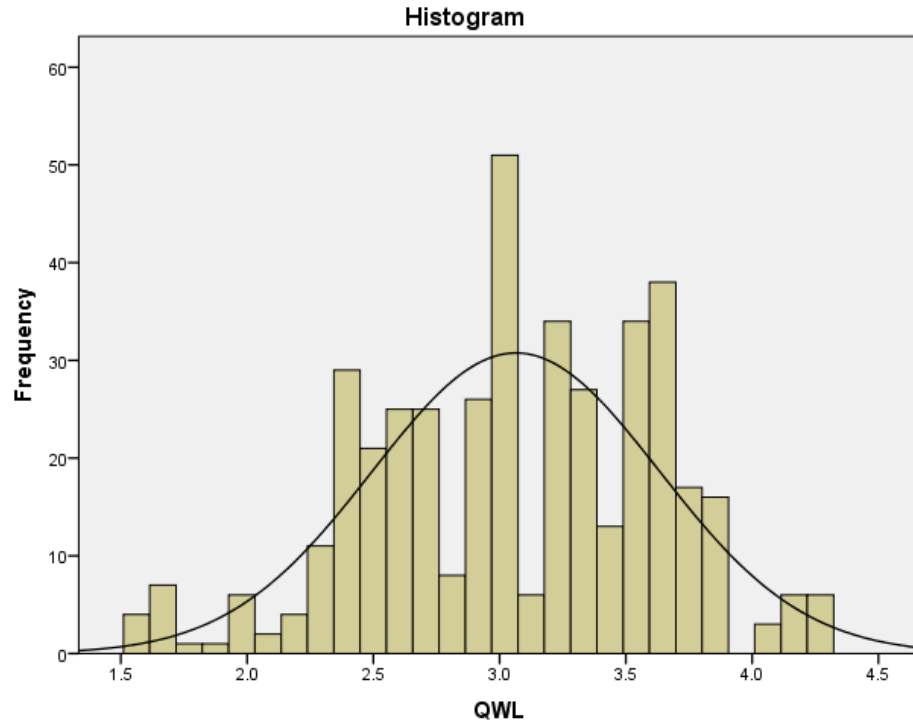
**Outliers Graph Of Job Performance:**



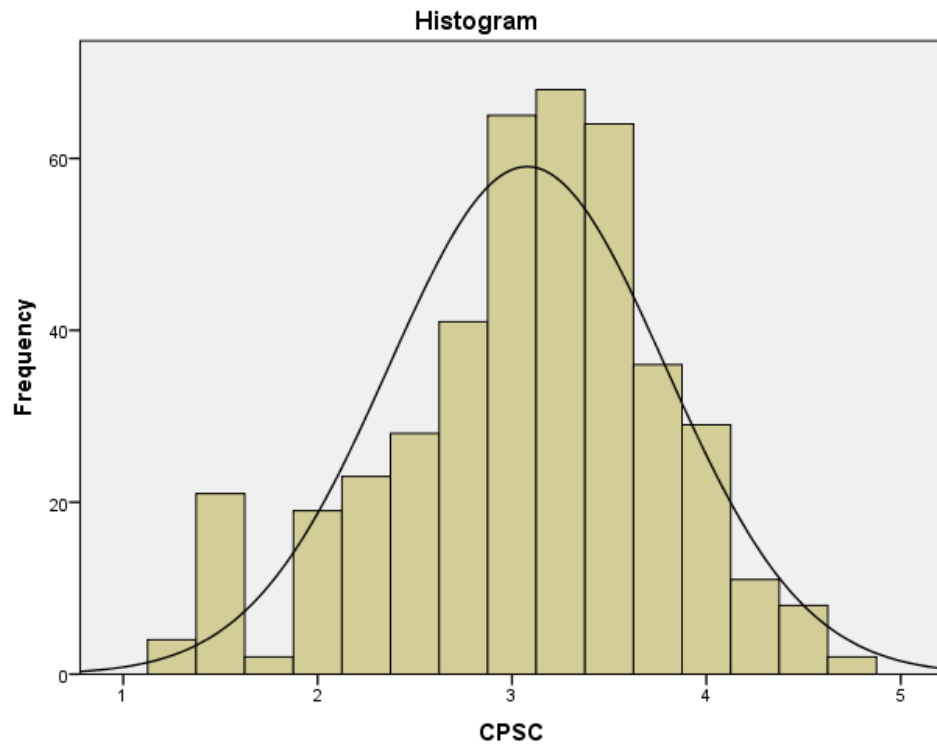
**Normality Graph Of Role Clarity:**



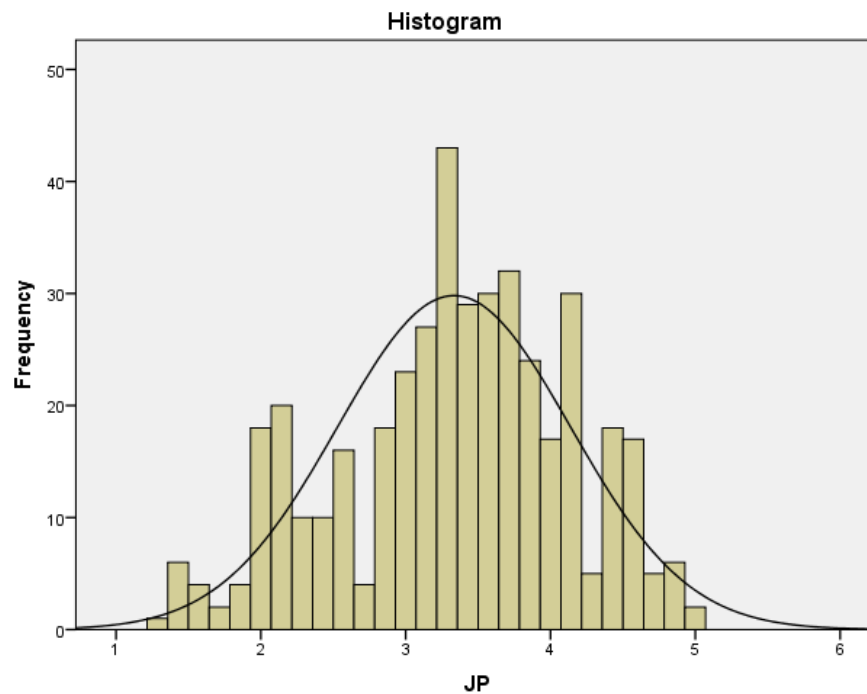
**Normality Graph Of Work Overload:****Normality Graph Of Quality of Work Life:**



**Normality Graph Of Creative Problem Solving Capacity:**



### Normality Graph Of Job Performance:



## Appendix B

### Questionnaire

#### Job Performance (Williams and Anderson 1991)

- This employee adequately completes assigned duties
- This employee fulfill responsibilities specified in job description
- This employee perform tasks that are expected from him/her
- This employee meets formal performance requirements of the job
- This employee engages in activities that will directly affect his/her performance evaluation
- This employee neglects aspects of the job he/she is obligated to perform (reverse coded)
- This employee fails to perform essential duties (reverse coded).

#### Work Overload (Price, 2001)

- I do not have enough time to get everything done in my job.
- My workload is heavy on my job time.
- I have to work very hard in my job.
- I have to work very fast in my job.

**Role Clarity (Rizzo, House, & Lirtzman, 1970)**

- I feel certain about how much authority I have.
- There are clear, planned goals and objectives for my job.
- I know that I have divided my time properly.
- I know what my responsibilities are.
- I know exactly what is expected of me.
- Explanation is clear of what has to be done.

**Quality Of Work Life (Elizur, D., & Shye, S. 1990)**

- To what extent does your work contribute to enable you to express your unique personality?
- To what extent does your work contribute to enable you to balance and match your unique qualities with existing conditions?
- To what extent does your work contribute to enable you to balance and match satisfactorily the various qualities of your personality?
- To what extent does your work contribute to enable you to find that the composition of your personality qualities remains more or less stable during the years?
- To what extent does your work contribute to enable you to succeed in expressing your physical ability: physical force, dexterity, etc?
- To what extent does your work contribute to enable you to balance and match your physical qualities suitably with existing conditions?
- To what extent does your work contribute to enable you to balance and match satisfactorily your various physical qualities?
- To what extent does your work contribute to enable you to find that the composition of your physical qualities remains more or less stable during the years?

- To what extent does your work contribute to enable you to succeed in influencing people and society?
- To what extent does your work contribute to enable you to balance and match your social requirements suitably with social frameworks and other external conditions?
- To what extent does your work contribute to enable you to satisfactorily balance and match your various social requirements?
- To what extent does your work contribute to enable you to find that, during the years, the structure of your relationships with your social environment remains more or less stable?
- To what extent does your work contribute to enable you to succeed in expressing the values in which you believe?
- To what extent does your work contribute to enable you to suitably balance and match your cultural and value requirements with existing conditions?
- To what extent does your work contribute to enable you to satisfactorily balance and match among the various beliefs and values that you hold?
- To what extent does your work contribute to enable you to find that, during the years, the composition of your beliefs and cultural values remains more or less stable?

**Creative Problem Solving Capacity (Reiter Palmon and Illies 2004 & Carmeli et al.'s 2013)**

- Capability to define work problems creatively (problem definition and construction).
- Skill to creatively articulate work problems (problem definition and construction).
- Ability to generate novel ideas to solve work problems (idea generation).
- Capability to suggest creative solutions to work problems (idea generation).
- Capability to appreciate what ideas are best for solving work problems (idea evaluation).

- Capability to choose the optimal solution for a specific work problem (idea evaluation)
- Capability to effectively implement novel ideas chosen to solve a specific work problem (idea implementation).
- Capability to implement the chosen creative solution to solve a specific work problem (idea implementation).