THE MEDIATING EFFECT OF KNOWLEDGE SHARING BETWEEN INTRINSIC MOTIVATION, HIGH-PERFORMANCE WORK SYSTEM, AUTHENTIC LEADERSHIP ON EMPLOYEES' CREATIVITY IN PAKISTAN TERRITORY EDUCATION INSTITUTIONS

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**DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA
2021**

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A thesis submitted to the Ghazali Shafie Graduate School of Government in fulfillment of the requirement for the degree of Doctor of Philosophy Universiti Utara Malaysia

Kolej Undang-Undang, Kerajaan dan Pengajian Antarabangsa
(College of Law, Government and International Studies)
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ABSTRACT

In recent management literature, employee creativity is considered to be an essential factor in achieving positive work outcomes and organizational effectiveness. Most prior studies have explored the role of psychosocial factors in explaining employee creativity. However, in this stream of research, the role of individual and organizational factors in enhancing employee creativity has gained little attention. This specific research intended to analyse the relationship between the authentic leadership, high-performance work systems and intrinsic motivation on the creativity of the employees. In addition, this particular research also analysed the mediating impact of knowledge sharing between authentic leadership, high-performance work systems and intrinsic motivation on the creativity of the employees. Two crucial theories have been investigated in this study namely self-determination theory as well as social exchange theory. In order to constitute the sample of the research, the researcher selected random sampling technique and selected 313 faculty members who were the full-time faculty members at the Public Universities of Punjab, Pakistan. The researcher integrated a self-administrated questionnaire in order to accomplish the aim and objectives of the study. The data collected through this research design was analysed by the means of PLS-SEM approach using Smart PLS 3.2.8. The outcomes of the research indicated that there is a position association between all the variables of the research and the creativity of the employees in the organization. The outcomes of the research also pointed out that there is a positive association among high performing work system, intrinsic motivation, and knowledge sharing. The knowledge sharing act as a partial mediator for the relationship between employee creativity, high-performing working systems and at the same time authentic leadership. The outcomes of this research are valuable for the policymaking as well as regulators and it could facilitate them in escalating the level of high-performance work system, authentic leadership and at the same time intrinsic motivation.

Keywords: Employee's Creativity, Intrinsic Motivation, High-Performance Work System, Authentic Leadership, Knowledge Sharing.

ABSTRAK

Dalam kesusasteraan pengurusan baru-baru ini, kreativiti pekerja dianggap sebagai faktor penting untuk mencapai hasil kerja yang positif dan keberkesanan organisasi. Kebanyakan kajian terdahulu telah meneroka peranan faktor psikososial dalam menjelaskan kreativiti pekerja. Walau bagaimanapun, dalam penyelidikan ini peranan individu dan faktor-faktor organisasi dalam meningkatkan kreativiti pekerja telah mendapat sedikit perhatian. Oleh itu, matlamat utama penyelidikan ini adalah untuk menguji pertalian antara motivasi intrinsik, sistem kerja berprestasi tinggi, dan kepimpinan sahih dalam kreativiti pekerja. Menggambarkan teori pertukaran pemimpin (SDT) pemimpin dan teori pertukaran sosial, kesan mediasi perkongsian pengetahuan antara motivasi intrinsik, sistem kerja berprestasi tinggi, dan kepimpinan sahih dalam kreativiti pekerja juga disiasat dalam kajian ini. Sampel kajian telah dipilih menggunakan teknik persampelan rawak proporsional dan sejumlah 313 ahli fakulti yang bekerja sepenuh masa di Universiti Punjab, Pakistan telah mengambil bahagian dalam kajian ini. Untuk mencapai matlamat kajian, data dikumpulkan melalui soal selidik sendiri dan dianalisis dengan pendekatan PLS-SEM menggunakan Smart PLS 3.2.8. Penemuan mendedahkan bahawa semua ramalan seperti motivasi intrinsik, sistem kerja berprestasi tinggi, dan kepimpinan sahih mempunyai hubungan positif dengan kreativiti pekerja. Dapatan juga disimpulkan bahawa terdapat hubungan positif antara motivasi intrinsik, sistem kerja prestasi tinggi dengan perkongsian pengetahuan dan perkongsian pengetahuan sebahagiannya mengantara antara hubungan motivasi intrinsik, sistem kerja berprestasi tinggi dengan kreativiti pekerja. Walau bagaimanapun, tiada sokongan empirikal didapati untuk hubungan yang signifikan antara kepimpinan sahih dengan berkongsi pengetahuan dan pengantaraan perkongsian pengetahuan antara hubungan kepimpinan sahih dan kreativiti pekerja. Penemuan ini memberi garis panduan kepada pengawal selia dan institusi membuat dasar bahawa mereka mesti meningkatkan tahap motivasi intrinsik, kepimpinan sahih, dan sistem kerja prestasi tinggi dalam organisasi untuk meningkatkan kreativiti pekerja. Di samping itu, mereka mesti memperkenalkan program perkongsian pengetahuan yang juga memainkan peranan penting dalam membangun kreativiti di kalangan pekerja.

Kata Kunci: Kreativiti Pekerja, Motivasi Intrinsik, Sistem Kerja Berprestasi Tinggi, Kepimpinan Sahih, Berkongsi Pengetahua
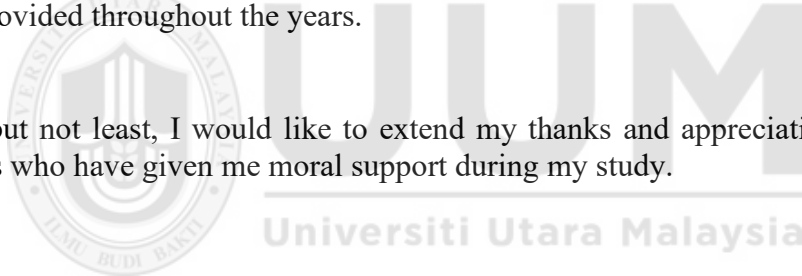
ACKNOWLEDGEMENT

First and foremost, my sincere gratitude goes to Allah, The Most Gracious, The Most Merciful. Praise be upon his Prophet Muhammad (P.B.U.H).

The co-operation and help of many people have made the completion of this study possible. I would like to express my sincere appreciation and great respect to these people who have helped and encouraged me throughout my PhD journey. I want to express my deepest appreciation to my supervisor, Prof. Madya Dr. Badariah Binti Haji Din, who has provided me with great support, help, and guidance throughout my PhD studies. Thanks a lot, Dr. Badariah for all of your assistance, guidance, and patience throughout the years.

I don't think I will ever find words suitable enough to thank my family for their support. Therefore, a big 'Thank You' to my parents who have been the source for my achievement and success in life since the time I was little and have always taught me the value of patience and diligence in life. Thank you, father, Mr. Faiz Ul Hassan Shah for all your prayers, love and support; I am forever indebted to you, for all the help you provided throughout the years.

Last, but not least, I would like to extend my thanks and appreciation to all of my friends who have given me moral support during my study.

Syed Ibn Ul Hassan Shah

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LIST OF ABBREVIATIONS

KS	Knowledge Sharing
HPWS	High Performance Work System
EC	Employee Creativity
IM	Intrinsic Motivation
AL	Authentic Leadership
CFA	Confirmatory Factor Analysis
CR	Composite Reliability
EFA	Exploratory Factor Analysis
FSA	Financial Services Act
PLS	Partial Least Square
PLS-SEM	Partial Least Square Structural Equation Modelling
SE	Standard Error
SEM	Structural Equation Modelling
SET	Social Exchange Theory
SDT	Self-determination Theory
SPSS	Statistical Package for Social Science
VIF	Variance Inflation Factor
AVE	Average Variance Extrac

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Creativity can play a vital role in different disciplines to influence individuals in order to shape the society. The success of any business venture, whether manufacturing or service, largely depends on employee's creativity and innovation. Creativity is a vital theme in ranked conduct as it integrates the age of innovative and valuable items, practices, strategies and administrations (Amabile, 1996). Oldham (2014) claimed that creativity is the crucial to innovation, development, and subsistence, particularly when organizations essential to accommodate to speedy changing environment situations and to adventure the growth of innovative opportunities. Creativity has become a main concern in current years. Researchers in the business, education, psychology and science are entirely working to gain a profounder understanding of this abstract idea. Cole et al. (1999) claimed that our society raises gradually composite and the quantity of information produced continues to grow, society's problems need more creative solutions. Hence, creativity is an imperative element of this additional skill set that teachers need in relation to education and societal growth.

However, employee's creativity is more crucial for the service sector because customers do not measure performance based on the physical product; rather, on the quality of services provided by the employees (Yang, Lee, & Cheng; 2016). When compared to other service sectors, creativity acquires immense significance in the educational institutions for the reason that these institutions play a crucial role in fostering innovation as well as creativity in contemporary societies.

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APPENDICES

Appendix: I Empirical Studies on HPWS, Intrinsic Motivation, Knowledge sharing, authentic leadership, and creativity.

Author	Population	Variables	Statistical Model	Findings	Recommendations
(Ramsay et al., 2000)	US	HPWS, commitment, and organizational performance	Hierarchical regression analysis	Authors found an insignificant relationship between HPWS and organizational performance	Authors suggested that it is not necessary to believe the orthodox view of HPWS that it always improves performance. Future researchers need to explore this relationship in different contextual setting for a better explanation of the relationship
(Gürbüz, 2009)	Blue-collar workers of 35 Turkish firms	HPWS and job satisfaction	Hierarchical regression analysis	The author concluded that all HPWS except compensation are significantly related to job satisfaction	N. A
(Sousa et al., 2009)	Retailing, Portugal	Authentic leadership and employee creativity with the mediating role of	SEM	Authentic leadership predicts employees" creativity both directly and	Authors recommended checking this relationship with the mediation of trust, identification with the organizational knowledge sharing, or intrinsic motivation.

		employee's enthusiasm		through the mediating role of employees" enthusiasm	
(Bashir, Jianqiao, Jun, Ghazanfar, & Khan, 2011)	DAIs/universities faculty members, Pakistan	HPWS and job satisfaction	Kruskal-Wallis Test	The results showed a positive and significant correlation between HPWS and Job satisfaction	Authors proposed that the framework need to be applied in the different contextual setting for the authenticity of the results.
(Shropshire & Kadlec, 2012)	The manufacturing sector, China & Taiwan	HPWS, Pay for performance, intrinsic motivation and employee's creativity	hierarchical regression model	Authors found that the effect of pay for performance on creativity was invariantly moderated by perceived guanxi HRM practice in such a way that when guanxi HRM practice was low, PFP had stronger positive effects on creativity.	N. A
(Chiang & Hsu, 2012)	Manufacturing sector workers, Taiwan	HPWS And team creativity with mediation effect of knowledge sharing and intrinsic motivation	hierarchical regression model	This study found that domain knowledge and intrinsic motivation mediate the relationship between high-performance work system and workers' creativity performance.	Authors suggested that future researchers need to examine other factors which foster an individual's creativity such as leadership style along with HPWS
(Muceldili et al., 2013)	Manufacturing/ service, Turkey	Authentic leadership and innovation with the mediating	Linear and hierarchical regression	The main findings are; authentic leadership has a positive relationship with employees' creativity;	Authors suggested that future researchers need to test this relationship with some other mediating variables or in different contextual settings

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		role of employee's creativity		employees' creativity has a positive impact on innovativeness, and authentic leadership has a positive relationship with innovativeness.	
(Černe et al., 2013)	Manufacturing, Slovenian	Authentic leadership and innovation. In the second model, authentic leadership, and creativity with the mediation of organizational support	SEM	The results indicate that whereas perceived team leaders' authentic leadership directly influences team members' individual creativity and team innovation, the impact of self-ascribed team leaders' authentic leadership was not significant. In addition to that, the relationship between team leaders' authenticity and creativity is mediated by the perception of support for innovation.	Authors proposed that future researchers could include service sector organizations as well as the generalizability of this research findings
(Zhang et al., 2014)	The manufacturing sector, China	HPWS, corporate social responsibility, and Organization citizenship behaviour	SEM	The findings demonstrate that HPWS is positively related to HPWS satisfaction and employees' perceptions of CSP. HPWS satisfaction fully mediates the relationship between HPWS	Authors suggested that more mediators could be used in future for better understanding of HPWS impact on organizational citizenship behaviour and social responsibility.

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				and employees' affective commitment (AC). There are multiple mediators between HPWS and OCB, indicating more complicated mechanisms through which HPWS leads to the desired HR outcomes.	
(Zhu & Chen, 2014)	Education (executive students)	HPWS and creativity with the mediation of knowledge sharing	Regression	Results revealed that knowledge sharing mediates the relationship between HPWS and creativity for Chinese executive students	Future researchers could extend their data collection to some other universities
(Zubair & Kamal, 2015)	Service sector (banks), Pakistan	Authentic leadership and creativity with the mediating effect of work-load and psychological capital	Linear and Hierarchical Regression Analyses	Results showed that authentic leadership, psychological capital, and work-related flow were significantly positively associated with employee creativity.	N. A
(Rahman, 2015)	Healthcare sector, Canada	Knowledge sharing and employee's creativity with the moderating effect of relationship	Linear Regression and bootstrapping	Authors found that destructive organizational politics has a negative impact on knowledge-sharing and hence creativity of employees	Authors proposed to add more contextual factors for better understanding of this relationship

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		quality and organization's politics			
(Ugheoke et al., 2015)	Public sector	Three dimensions of HPWS and organizational performance	Regression	Authors found that two out of three dimensions of HPWS are significantly related to improved organizational performance	N. A
(Fidan & Oztürk, 2015)	Education, Turkey	Intrinsic motivation, innovative environment, and creativity	Multiple regression analysis	Results revealed that intrinsic motivation is a significant predictor of the teacher creativity teachers working at private schools tend to be more intrinsically motivated and creative than teachers working at public schools.	Authors proposed to apply the same theoretical framework in another contextual setting due to cultural differences.
(Yun Hwa Chiang et al., 2015)	Engineers from Taiwan	HPSW, knowledge sharing, and creativity with moderating effecting of personality traits	Regression Analysis	Results highlighted a strong relationship between HPWS and creativity through knowledge sharing. In addition, results further revealed that extrovert individuals are more prone to share information than their counterpart	Authors suggested that only 16 items were used to measure HPWS practices. These 16 items may not truly represent the HPWS practice. Therefore, future research might use individual dimension and more items for each dimension to better capture this relationship.
(Ahmad et al., 2015)	Academia, Pakistan	Authentic leadership and	Linear Regression	Results highlighted a strong relationship between	Researchers suggested that longitudinal research could be a better option for

		creativity with the mediating role of intrinsic motivation	and bootstrapping	authentic leadership and creativity whereas intrinsic motivation partially mediating this relationship	future researchers to authenticate research findings
(Malik et al., 2016)	Hospital Staff (nurses), India	Authentic leadership and creativity with the mediating role of knowledge sharing	Linear and hierarchical regression	Authors concluded that authentic leadership and creativity are significant, and mediation also exist between them	Authors suggested that for the robustness of results, future researchers may apply this model to some other sector
(Auger & Woodman, 2016)	France	Intrinsic motivation and creativity	Case study analysis of 6 companies	A better understanding of existing links between intrinsic motivation and creativity suggests more relevant and effective management practices.	Authors suggested an empirical application of their proposed framework
(Fareed et al., 2016)	Telecom industry of Pakistan	HPWS, human capital development, and Professional Effectiveness	SEM	Authors found an insignificant relationship between HPWS and professional effectiveness for telecom industry of Pakistan.	Authors recommended as telecom sector of Pakistan was selected for this research so future researchers could either apply this model to some other sector or country
(Wang, Kim, & Lee, 2016)	China	Cognitive diversity and team creativity.	Linear and hierarchical regression	Results showed that transformational leadership moderated cognitive diversity's direct effect on	Authors suggested using a longitudinal research design for the validity of these results.

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		With mediation of team intrinsic and transformational leadership as a moderator		team intrinsic motivation and indirect effect on team creativity via team intrinsic motivation,	
(Riaz, 2016)	Manufacturing and Service Sector of Pakistan	HPWS and Organizational Performance	Two-level regression analysis	Authors found an insignificant result between employee rated HPWS practices and organizational performance for 17 manufacturing/service companies in Pakistan	Authors recommended that applying this studying on any individual domain either manufacturing or service sector with a broader dataset is a good option for research futures
(Sothan & Baoku, 2016)	Hotel industry, Cambodia	HPWS, OC, & employee creativity with the mediation of knowledge sharing	Linear and hierarchical regression	Authors found a positive and significant relationship between HPWS, organizational commitment, knowledge sharing, and creativity.	Sothan used five dimensions of HR practices and suggested that future researchers may use other dimensions as well
(Semedo et al., 2016)	Retailing, Santiago and São Vicente Islands	Authentic leadership, affective commitment, job resourcefulness, creativity, and performance	Hierarchical linear modelling	The results reveal that authentic leadership influences employees' attitudes (affective commitment and job resourcefulness) and their creativity, affective commitment and job resourcefulness predict the	N. A

				employees' creativity, and job resourcefulness and creativity predict individual performance.	
(Margaret Heffernan et al., 2016)	Managers of top-performing companies in Ireland	HPWS, creativity, and organizational performance	Hierarchical linear modelling	Authors found a significant relationship between HPWS and organizational performance with the mediating role of employee's creativity	Authors proposed that future researchers could use multi-facet dimensions of organizational performance for better understanding
(He et al., 2017)	Manufacturing, R&D, and Marketing companies in China	HPWS, organizational citizenship behaviour, and employee's creativity	Hierarchical linear modelling	Authors concluded that HPWS is significantly related to OCB whereas an insignificant relationship exist for employee's creativity	Authors suggested that future researchers could use this approach to test the same model in western culture because significant cultural differences exist among them
(Ma et al., 2017)	90 teams from 16 Chinese companies	HPWS and Creativity with the mediation of knowledge sharing and team efficiency	Hierarchical linear modelling	Authors found an insignificant result for opportunity-enhancing HPWS practices and creativity.	Authors recommend doing longitudinal research for the validity of their study's results.
(Tang et al., 2017)	288 employees from the chemical sector of China	HPWS and employee's creativity with the mediation of organizational support	Stepwise regression	Authors concluded a significant relationship between HPWS and creativity if proper organizational support is present.	N. A

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(Shahriari, Abzari, Nasr Isfahani, & Kianpour, 2017)	The service sector, Iran	HPWS and organizational learning and innovation	SEM	A direct statistically significant relationship exists between HPWS practices and organizational learning whereas HPWS is indirectly affecting innovation through organizational learning	This study used 5 dimensions of HPWS. However, future research may use other important dimensions of HPWS, including these.
(Rasheed, Shahzad, Conroy, Nadeem, & Siddique, 2017)	SMEs, Pakistan	HPWS, and organizational innovation with the mediation of employee voice	Hierarchical linear modelling	Findings revealed that HPWS was significantly and positively related to employee voice and organizational innovation. Employee voice was found as a significant predictor of organizational innovation and mediating factor in the relationship between HPWS and organizational innovation.	N. A
(Aybas & Acar, 2017)	White-collar workers, Turkey	HPWS & employee engagement with the mediation of	SEM	The result of this study, the effects of motivation and skill-enhancing HR practices on work engagement is significantly partial mediated by psychological	Authors stated that these results came from the cross-sectional study. Hence, the longitudinal study may be of special interest for future researchers to validate these results.

		psychological capital		capital but not moderated. On the other hand, the effects of opportunity enhancing HR practices and working conditions on work engagement are significantly partial mediated and moderated by psychological capital at the same time	
(Abdullayeva, 2017)	European Manufacturing Survey	HPWS practices and innovation	logistic regression analysis	The author found a significant relationship between HPWS and technical process innovation whereas an insignificant relation was observed for HPWS and product innovation	N. A
(Sanz-Valle & Jiménez-Jiménez, 2018)	Manufacturing, Spain	HRM practices and product innovation with the mediation of innovative work behaviour	SEM	Results reported a significant relationship between HRM practices, product innovation, and innovative work behaviour	Authors suggested longitudinal research using the same model

Appendix: II Output of skeness and kurtosis calculation

Sample size: 313

Number of variables: 52

Univariate skewness and kurtosis

	Skewness	**SE_skew**	**Kurtosis**	**SE_kurt**
TE1	-0.70333628	0.137796	-0.3432271	0.2747352
TE2	-0.52399884	0.137796	-0.6268454	0.2747352
TE3	-0.53812620	0.137796	-0.5418424	0.2747352
COM1	-0.32689320	0.137796	-1.2423751	0.2747352
COM2	-0.34302159	0.137796	-1.1052294	0.2747352
COM3	-0.18709703	0.137796	-1.2549641	0.2747352
KS1	-0.49246972	0.137796	-1.0644081	0.2747352
KS2	-0.29380247	0.137796	-1.5922799	0.2747352
KS3	-0.29607259	0.137796	-1.4944846	0.2747352
KS4	-0.55063400	0.137796	-1.1100919	0.2747352
KS5	-0.33515316	0.137796	-1.5674979	0.2747352
KS6	-0.26804645	0.137796	-1.5832274	0.2747352
KS7	-0.22808921	0.137796	-1.6051831	0.2747352
KS8	-0.73695528	0.137796	-0.8520286	0.2747352

KS9	-1.21775744	0.137796	0.2254645	0.2747352
COP1	-0.51293095	0.137796	-0.5867066	0.2747352
COP2	-0.37580019	0.137796	-0.8818867	0.2747352
COP3	-0.29349040	0.137796	-1.0825245	0.2747352
IM1	-0.44262900	0.137796	-1.0546817	0.2747352
IM2	-0.66526831	0.137796	-1.0727893	0.2747352
IM3	-0.70966878	0.137796	-0.9697336	0.2747352
IM4	-0.44324739	0.137796	-0.7368691	0.2747352
IM5	-0.35031931	0.137796	-0.6646528	0.2747352
TRANS1	-0.52434216	0.137796	-0.7358910	0.2747352
TRANS2	-0.43342915	0.137796	-0.8783587	0.2747352
TRANS3	-0.25927967	0.137796	-1.0084741	0.2747352
TRANS4	-0.33153151	0.137796	-1.1683636	0.2747352
TRANS5	-0.39014209	0.137796	-0.9412711	0.2747352
MO1	-0.45206196	0.137796	-0.5934812	0.2747352
MO2	-0.60424506	0.137796	-0.7877606	0.2747352
MO3	-0.66698048	0.137796	-0.5776644	0.2747352

MO4	-0.39384199	0.137796	-0.7719799	0.2747352

SA1	-0.54980409	0.137796	-0.8177435	0.2747352
SA2	-0.51468563	0.137796	-0.6677840	0.2747352
SA3	-0.38781717	0.137796	-0.8155750	0.2747352
SA4	0.44061756	0.137796	-0.1860912	0.2747352
BP1	-0.28908380	0.137796	-0.2835992	0.2747352
BP2	-0.36907085	0.137796	-0.9148529	0.2747352
BP3	-0.37182908	0.137796	-0.9181286	0.2747352
EC1	-0.09400279	0.137796	-1.1504389	0.2747352
EC2	-0.37216878	0.137796	-1.3273379	0.2747352
EC3	-0.07291744	0.137796	-1.2454947	0.2747352
EC4	-0.46476575	0.137796	-1.2290410	0.2747352
EC5	-0.11248422	0.137796	-1.4584573	0.2747352
EC6	-0.19898549	0.137796	-1.3867278	0.2747352
EC7	-0.11520159	0.137796	-1.4191879	0.2747352
EC8	-0.31037085	0.137796	-1.3351160	0.2747352
EC9	-0.25939809	0.137796	-1.3675026	0.2747352
EC10	-0.26158708	0.137796	-1.3298871	0.2747352
EC11	-0.59144674	0.137796	-0.4033624	0.2747352

EC12	-0.48450967	0.137796	-1.0479483	0.2747352
EC13	-0.24296799	0.137796	-1.3097490	0.2747352

Mardia's multivariate skewness and kurtosis

	B	z	p-value
Skewness	660.3861	34450.14214	0.000
Kurtosis	2932.2371	14.66492	0.000

Appendix 111: Questionnaire

Demographic information

Age	20 to 30	☐	31 to 40	☐	41 to 50	☐	Above 50	☐

Qualification	Master	☐	M.Phil.	☐	Doctor	☐	Post -doc	☐
Experience (year)	Less than 5	☐	6 to 10	☐	11 to 15	☐	Above 15	☐

Gender	Male	☐	Female	☐

Designations	Lecturer	☐	Assistance lecturer	☐	Associate professor	☐	professor	☐

Kindly read the statement and tick the appropriate answers.

1: Strongly disagree 2: disagree 3: Neither disagree nor Agree 4: agree 5: Strongly Agree

Employee's creativity					
Items	**1**	**2**	**3**	**4**	**5**
I…..…,					
Suggest new ways to achieve goals or objectives.					
Come up with new and practical ideas to improve performance.					
Searche out new technologies, processes, techniques, and/or product ideas					
Suggest new ways to increase quality.					
Am a good source of creative ideas?					
Am not afraid to take risks.					
Promote and champions ideas to others					

Exhibit creativity on the job when given the opportunity to.					
Develop adequate plans and schedules for the implementation of new ideas.					
Often have new and innovative ideas.					
Come up with creative solutions to problems.					
Often have a fresh approach to problems.					
Suggests new ways of performing work tasks					

Intrinsic motivation

Items					
I enjoy finding solutions to complex problems.					
I enjoy coming up with new ideas.					

I enjoy engaging in analytical thinking.					
I enjoy creating new procedures for work tasks.					
I enjoy improving existing processes.					

High-performance work system

Training and education

This university has…,

Opportunities for education and training					
Training for current and future skills					
Overall support for education and training					

Communication					
Employee suggestion systems					
Communication network					
Open communication with head of department or colleagues					
Compensation					
Merit-based bonus					
Level of pay is higher than that of other universities of about the same size					
Equitable rewards system					

Authentic Leadership

Transparency *My Leader……,*					
says exactly what he or she means					
admits mistakes when they are made					
encourages everyone to speak their mind					
tells you the hard truth					
displays emotions exactly in line with feelings					
Moral / ethical					
demonstrates beliefs that are consistent with actions					
makes decisions based on his or her core values					
asks you to take positions that support your core values					

makes difficult decisions based on high standards of ethical conduct					
Balance processing					
solicits views that challenge his or her deeply held positions					
Analyzes relevant data before coming to a decision					
listens carefully to different points of view before coming to conclusions					
Self-awareness					
seeks feedback to improve interactions with others					
accurately describes how others view his or her capabilities					
knows when it is time to revaluate his or her position on important issues					
shows he or she understands how specific actions impact others					
Knowledge Sharing					
knowledge sharing with others in the organization is valuable					

knowledge sharing with others in the organization is beneficial					
knowledge sharing with others in the organization is pleasant					
the organization supports knowledge sharing					
the knowledge in the organization is located in databases and is shared efficiently					
the opportunities to share knowledge within the organization are sufficient					
it is easy to find the person with the knowledge I need					
there are valid processes/channels to share knowledge between different locations and departments					