

## Exploring the Dynamics of Employee Performance: A Study on Creativity, Leadership, and Stressors in Karachi's Textile Industry

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*This study aims to examine the factors affecting employee performance in textile mills across Karachi, Pakistan. Employing a quantitative, cross-sectional approach, the study used convenience sampling to collect data from employees across various textile mills. Data collection was facilitated using published scales from different researchers and conducted via Google Forms. Analysis was performed using SPSS version 17. The study identified that creativity, challenge stressors, hindrance stressors, transformational leadership, organizational innovation, and career development significantly influence employee performance. Creativity and career development emerged as the most influential factors, significantly enhancing employee performance, followed by organizational innovation, challenge stressors, and transformational leadership. Hindrance stressors, while negatively impacting performance, showed a less significant effect than expected. These findings provide valuable insights for managers in the textile industry and other sectors. By fostering creativity, promoting career development, and implementing transformational leadership and organizational innovation, managers can enhance employee and organizational performance. Additionally, recognizing and mitigating the impact of hindrance stressors is crucial for maintaining a productive work environment. This study contributes unique insights into the dynamics of employee performance within the context of Karachi's textile industry, a sector that has not been extensively explored in existing literature. It offers a comprehensive understanding of various factors that influence employee performance in this specific industrial setting, adding valuable knowledge to the field of organizational behavior and management. If employees of an organization perform well, the organization performs well. If the organization of a country performs well, the country performs well.*



## 1. Introduction

The maximization of stakeholder equity stands as the foremost objective of organizations, a principle that has been well-established in the academic discourse by researchers like Ahmad & Hussanie (2018). Central to achieving this objective is the performance of employees, as the success of any organization is inextricably linked to how well its employees perform. This assertion, put forth by Nasir et al. (2022), underscores the importance of identifying and nurturing factors that positively influence employee performance. The prevailing wisdom in organizational theory suggests that to optimize employee output, an environment that fosters positive elements such as leadership, innovation, and creativity is essential, while simultaneously minimizing negative aspects like stress and poor working conditions. In the context of Pakistan, the textile industry has been a cornerstone of the economy. However, recent trends have painted a concerning picture. The Pakistan Economic Survey (2023) reports a significant contraction in this sector, with a decrease in exports and overall performance. These challenges are not just macroeconomic figures but are reflected in the performance of key players in the industry, such as the Gul Ahmed Textile Mills Limited, which reported a substantial loss. This situation brings to the forefront the importance of employee performance in the sector, a factor that has been highlighted by researchers like Bashir et al. (2020) as critical to organizational success.

Employee performance, as conceptualized by Hellriegel et al. (1999), is the outcome of an individual's effort to complete meaningful work. This individual performance, when aggregated, forms the overall organizational performance, as suggested by Rehman et al. (2012). Therefore, understanding and enhancing individual performance becomes imperative for the success of the organization as a whole. Leadership plays a pivotal role in this context. Effective leadership, particularly transformational leadership, is recognized for its ability to inspire and motivate employees to exceed their usual limits of performance. Transformational leaders, as characterized by Longshore and Bass (1987), are those who can incite change and foster a culture of creativity and innovation. Nasir et al. (2022) have pointed out the importance of such leadership styles in today's dynamic business environment. The relationship between innovation and leadership is also critical in determining employee performance. Innovation is widely acknowledged as a key driver of success in modern organizations. The role of creativity in fostering innovation, and in turn, its impact on employee performance, has been a focus of academic research, yet it remains an area ripe for further exploration, particularly in the context of the textile industry.

Moreover, the role of stress in the workplace cannot be overlooked. Stress, arising from factors such as excessive workload, role conflicts, and unrealistic deadlines, has been shown to have a detrimental impact on employee performance. This is compounded by the unique challenges and stressors present in the textile industry, which may differ from those in other sectors. Another critical aspect is career development. The development of employees' careers not only benefits the individuals but also contributes significantly to organizational success. Career development strategies, such as training, mentoring, and job rotation, are essential in equipping employees with the necessary skills and knowledge to perform effectively.

Given the current economic downturn in Pakistan and the challenges faced by the textile industry, understanding the various factors that influence employee performance has become more crucial than ever. This study, therefore, seeks to examine the impact of creativity, challenge stressors, hindrance stressors, transformational leadership, organizational innovation, and career development on employee performance in the textile sector. Despite the recognized importance of these factors, there exists a gap in research specifically focused on the textile industry in Pakistan. The existing literature, while extensive, has not sufficiently explored the interplay between these factors and their collective impact on employee performance in this specific context. This study aims to fill this gap, providing insights that could be pivotal for the revitalization of the textile sector in Pakistan and contributing to the broader field of organizational behavior and employee performance.

## **2. Literature Review**

### **2.1 Job demands-resources model**

Demerouti et al. (2001), in the job demand-resource model, say that the work environment has 2 characteristics belonging to 2 different categories, work demands and work resources. Job demands are the entities that hinder your ability to perform your work at an optimal level (i.e. high workload, tight deadlines, and excessive overtime). If these job demands are present in an ample amount they cause stress and that stress can be categorized into 2 categories, challenge stress and hindrance stress. Job resources are the things that help you in performing your job and reducing the effect of stressors (i.e. skills, leaders, and creativity).

To better understand the job demand and resource model, let's look at our job as a big puzzle. Some pieces of that puzzle can be difficult and challenging to solve while requiring a lot of your time, like high workload, tight deadlines, and excessive overtime. These puzzle pieces can be called "job demands". Other pieces of the puzzle are like tools that can help you solve the puzzle easily and make it enjoyable, like supportive leaders or opportunities to learn new things. These puzzle pieces are your job resources. The job demand and resource model looks at how these puzzle pieces affect your work life. If you have too many difficult pieces (high job demands) without enough helpful tools (job resources), it can make you feel stressed and overwhelmed. But when you have good tools to help you with the challenging pieces, you feel more motivated, and

satisfied, and you perform better. The model suggests that having the right tools, or job resources, can actually protect you from the negative effects of challenging demands. So, even if your job has difficult parts, having supportive leaders, chances to grow, and a positive work environment can make things much better. This way, you can complete your work puzzle with less stress and more success.

Bakker and Demerouti (2007), stated that the JD-R model can be used to understand what factors affect the performance of employees in different occupations. For the textile industry of Pakistan, we will use challenge and hindrance stressors as job demands and transformational leadership, organizational innovation, creativity, and career development as job resources.

## **2.2 Employee performance**

Performance can be defined as the quantity and quality of work that you did in order to complete the responsibilities given to you. El-Zeiny (2012), says that employee performance is the attitude one has while carrying out their job. According to Folorunso et al. (2014), it is an outcome that is produced by employees of an organization. Employee performance seems to be an individual achievement that occurs when people complete the tasks that are handed to them by their organization and they, while performing those tasks show a high level of skill and fineness. Employee performance is the total amount of work completed over a given amount of time (Bernardin, 2004).

## **2.3 Creativity**

Creativity is the innate ability of someone to think outside of the box. As mentioned above creativity is an absolute necessity to have under your belt in the cutthroat competition of today's industry as it lets you innovate and create something new. A creative environment makes it easy for the employee to learn new things and it also helps organizations achieve their learning orientation (Nasrolahi Vosta et al., 2019). According to Weinstein et al., (2005) creating an environment that promotes creativity can improve employee performance. Any new idea must first and foremost be based on a person, providing a solid foundation for organizational innovation, (Amabile, 1988). Because of this, employee creativity becomes the prerequisite for innovation, (Supartha et al., 2019). The potential of new products is more than likely to be recognized by creative employees, they find innovative ways of utilizing old processes and also create new processes that work (Zhan et al., 2018). Creative individuals are more likely to come up with novel ideas and also spread them across the organization, along with creating plans for executing them (Miao & Cao, 2019). If these individuals serve as role models for the rest of the model then they might also be able to inculcate creativity in the rest of the organization having a spillover effect (Zeb et al., 2020). As said (Shalley & Gilson, 2004), Creative employees create new ideas that are also used by other employees for the development of the organization.

Creativity enhances workers' performance in terms of their jobs. Because creativity allows them to trust their ideas and take risks, people become more adaptable and receptive to new

experiences, (Duarte et al., 2021). Many organizations have realized that creativity can greatly improve the performance of their organization and as a result have started to heavily invest in it (Woodman et al., 1993). Mittal & Dhar (2015), state that creativity is a factor through which organizations can gain a lead over their competition. According to Nasir et al. (2022), employee performance is heavily influenced by creativity.

## **2.4 Challenge Stressor**

The literature suggests that challenge stressors help boost an employee's performance (Wu et al., 2017). Cavanaugh et al. (2000), state that a person feels stressed when they believe that the parameters of an external situation are greater than their anticipated level of tolerance. The stressor-strain approach claims that work stressors are the causes of the stress process and that strains like tension, anxiety, and exhaustion are its immediate results (Yavas et al., 2018). Recent studies have demonstrated that while all stressors cause stress, distinct types of stressors also have varied emotional and behavioral effects. Challenge stress results in upbeat feelings and an active coping method (LePine et al., 2010; Sun et al., 2020). There were beneficial effects on corporate outcomes like improved performance, innovation, and efficiency of employees. Through the creation, support, and development of ideas for altering oneself or the workplace, innovative acts might enable workers to improve their health while facing high working demands (Maslach & Leiter, 2017). These findings suggested that the creation and use of concepts might be effective countermeasures to challenge stress.

## **2.5 Hindrance Stressors**

It is basic knowledge that stress has a negative impact on an employee's work performance. According to this point of view, stressors can cause stresses (such as fatigue and exhaustion) as a result of the emotional and mental strain involved in evaluating situations and coming up with solutions, which can lower the amount of energy needed to complete tasks, (Antwi et al., 2019). Organizational politics, bureaucracy, an unstable position, and concerns over job security are all "hindrance stressors". It also included strict requirements that managers perceived as unnecessary roadblocks to goal achievement and human growth, (Sarwar et al., 2020). The results of regression analysis showed that stressors had a negative impact on overall performance, creativity, and job satisfaction (Podsakoff et al., 2005). Stressful demands have been classified as hindrance stressors because they are perceived by people as barriers to personal development and goal achievement. If compared to challenge stressors, hindrance stressor is known to manipulate and threaten an individual. Previous studies demonstrated a negative relationship between hindrance stressors and an organization's performance (Lepine et al., 2007; Podsakoff et al., 2005). In terms of coming up with new ideas, hindrance stressors can impact the process of developing and putting those ideas into action in varying ways. Cowen identified a connection between feelings of psychological threat and inflexible thought patterns. Moreover, a rise in unpredictability was seen to diminish creative output (Khazanchi et al., 2010). Therefore, it's feasible that barrier pressures prevent the development of original ideas. Putting creative ideas into practice is referred to as concept

implementation, as opposed to idea generation (Wu et al., 2017). Creative ideas are likely to encounter resistance and criticism since they go against and contradict the organization's established frameworks of procedures and the status quo (Barello et al., 2020). Even though the literature points out that stress negatively affects work outcomes, it has been shown to be insignificant in previous research (Chauhan et al., 2020).

## **2.6 Transformational Leadership**

Transformational leadership has been famous due to its ability to influence people. Higher productivity than expected and working long hours are common traits of people who are subordinates of transformational leaders (Bass, 1985). They are helpful, they guide their subordinates, help them refine their skills, and treat each and everyone equally (Miao & Cao, 2019). By definition, "It's like leading a group where the main goal is shared and everyone's encouraged to chase their dreams while working together." (Burris et al., 2008). This kind of leader helps everyone around them obtain more knowledge and improve every aspect of their corporate life. This leads to their subordinates improving themselves and changing their goals. According to earlier research on this subject, employee performance and business success are related, (Rubera & Kirca, 2012). In the late 1990s, researchers started to look into the concepts of creativity and innovation. Due to the connection between these two concepts, businesses realized they needed to improve their employees' performance, (Alarifi et al., 2019). According to Shalley and Gilson (2004), employees are the main source of innovation and to be innovative you need to be creative first. Leaders with transformational leadership styles influence their staff to become innovative and creative. People who are led by a transformational leader are confident and trust one another, according to Miao and Cao (2019), Transformational leaders encourage their team members to be more creative and innovative because they are willing to take on more difficulties (Mahmood et al., 2019; Ribeiro et al., 2018). According to Yunus and Anuar, (2012), followers of a transformational leader are pushed to find different ways of improving their performance.

## **2.7 Organizational Innovation**

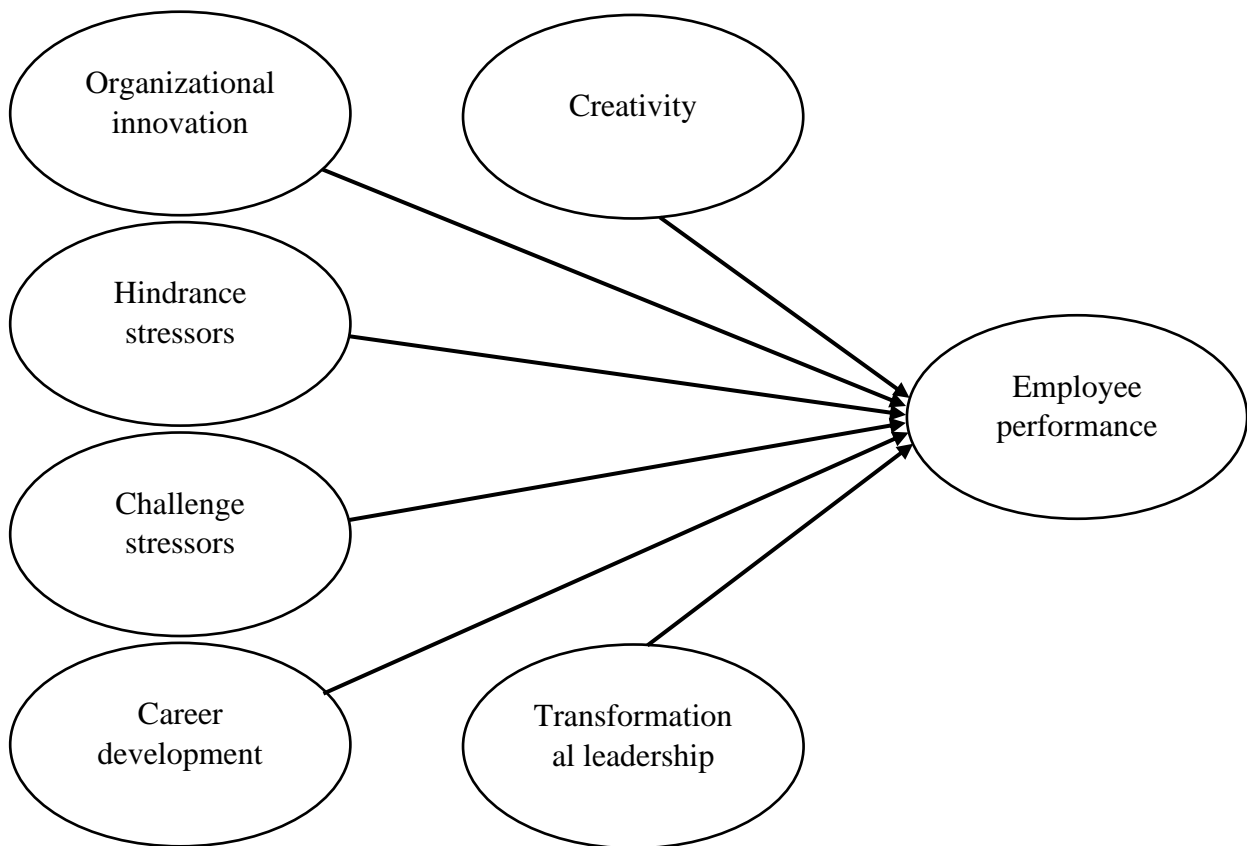
Creative products, services, and procedures are a direct result of innovative practices (Rhee et al., 2017). Innovation primarily stems from individuals. Individual employees with innovative ideas carve a way for organizational innovation (Tu & Lu, 2016). Rasheed et al. (2017), stated that new products are usually created by creative individuals, they also find innovative and new ways of using old products, processes, and methods. As a result, Employees with creativity become the flagbearers for innovation. Furthermore, these employees don't just find new ideas but they also find new ways of implementing old ones. Creative personnel inspire other employees and become role models, also transforming their surroundings into idea generators. The whole organization benefits from creative people as their ideas can be communicated with the whole organization allowing other employees to improve themselves while making the organization innovative and increasing employee performance (Hussain et al., 2020; Shalley & Gilson, 2004). According to Hsu & Chen (2017), employee performance is linked with new process innovation. Innovation has

a strong positive relationship with productivity. Mancinelli et al. (2015) and Hussain et al. (2020), researched the role played by innovation in Europe and results showed that performance was severely affected by innovation. According to Mahmood et al. (2019) increased performance and organizational productivity are a product of process innovation. Moreover, Lotti et al. (2009) revealed that employee performance benefits from both product and process innovation.

### 2.7 Career development

Career development refers to a series of work experiences aimed at achieving personal and organizational goals for individuals and organizations (Orpen, 1994). This concept is important because it allows employees to look beyond their current situation. They focus less on subjective and objective career aspects and more on attaining social status or rank as a gauge of career effectiveness. Thibaut & Kelley (1959), provide a comprehensive framework for understanding the link between career development and employee performance. Moreover, psychological factors like perceived organizational support for career growth and social interaction influence employee performance and organizational commitment (e.g. Dishan & Linn, 2007; Hackett et al., 2007; Justin & Robert, 2003; Linda & Robert, 2006). According to Thibaut & Kelley, (1959), this relational exchange occurs when both sides strive to meet each other's expectations and needs.

Figure No 1: Conceptual Framework



Huselid's progressive human resource program for employee careers (1995) enhances both organizational potential and employee knowledge, skills, and talents. This interplay between individual expectations and organizational initiatives shapes career development (Rhoades & Eisenberger, 2002). Multiple studies suggest that there is a strong relationship between career development and performance (Karatepe, 2012; Okurame, 2012). Employees with promising upward mobility prospects tend to perform better, as noted (Cianni & Wnuck, 1997). Based on above discussion current study proposes the following hypotheses.

***H1: Creativity positively influences employee performance.***

***H2: Challenge stressors positively influence employee performance.***

***H3: Hindrance stressors negatively influence employee performance.***

***H4: Transformational leadership positively influences employee performance.***

***H5: Organizational innovation positively influences employee performance.***

***H6: Career development positively influences employee performance.***

### 3. Methodology

The study uses a cross-sectional approach focusing on quantitative data collection through self-administered survey forms to employees of Gul Ahmed Textile Mills. The data for this research was collected using a purposive sampling technique because we wanted our sample to be employees of Gul Ahmed textile mills. The target population was employees of the textile industry of Pakistan. According to Ahmed (2023), there are 4.672 million people employed by the textile industry of Pakistan. For a population consisting of more than 100,000 individuals a sample size of 400 is needed to gain a confidence level of 95% (Naing, 2003). We were able to collect responses from a total of 402 employees using a Google survey. 400 of those responses were used. After the collection of data, SPSS version 17.0 was used to analyze it. The following table contains all the relevant information about the used scales.

**Table No 1: Summary of Scales and Measures**

Construct name	No. of items	Source	Reliability
Creativity	9	Cohen-Meitar et al. (2009)	0.95
Challenge Stressors	6	Cavanaugh et al. (2000)	0.913
Hindrance Stressors	5	Cavanaugh et al. (2000)	0.912
Transformational Leadership	5	Carless et al. (2000)	0.872
Organizational Innovation	4	Eni (1967)	0.921
Career Development	6	Li (2014)	0.757
Employee Performance	5	Janssen & Van Yperen (2004)	0.708



**Table No2: Demographics**

Items	Options	Frequency (n)	Percentage (%)
Gender	male	254	63.50
	female	146	36.50
Age	18-30	145	36.25
	31-40	144	36
	41-50	93	23.25
	more than 50	18	4.5
Qualification	Intermediate/A-levels	42	10.5
	Diploma	1	0.25
	Bachelors	190	47.5
	Masters	164	41
	Phd.	3	0.75
Income level	Less than 50000	91	22.75
	50000 - 75000	60	15
	75001 - 100000	99	24.75
	100001 - 150000	79	19.75
	more than 150000	71	17.75
Marital status	unmarried	164	41
	married	236	59

All items were measured using a 5-point Likert scale.

#### 4. Results

The demographics showed that the Pakistani textile industry is both male and female-dominated. The majority of employees belong to the ages of 18-40 majority of them being graduates and earning a decent living considering the economic situation of Pakistan but bad if compared to first world countries.

Table No 3: Normality Analysis

Construct	Mean	Std. Deviation	Skewness	Kurtosis
Creativity	3.311	.652	-.190	-.246
Challenge Stressors	3.198	.258	-.078	-.045
Hindrance Stressors	3.111	.168	.036	.013
Transformational leadership	3.132	.145	-.064	-.045
Organizational Innovation	3.118	.245	.057	.046
Career Development	3.158	.199	.097	.066
Employee performance	3.285	.541	-.159	-.234

This table shows that the collected data was normally distributed as the acceptable value skewness and kurtosis is  $\pm 1$  (Demir, 2022).

Table No 4: Reliability Analysis

Construct	Cronbach's Alpha	No Of Items
Creativity	0.952	9
Challenge Stressors	0.895	6
Hindrance Stressors	0.887	5
Transformational leadership	0.923	5
Organizational Innovation	0.899	4
Career Development	0.865	5
Employee performance	0.912	6

All measurement scales had high reliability ranging from 0.865 – 0.952, as told by Taber (2018), letting us know that no scale was to become subject to deletion.

**Table 5 | Validity Analysis**

Construct	KMO	BTOS / Chi-Square	Total Variance Explained (%)
Creativity	0.952	.000	77.956
Challenge Stressors	0.921	.000	75.325
Hindrance Stressors	0.875	.000	69.681
Transformational leadership	0.899	.000	70.652
Organizational Innovation	0.895	.000	70.120
Career Development	0.881	.000	69.765
Employee performance	0.923	.000	75.776

All constructs had acceptable values for KMO, BTOS, and total variance explained which are >0.6, <0.05, and >60% respectively (Hair, 2009).

**Table No 6: Correlations**

Constructs	CR	CS	HS	TL	OI	CD	EP
Creativity	1						
Challenge stressors	.713**	1					
Hindrance Stressors	.398**	.552**	1				
Transformational leadership	.796**	.652**	.403**	1			
Organizational innovation	.784**	.619**	.379**	.811**	1		
Career development	.746**	.591**	.458**	.762**	.735**	1	
Employee performance	.832**	.668**	.383**	.799**	.776**	.791**	1

All constructs had a sig value of 0.000.

All constructs had acceptable ranges for correlation (>0.2, <0.9) (Hair, 2009).

**Table No 7: Regression Analysis**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.009	.112		-.104	.709
Creativity	.372	.052	.351	6.795	.000
Challenge stressors	.174	.049	.115	2.956	.000
Hindrance Stressors	-.094	.038	-.035	-1.978	.189
Transformational leadership	.169	.059	.143	2.865	.000
Organizational innovation	.176	.049	.136	2.987	.000
Career development	.309	.050	.255	5.697	.000

Dependent Variable: Employee performance

If we take a look at **Table 7**, we can see that H1 had a beta value of ( $\beta=0.372$ ,  $p<0.05$ ), on this basis H1 was accepted. H2 had a beta value of ( $\beta=0.174$ ,  $p<0.05$ ), hence it was accepted. H3 however had a beta value of ( $\beta=-0.094$ ,  $p>0.05$ ), so it was rejected. H4 had a beta value of ( $\beta=0.169$ ,  $p<0.05$ ), H5 had a beta value of ( $\beta=0.176$ ,  $p<0.05$ ), H6 had a beta value of ( $\beta=0.309$ ,  $p<0.05$ ), and on these grounds all of them were accepted.

**Table No 8: Model Summary**

R	R Square	Adjusted R Square	Std. Error of the Estimate
.912 <sup>a</sup>	.796	.787	.470

As seen in **Table 8** Employee performance is affected by around 78.7% from the selected variable.

### 5. Discussion and Conclusion

The objective of this research was to understand the factors that affect employee performance in the textile industry of Pakistan, with a particular focus on Gul Ahmed textile mills. The study utilized a cross-sectional approach and collected data from 400 employees. The results of the analysis spread light on how different variables influence employee performance.

We found that creativity and career development have the most significant impact on employee performance from all the selected variables. Nasir et al. (2021), pointed out that creativity has a huge impact on employee performance, and the impact of career development was also investigated by Karatepe (2012), and he also concluded that career development has a positive impact on employee performance. Challenge stressors, transformational leadership, and organizational innovation also have a positive impact on the performance of employees, their relevance is also backed by the studies of (Hussain et al., 2020; Nasir et al., 2022; Wu et al., 2017). Hindrance stressors on the other hand have a negative impact on employee performance as suggested by previous literature (Podsakoff et al., 2005), however their effect is not significant and this phenomenon is also backed by the research of (Cavanaugh et al., 2000; Chauhan, R., Ali, H., and Munawar, 2020). One explanation for this could be that hindrance stress is reduced when the environment of an organization or workplace is friendly. Lazarus & Folkman (1984), suggested that strong social connections with colleagues and supervisors can reduce the effects of stress. Another reason could be that stress is relative and each and every individual experiences it differently (Cavanaugh et al., 2000). Schaufeli & Bakker (2004), stated, that when employees have control over their jobs and are trained to perform them well, they are able to downplay the effects of stress.

### **5.1 Implication for Managers**

First and foremost managers should try their level best to increase the threshold of creativity within their employees and that can be achieved in different ways. Creating a supportive environment should be the first thing on their checklist, as a supportive environment will allow them to experiment with the boundaries of their job and allow them to make mistakes. This will also increase organizational innovation. The constant trial and error will allow them to push the ceiling of their performance higher and find better and more efficient ways of completing and fulfilling their responsibilities. While creating a friendly environment they should also focus on communication because it can make or break it for an organization. They should give regular feedback to their employees and help them achieve more. Another surefire way of boosting creativity is making the workforce diverse. Different people from different backgrounds, cultures, and ethnicities can come together and synergize their ideas and create a product that an individual just certainly cannot. Having a diverse workforce not only boosts organizational creativity but also boosts individual creativity as they share information and creative ideas among themselves, improving employee performance along the way.

Secondly, managers should focus on career development. They should try and organize as many workshops as they can keeping in mind not to burn out their employees. Other than that they should have a standardized training procedure that all employees have to go through once they are enlisted into the organization, this will ensure that they have all the right skills and knowledge to perform their jobs effectively and efficiently.

Managers should take a transformational leadership approach themselves and should seek to increase the number of transformational leaders in their organization as it has been shown to increase the performance of employees.

The role of stress can be downplayed by managers. They should understand the 2 different types of stress and they should seek to maximize challenge stress by introducing challenges that are just hard enough that they are able to induce satisfaction and happiness among their employee. They should also seek to reduce hindrance stressors, even though they were shown to have an insignificant relationship, hindrance stressors still negatively affect employee performance.

## 5.2 Scope and limitations

The research aimed to figure out what affects employee performance but the scope of this study is only limited to the textile industry, primarily focusing on the employees of Gul Ahmed Textile Mills. The study of employee performance can benefit from it being tested in different industries and different cities and countries. Not all variables that can influence employee performance were considered, some of the main variables that should be considered in future research are work motivation, compensation, and job satisfaction. The research can also benefit from having a qualitative approach built into it. It will allow us to understand even better how different variables interact with the performance of employees but it will also bring in the error of biases into the research.

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## Appendix

### Constructs and items used in the questionnaire

#### **Creativity** Cohen-Meitar et al. (2009)

1. Demonstrated originality in his/her work
2. Took risks in terms of producing new ideas in doing job
3. Found new uses for existing methods or equipment
4. Solved problems that had caused others difficulty
5. Tried out new ideas and approaches to problems
6. Identified opportunities for new products=processes
7. Generated novel, but operable work-related ideas
8. Served as a good role model for creativity
9. Generated ideas revolutionary to our field

#### **Challenge stressors** Cavanaugh et al. (2000)

1. The number of projects and or assignments I have
2. The amount of time I spend at work
3. The volume of work that must be accomplished in the allotted time
4. Time pressures I experience
5. The amount of responsibility I have
6. The scope of responsibility my position entails

#### **Hindrance stressors** Cavanaugh et al. (2000)

1. The degree to which politics rather than performance affects organizational decisions
2. The inability to clearly understand what is expected of me on the job
3. The amount of red tape I need to go through to get my job done
4. The lack of job security I have
5. The degree to which my career seems "stalled"

#### **Transformational leadership** Carless et al. (2000)

1. Instills pride in me for being associated with him/her
2. Talks optimistically about the future
3. Provides me with assistance in exchange for my efforts
4. Keeps track of all mistakes
5. Avoids getting involved when important issues arise

**Organizational innovation** Eni (1967)

1. Leaders often introduce new ideas for organizational improvement and change
2. The organizations administration encourages leaders to seek new directions and challenges in leading
3. Employees are encouraged to suggest new, innovative ideas
4. Ideas for change are carefully scrutinized before being introduced

**Career development** Li (2014)

1. The organization provides you with Job training
2. The trainings are poorly organized
3. The trainings are well organized
4. Training and development programs have enhanced my career skills
5. Training provides opportunities for career development
6. You can quit the organization for lack of training and development opportunities

**Employee performance** Janssen & Van Yperen (2004)

1. I efficiently complete assigned duties
2. I responsively complete assignments related to my job description
3. I complete all tasks beyond the supervisor's expectation
4. I always volunteer for challenging assignments
5. I engage in activities that affect my performance