

Influence of Employee Creativity on the Quality of Work of Employees in Selected Ghanian Organizations

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ABSTRACT

The quality of work life of employees have become a critical factor min rating the overall performance of employees. The study sampled 234 respondents from the telecommunication, banking, educational institution as well as the hospitality. Respondents were selected using the convenient sampling technique. Data was collected using structures questionnaires. The main objective of the study was to assess the nature of the relationship between employee creativity and employee work life quality. Furthermore, the study also enquired about the role of work stress and demands on the relationship between employee work creativity and quality of work life. Data was analyzed using hierarchical regression to control for the effects of other extraneous variables. The study revealed that there was a positive relationship between employee creativity and quality of work life. Besides, work demand and stress was also found to be a significant moderator on the relationship between employee creativity and work life quality. Employee work demands negatively impacted creativity at the work place. Recommendations as well as area for further study have been provided.

Keywords: *Employee creativity, Employee work life quality, work demands, Job stress*

White and Bednar (1991) indicated that when employees perform jobs that are very interesting, it can have a positive impact on their attitudes. In this regard, employees' work should not be fragmented, deskilled, and tightly controlled, but must entail qualities, such as autonomy and variety, and also provide employees with opportunities for continued learning and development, career advancement, as well as employment and income security. According to a study presented by Right Management's research team at the World Economic Forum, organizations that promote employees health and well-being are three and a half times more likely to support and encourage creativity and innovation. In their study, Seventy- two percent of respondents who rated their organization highly for actively promoting health and well-being also rated it highly for encouraging creativity and

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innovation. Their findings, as reported by Schmidt (2010) indicated that to organize a comprehensive organizational effectiveness program, organizations must involve a wellness initiative through creative opportunities on the job. In their study however, less than half of the nearly 30,000 workers who participated in the study reported that their organizations actively promote health and wellness (Schmidt, 2010) through creativity. Indicating that employees' perception on organization's support and encouragement of creativity as a means of harnessing their wellbeing was low.

Furthermore, Rasulzada (2007) conducted a study on creativity and psychological wellbeing and found that creativity and innovation in the organization are means to improve employees' psychological wellbeing. According to him, it is vital to increase organizational creativity and a climate for creativity not just to attain a competitive value and remain attractive in the market, but also for the individual to achieve a better psychological wellbeing. He pointed that for an employee to feel psychologically well, then he or she need to experience the organization as creative and innovative. Review of literature revealed a very scarce study in the area of employees' creativity and QWL, and none in the African context. In view of this, the study investigated the relationship between employees' creativity and QWL.

“An idea or creative process that has at its foundation outdated, inadequate or incorrect knowledge is likely to disintegrate under the weight of reality, especially in today's continuously changing and competitive environment. A sustained investment in learning and development ensures an organization's key resource, human capital, remains current and retains a prolonged shelf life” (Yousie & Harjee, 2013). Beyond that, they pointed that it is often the learning process that unleashes untapped creativity and potential through additional awareness, insight, and reflection. In spite of the interdependencies between learning, creativity or innovation, all flourish under very similar conditions which includes collaborative, empowering, open, and trusting environments where knowledge is easily shared, transferred, leveraged, and renewed. According to them, learning and creativity often does not follow a linear path and are enhanced through a social component such as discussion, debate, and interaction with others. In addition, both learning and creativity may also involve taking risks, demonstrating courage, challenging previous assumptions, or making connections through different perspectives.

Tuomi-Gröhn (2003) pointed out that transferring learning and acquired knowledge to the job requires and employees innovative and original ideas, which according to Kerosuo and Toiviainen, (2011) can be expanded from workplace to multiple levels, involving both individual and organizational layers.

Kelley and Littman, (2001) found that organizational creativity is hand in hand with organizational learning. According to them, organizational culture and a climate supporting openness and creativity are vital preconditions for a successful learning and innovation hence

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demands for deep and more personalised learning are in line with the demands for creativeness. This implies that opportunity for learning creates more room for creativity as it enable employees to reflect and apply the knowledge gain to come up with new and novel ideas to problem solving in the organization.

Literature suggests interdependence between learning and creativity; however, limited studies have focused on this area. The study therefore investigated the interaction effect of organizational learning and employees' creativity on their QWL. This is vital as it helped to know if employees QWL would be more harnessed when given the opportunity both for creativity and learning, than when given only an opportunity for learning, or creativity. Lightening out the sole effect of learning and creativity on QWL in compares to their interaction effect will inform managers on how best to utilize these variables in improving employees QWL. To the best of knowledge, this study represents the first attempt to describe the relationship between employees' creativity and organizational learning especially in the Ghanaian context. Although others have made related arguments, they ignored the importance of learning and creative opportunities as a way to elaborate and expand organizational knowledge.

Several studies have found that QWL of employees differ based on certain demographic variables. For instance, Hoque and Rahman (1999) conducted a study and found that workers of the private sector textile mills perceived significantly higher QWL than the workers of the public sector textile mills. Subsequently, Sadique (2003) conducted a study on the employees of sugar mills and explored a significant difference between the white collar and blue collar employees' QWL. Hossain and Islam (1999) on the other hand found a positive relationship between QWL and job satisfaction among government hospital nurses in Bangladesh. Kanagalakshmi and Devei (2003) conducted a study on perception of QWL among textile manufacturing workers and found that demographic factors such as age and educational level have a significant relationship with perception of QWL. Furthermore they found that work environment also had a significant relationship with employees QWL. They conducted their study using chi square and ANOVA focusing on five textile industries. Mandaviya (2013) replicated Kanagalakshmi and Devei (2003) study at Rajkot, Surat and Ahmedabad and found that demographic factors and work related factors have a significant relationship with perception of QWL. Their study also focused on the textile factories.

In terms of gender differences in QWL, Wadud (1996) found that QWL was notably higher among the private sector women employees than their counterparts in the public sector. Furthermore, Kumar and Shanubhogue (1996) analyzed and compared the existing and expected QWL in universities and found a similar gap. Later on, Elias and Saha (2005) found in their research that female workers' quality of working life was significantly lower than that of their male counterparts in the tobacco industry. Tabassum, Rahman and Jahan (2011) conducted a study on QWL among male and female employees and found a significant difference exist between male and female employees QWL. Again, replicating their study

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using a population of lecturers in the university, they found a significant difference between gender and QWL. However, Gupta and Hyde (2013) found no significant difference between gender and QWL when conducting a study on demographics and QWL in nationalized banks in India. Also, literature reveals that not all employees receive the same opportunities for learning in the workplace. Research by Rainband (2000) suggests that unskilled employees are the least likely to receive opportunities for learning. More specifically, part-time employees, many of whom are women, have less access to opportunities for workplace learning than full-time employees.

The continual deterioration of quality work life and complaints by employees have drawn the attention of organizational researchers in recent time (Tabassum, Rahman & Jahan (2011). On the other hand, researchers have established that poor work life quality can affect the level of creativity of employees (Elias & Saha, 2005). Furthermore, when there is a low level of creativity among employees, this affects the acceleration of firms in meeting their organizational objectives. In Ghana, the story is not different, a survey has proved that most employees have very poor work life quality and hence it affects their creativity level and total performance as a whole (Aryetey & Sanda, 2012). Despite the studies done in the area of employee work life quality, few have looked within the Ghanaian context especially in assessing the role other factors such as work demands and stress can play in this relationship despite the propositions made in literature (Aryetey & Sanda, 2012). This study therefore further seek to contribute to the ongoing discussion in literature by assessing the effect of employee creativity on work life quality, the study further seeks to ascertain the role factors such as work demands and work stress plays in this relationship using selected firms within the Ghanaian environment as the case study.

Objectives of the study

The study will seek to achieve the following objectives:

1. To identify relationship between creativity and employees' quality work life.
2. To determine whether the relationship between creativity and quality work life would be moderated by work demands stress risk.

METHODOLOGY

The study employed the quantitative approach to research. Furthermore, the study employed the predictive design to assess the effect of the predictor variable on the response variable. The population specifically focuses on the financial, educational, health and telecommunication organizations. The choices for diverse sectors was to ensure a large coverage of the various sectors of firms in Ghana. This was also necessary to fully establish the relationship between the predictor and response variable.

Sample size

Due to the enormous study organizations conveniently sampled for the study. The researcher employed the use of Krejcie and Morgan's (1970). Hence in all, a total of 255 respondents

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were sampled. This comprised 48 bank staffs, 24 lecturers, 63 nurse staffs, 56 customer service and marketing staff from Vodafone Ghana Limited, 52 staff customer service and marketing staff from Ghana Post Office and 12 staff from Global Brigade Non-Governmental Organization (NGO).

Instrumentation

In order to measure the quality of work life of employees, the researcher employed the employee quality of work life developed by Li and Yeo (2011). This is a five point Likert scale ranging from 1 (Strongly Agree) to 5 (Strongly Disagree). Furthermore, in order to rate the creativity of employees, the study made use of the scale developed by Amabile (1996), employees' creativity. The items were scored on a 5 point Likert scale, namely; strongly disagree (a point of 1), disagree (2), uncertain (3), agree (4) and strongly agree (5). The work demands questionnaire used for the study was adapted from Jackson and Rothmann (2005), Job demands and Resource scale and Robert Karesek (1985), Job Content Questionnaire. The Job demands and Resource scale has about seven dimensions including organizational support (Cronbach alpha=0.88), job insecurity (Cronbach alpha=0.90), relationship with colleagues (Cronbach alpha=0.76), control (Cronbach alpha=0.71), reward (Cronbach alpha=0.78), growth opportunities (Cronbach alpha=0.8) and overload (Cronbach alpha=0.75). The study adapted only the items related to overload, control and growth opportunities. Furthermore, the nine (9) questions were taken from *Karesek's Job Content*.

The stress risk assessment scale was adapted from Liz Greaves (2012), stress at work risk assessment for managers' scale. The scale has six (6) dimensions namely job demands, control, support, relationship, role and change. The items were scored on a 5 point Likert scale, namely; strongly disagree (a point of 1), disagree (2), uncertain (3), agree (4) and strongly agree (5).

RESULTS

Descriptive Information of Respondents

Out of a total of 234 respondents from whom data was gathered for the study, 85.47% (200) were males while the remaining 14.5% (34) were females. Mainly, most of the respondents 91% (213) had attained a minimum of first degree education while a majority have also worked in their respective organization for more than 5 years.

Preliminary Analysis

Statistical calculations were made in SPSS (version 21) for windows. The data was screened for missing value and violation of assumptions prior to analysis. There were no missing data. The occurrence of outliers in the solution was checked visually by inspecting the standardized residual of every case in each regression analysis. No major deviation in outliers was found. Review of scatter plot of the independent variables (creativity and learning) and the dependent variable (QWL) indicated linearity was reasonable. The assumption of normality was tested. The Q-Q plot and histogram also suggested that normality was

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reasonable. Durbin Watson statistics was computed to evaluate the independence of errors and it was 1.33, which is considered acceptable. This implies that the assumptions of independent errors were met. Scatter plot also provided evidence of homogeneity of variance. Data was also checked for multicollinearity. None of the tolerance values were close to zero (0) for all variables, implying no collinearity. Tolerance was greater than 0.10 (0.41) and the variance inflation factor (VIF) was less than 10 (2.45).

Below is the presentation and description of figures:

Table 1: Summary of Descriptive Statistics, Skewness and Kurtosis of the Variables in the study (N=234).

Variables	Mean	SD	Minimum	Maximum	Skewness	Kurtosis
2.Creativity	47.80	12.33	22.00	105.00	0.40	0.41
3.Learning	113.75	31.22	48.00	189.00	-0.49	-1.05
4.WorkDemands	53.73	11.57	29.00	110.00	0.44	1.46
5.Stress Risk	59.48	12.17	31.00	81.00	-0.19	-1.15

Source: Field Data, 2017

Relationship between Quality of work life, employee creativity, work demands and stress

Table 2: Pearson-Product Moment Correlation among the Variables in the study (N=234).

VARIABLES	1	2	3	4
1.QWL				
2.Creativity	0.73**			
3.Work Demands	0.64**	0.53**		
4.Stress Risk	0.57**	0.59**	0.63**	

Statistical significance: *= $p < 0.05$, **= $p < 0.01$,

Table 2 reveals an examination of the relationship between creativity, work demands, stress risk and employees' QWL. A Pearson Product-Moment correlation coefficient was used to test the relationship between the study variables. The results are presented in the table 2 above. The result indicated that there is a significant positive relationship between creativity and QWL ($r = 0.73$, $n = 234$, $p < 0.01$), creativity and work demands QWL ($r = 0.53$, $n = 234$, $p < 0.01$), quality of work life and work demands ($r = 0.64$, $n = 234$, $p < 0.01$), QWL and stress risk ($r = 0.57$, $n = 234$, $p < 0.01$) and creativity and stress risk ($r = 0.59$, $n = 234$, $p < 0.01$). This implies that where creativity is encouraged and supported, QWL of employees are harnessed.

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Besides, in order to assess whether the relationship between creativity and QWL would be moderated by work demand and stress risk a hierarchical multiple regression analysis was employed. The outcome of the study is presented in table 3 below;

Table 7: Role of stress and work demand on the relationship between QWL and Employee Creativity

B		SEB	Beta	t	P
Variables					
Step 1					
Constant	42.79	4.28		10.01	0.00
Creativity	1.40	0.09	0.73	16.14	0.00
Step 2					
Constant	21.13	4.85		4.36	0.00
Creativity	1.04	0.09	0.54	11.27	0.00
Work demands	0.72	0.10	0.35	7.36	0.00
Stress Risk	0.41	0.11	0.21	3.90	0.00
Creativity*Work demands	-6.46	-1.03	0.24	-6.25	0.00
Creativity*Stress Risk	-5.76	1.21	-0.20	-4.77	0.00

p<0.05. Significant at p<0.05. DV=QWL, Step1, Predictors: (Constant),creativity, Step2, Predictors(Constant), creativity, work demands, stress risk, creativity*work demands, creativity*stress risk.*

Table 2 depicted a hierarchical multiple regression analysis conducted to investigate the moderation effect of work demands and stress risk on the relationship between creativity and QWL.

Moderation effect of work demands

Model one (1) which included only creativity accounted for 53% of the variance (Adjusted $R^2=0.53$) in QWL. The inclusion of work demands into the variance (in step 2 of the model) resulted in an additional 9% (R^2 change=0.09). The final model, that is model two (2) also included the interaction, and this accounted for an additional 6% of the variance, thereby accounting for 67% of the variance (Adjusted $R^2=0.67$) in QWL. It was also observed that creativity alone significantly predicted QWL (beta=0.73, $p<0.05$). The moderator, work demands, alone significantly predicted QWL (beta=0.35, $p<0.05$). The interaction on the other hand significantly predicted QWL (beta= 0.24, $p<0.05$). The ANOVA results of the model summary showed an overall significance of the model at each step. Model one (1), without interaction was significant, ($F(1,232) =260.40, p<0.05$). Model two (2) with the inclusion of work demands was significant ($F(2,231) =187.16; p<0.05$). Model three (3),

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with the interaction, was also significant ($F(3,230) = 158.35; p < 0.05$). Creativity had a significant positive relationship with QWL ($r = 0.73, p < 0.01$) as indicated in table 3. Following this, it was predicted that work demands will moderate this relationship (between creativity and QWL). The data supported this prediction. The interaction term between the creativity and work demands was statistically significant ($\beta = 0.24, t = 6.25, p < 0.05$). The interaction term accounted for 67% (adjusted $R^2 = 0.67$) of the total variance in QWL. According to Cohen (1988) this is a large effect.

Moderation effect of stress risk

Model one (1) which included only creativity accounted for 53% of the variance (Adjusted $R^2 = 0.53$) in QWL. The inclusion of stress risk into the variance (in step 2 of the model) resulted in an additional 3% (R^2 change = 0.03). The final model, that is model two (2) also included the interaction, and this accounted for an additional 4% of the variance, thereby accounting for 59% of the variance (Adjusted $R^2 = 0.59$) in QWL. It was also observed that creativity alone significantly predicted QWL ($\beta = 0.73, p < 0.05$). The moderator, stress risk, alone significantly predicted QWL ($\beta = 0.21, p < 0.05$). The interaction on the other hand significantly predicted QWL ($\beta = -0.20, p < 0.05$). The ANOVA results of the model summary showed an overall significance of the model at each step. Model one (1), without interaction is significant, ($F(1,232) = 260.40, p < 0.05$). Model two (2) with the inclusion of stress risk was significant ($F(2,231) = 145.75; p < 0.05$). Model three (3), with the interaction, was also significant ($F(3,230) = 113.90; p < 0.05$). The model was statistically significant.

As indicated earlier, a significant positive relationship exists between creativity and QWL as shown in table 3. The introduction of a moderator, stress risk, with the prediction that stress risk will moderate the relationship between creativity and QWL was supported by the data. The interaction term between creativity and stress risk on QWL was statistically significant ($\beta = -0.20, t = -4.77, p < 0.05$). The interaction term accounted for 59% (adjusted $R^2 = 0.59$) of the variance in QWL.

DISCUSSION

It was hypothesised that, there will be a significant positive relationship between creativity and employees' QWL. This prediction was accordingly supported. Perceived creativity opportunity in the organization positively correlated with employees' perceived QWL. Ensuring that creativity thrives in an organization can lead to even greater employee engagement, motivation, productivity; factors that could harness employees' psychological well-being employees, and for that matter, their QWL (Rasulzada, 2007; Shalley, Gilson & Blum, 2000). The outcome of this study support a study conducted by Rasulzada (2007). He conducted a study on creativit and psychological wellbeing and found that creativity and innovation in the organization are means to improve employees' psychological wellbeing. According to him, it is vital to increase organizational creativity and a climate for creativity not just to attain a competitive value and remain attractive in the market, but also for the individual to achieve a better psychological well- being. He pointed that for an employee to

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feel psychologically well, then he or she need to experience the organization as creative and innovative. Furthermore a study conducted by Lund (2003), revealed that organizational culture with innovation and flexibility results in a high level of employee job satisfaction, an indicator of QWL (Lokanadha & Mohen, 2010). Organizations are now becoming abreast with the essence of creative opportunities at the work place to the employees. A practical example is Ghana Commercial Bank limited. Employees at the branch levels were tasked to do routine and boring task for a long period of time until one achieved a specific tenure. Currently, there is the introduction of job rotation which enables employees to change task within a period of time diminishing the routine nature of their job. Secondly employees are now made to solve customers' problems and issues (except critical ones that needs attention of managers and supervisors) using their own creative ideas, however, not outside the bank's code of conduct. Furthermore, a study presented by Right Management's research team at the World Economic Forum, throws more light on the outcome of the study. According to them, organizations that promote employees health and well-being are three and a half times more likely to support and encourage creativity and innovation. In their study, Seventy-two percent (72%) of respondents who rated their organization highly for actively promoting health and well-being also rated it highly for encouraging creativity and innovation. Their findings, as reported by Schmidt (2010) indicated that to organize a comprehensive organizational effectiveness program, organizations must involve a wellness initiative through creative opportunities on the job. In their study however, less than half of the nearly 30,000 workers who participated in the study reported that their organizations actively promote health and wellness (Schmidt, 2010) through creativity. This implies that employees QWL could be harnessed where there is a perceived organization's support and encouragement of creativity in handling task.

The relationship between creativity and QWL would be moderated by work demands stress risk, type of work and gender.

A significant positive relationship was found between creativity and QWL. Following this, it was predicted that work demands, stress risk, type of work and gender will moderate this relationship. It was found that all the moderators significantly moderated the established relationship between creativity and QWL. Work demand was found to have a significant effect on the relationship between creativity and QWL. This implies that in a creative work environment where perceived work demand is high, employees QWL are likely to decline. In much the same way stress also significantly moderated the relationship between creativity and QWL. In other words, stress risk affected the strength of relationship between creativity and QWL. This implies that where employees perceive high stress risk, the impact of a creative work environment on their QWL could diminish. In contemporary organizations, the quest of meeting up with demands to meet up with competition and the turbulent world of work, work demands and pressures are on the increase as a result organizations require their workers to be more innovative and creative, and at the same time more efficient; a real indicator of paralysis. This can be further explained by the assertion of Amal and Awan (2011). They posited in their study that having large piles of work in a given

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targeted time can result in employees becoming stressed out from their work as well as their organization. According to them, when this happens, the motive of employees' job becomes to achieve targets within an allocated time, which affects their ability to use up creative opportunities and hence diminishes the creativity within the organization. In effect, it is very difficult for employees to be creative when they feel stale. Employees often require space and time to be creative or use up creativity opportunities in the organizations. However, where work demands are high and employees feel overloaded and stretched, or have no discretionary time, their ability to be creative could be impacted significantly. From the outcome of the study, it could be said that this negatively impacts on employees' QWL as well. Encouraging and supporting employees' creativity alone is not enough. Management must put measures in place such as giving more room and space for employees to make use of the creativity opportunities the organization has made available to them if employees' QWL are their concern. Alleviating high work demands and stress risk at the workplace is therefore a critical concern to all organizations which intend to survive and adapt effectively to this competitive and turbulent world of work.

The moderation effect of type of work on the relationship between creativity and QWL was in support of Hackman and Oldham (1976, 1980) job characteristics model. According to the theory, if employees will achieve high internal motivation, growth satisfaction, general job satisfaction and low absenteeism and turnover (some indicators of QWL (Lokanadha and Mohan, 2010; Walton, 1985), they need to experience some critical psychological states which can be achieved through skill variety, task identity, task significance, autonomy and feedback. This implies that for employees to achieve high motivation and job satisfaction that could enable them work effectively; there is the need for management to enrich their task. That is to say, the task they perform should require them to employ variety of creative skills and talents, be autonomous, and complete a whole and identifiable piece of work with visible outcomes as well as to have a positive impact on the organization. It can therefore be argued that tasks which do not require the employment of these skills are likely to diminish employees' QWL as it could render employees monotonous as a result of performing repetitive and routine tasks which in turn can affect their sense of competence (Lunenburg, 2011).

The characteristics of employees' jobs (the type of work employees do) can therefore influence their ability to take up creativity opportunities in the organization. To the extent that it is possible, allowing employees to have a choice in the types of activities in which they participate enables them to enjoy a certain degree of autonomy. Employees who perceive that they have freedom or flexibility in how they perform their jobs are also likely to feel free to be creative. Employees who enjoy positive and complex challenges are more likely to be creative, unless the challenges become overwhelming. This was supported by the interview conducted. It was revealed that the type of work one does determines whether he or she will be given a creativity opportunity or not. Four (4) out of the five (5) Human Resource Managers interviewed used the financial department as an example. According to them, employees at

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the financial department (account, finance and audit) are required to operate strictly by the rules and regulations governing their operation. They further indicated that, where one comes up with creative ideas, which is vital in improving or facilitating their task, it must first be made known to management for further probing and approval before implementation.

The moderating effect of gender on the relationship between creativity and QWL could be explained by the outcome of earlier studies. For instance, Wadud (1996) conducted a study found significant difference in males and females QWL. Elias and Saha (2005) conducted a study and also found a similar result. Furthermore, Kumar and Shanubhogue (1996) analyzed and compared the existing and expected QWL in universities and found a similar outcome. In addition, Tabassum, Rahman and Jahan (2011) conducted a study on QWL among male and female employees and found a significant difference exist between male and female employees QWL. Again, replicating their study using a population of lecturers in the university, they found a significant difference between gender and QWL. It could be argued from the above literature that if males and females differ in their level of QWL then there is a probability that gender will predict employees QWL. The interview conducted supported this result. It was revealed that although both male and females are given equal access of creativity opportunity, males take up creativity opportunities more than females. This was however, indicated to be dependent on the educational level of employees. The highly educated ones were reported to take up creativity opportunities more than the less educated ones.

RECOMMENDATION

In real life, QWL is an inevitable phenomenon and it exists in all kinds of occupational categories although the magnitude varies depending on varied factors. If the employees' QWL is left unresolved, it will have substantial negative impacts on the overall development of the organisation. The outcome of this study therefore informs organisations on the need to create learning and creativity opportunities for employees, giving room (considering factors such as perceived high work demands and stress risk as well as the type of work employees do, that are likely to prevent employees from taking up such opportunities) for them to employ and apply acquired knowledge and novel ideas in making decision and solving problem in the course of performing their task, as these serve as a tool to harness employees' QWL.

CONCLUSION

The study revealed significant effect of employee creativity on quality work life. This implies that where a creative climate is perceived, QWL is also perceived. Innovation is quickly becoming the word du jour although it has been in existence since creation. For the longest time, it has simply been referred to as creativity. In the contemporary world, innovation has become the norm. In every business advertisement or commercials on the media, a careful observation reveals that it is at least mentioned once. Aside this, the word has managed to creep it way into many books, articles, both academics

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and business, as well as job titles in the organization. An example is a position like Chief Innovation Officer. Looking at its relevance, one question to ponder on is who should be involved in creativity (spotting problems and identifying new and different solutions) at the organization? In a more logical sense, it should be “every employee.” However, up until recently, creativity and innovation were typically viewed as the responsibility of a small number of people, usually those working in the Research and Development department. In today’s world of work, the acknowledgement and rewarding of creativity in the organization has become the norm for organizations that aspire to be successful. Efforts are now engaged by organizations to create a work environment which supports creativity and creates and give more room for creativity opportunities. Furthermore, in a creative work environment where the work demand of employees is perceived to be on the rise, there is the likelihood that their quality of work life is likely to be low. This is also true for stress present within organizations.

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