



UNRAVELLING THE PUZZLE OF JOB COMPLEXITY, PERSONALITY, AND
CREATIVE PERFORMANCE

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Abstract

The intricate interplay between job complexity, personality traits, and creative performance lies at the heart of this study. In today's dynamic market, organizations seek employees who can thrive in complex jobs, generating innovative solutions and driving organizational growth. While previous research has explored the individual impacts of these factors, this study delves deeper, examining how personality moderates the relationship between job complexity and creative performance. This study examined the impact of job complexity, independent variable, on creative performance, dependent variable, moderated by Big Five personality traits. Using cross-sectional data and questionnaires, the study aimed to determine the relationship between these variables in individuals working diverse jobs and organizational cultures. Statistical analysis with SPSS software supported the hypothesized positive impact of complexity on creativity, mediated by personality traits. This study aims to bridge the gap between existing research on job design, creativity, and personality. By elucidating the moderating role of personality, we hope to provide valuable insights for organizations seeking to optimize job design and cultivate a workforce capable of thriving in complex environments. By understanding the interplay between these factors, we can empower organizations to unlock the full potential of their employees and achieve sustainable success in today's competitive market. This study found that complex jobs promote creativity, encouraging employees to adapt and solve problems innovatively. Managers seek flexible, hardworking individuals for these roles, while HR focuses on talent fit for uncertain, complex jobs. The study confirms a positive impact of job complexity on creativity due to the pressure it creates. Individuals redesign their jobs to cope, seeking creative solutions to complex problems. However, new resources can further ease demanding jobs. Personality moderates the relationship between complexity and creativity. Extraverts thrive in complex roles, seeking professional growth and enjoying challenges. Openness to experience fosters quick-witted adaptability and innovation. Conscientiousness, agreeableness,



and openness all positively moderate the relationship, while neuroticism hinders it. Trustworthy, supportive, and adaptable individuals flourish in complex settings, while those prone to stress and negativity struggle. This research suggests designing stimulating jobs that promote employee growth and highlights the importance of personality in navigating complex, creative work environments.

Keywords: Job complexity, Creative performance, Big Five personality traits, Organizational performance, Job design.

Introduction

Today's world is made up of mind set where things are seen to be done in an improved manner with new strategies. Better the fit are those who provide an organization with competency and edge over the others. Tasks are made to be performed improvised with initiatives of employees that mostly are with the influence of their behaviour. As jobs are getting complex day by day, to meet these challenges employees need to be more dynamic and innovative in order to be persistent in fulfilling the demands of the customers and market. Organizations these days are interested in workforce that are well equipped with skills which can cope up the complication in their jobs and can offer creative solutions to these problems. Presently lots of work has been done which proposed that in order to achieve the economic benefit by any organization it is necessary that they should enhance the practical capabilities of their employees so that their innovative thinking and performance upsurges (Kim & Lee, 2010). Organization can be at a much better position when its workforce, its teams are carrying out their tasks efficiently by presenting innovative concepts, coming up with suitable inventions and enriched strategies that can benefit the organization in an effective execution of their operations to grow (Lei et al., 2020). Companies and organizations can expand and will be better equipped to react to requirement of different clients and to strive in the market with successful launch of their products and execution of their strategies accordingly (Asif et al., 2019; Asif & Shaheen, 2022; Cetindamar Kozanoglu & Abedin, 2021).

Creativity these days is considered as the main element that pivots the success of any organization in order to meet the requirements of such demanding market and profitability. Professionally entertaining the requirements of the firm's stakeholder is the main area of concern where effectiveness of an employee can make a significant difference thus to fulfil their requirement. Few years back an analysis that represented the main characteristics of the firms' proficient individuals proposed that the most skilled and vibrant workforce is the one that gives deliberate attention to innovative techniques to solve the problems & to accomplish their mile stone (Cetindamar Kozanoglu & Abedin, 2021). Targeting a market to launch new enterprise these days are not that easy as there is a frequent shift in technologies and consumer requirements. This also complicates the process of perceiving upcoming stakeholder requirements and cope up with these shifts. It is the ultimate requirement of organizations that directly target and interact with their consumers that they come up with innovations and new practices to meet those varied requirement of their customers.

Previously researchers presented their views that maximum benefits in competition can be gained when an organization strive to improve the ingenious and this can be uprooted by focusing on their practices (Aurangzeb, Asif, et al., 2021; Capone et al., 2021). In an organization when teams accomplish their projects efficiently, they come up with new innovative and valuable sources of outputs, enriched knowledge and solutions which in return deliver the organization with sufficient ideas for their



future interventions that can make more profit opportunities available for the organization in market (de Matos et al., 2021). Therefore such innovative and creative ideas from employees can aid in successful implication of organization strategies which then provide them with opportunities to nurture and develop itself. Till now not vast amount of studies have been presented in which it has been suggested that how organizations can design the jobs which improves the creativity of an individual in an organization and indulge them in innovative thinking. Though previously there are some analysis that have recommended certain characteristics of individuals through which their creative performance level can be identified (Asghar, Ishaque, et al., 2021; Choi, 2019), on the basis of limited job sets those past studies have concentrated in order to analyze the ingenious standards of individuals. Effective performance of employees can be attained and improved while they are on job, as also examined in previous literature when organizations support their employee to improve their work capabilities (Ali et al., 2022).

To study and understand the influence of personality on complex work behaviours it is usually observed that the can provide a favourable overall impression about the influence of personality over work behaviour (Arpaci et al., 2022; Aurangzeb & Asif, 2021) .

Research Objectives

Following are the Objectives as specified by this study;

- To figure out that what is the impact of job complexity on creative performance of an employee and how it influenced their creativity.
- To figure out that what is the relationship between Creative Performance of an individual and Job Complexity and how they are affected by the moderating role of Big Five Personality traits.

Significance of the Study

The results of this study are important for human resource practitioners and managers to use in the selection, training and development tools and programs for employees to engage in creative behaviour at workplace.

In the current research we sought out to add to this literature by focusing on what we would argue are important individual differences that are in relation to employees' creative performance and how they tend to interpret their varied jobs in order to carry out their task effectively. Specifically, we proposed that level of job complexity influences his or her creativity. In addition, we considered under what conditions this construct will have a stronger explanatory effect on employee creativity by examining the supportive work of behaviour (Nisula et al., 2022).

Literature Review

Creative Performance

Creativity is defined as the invention of ideas that are different and more fruitful, solutions to multiple problems, or products that are fresh i.e., original, and appropriate i.e., useful, in a given situation and limited resources (Waples & Friedrich, 2011). According to Amabile (1983) creativity is a product of certain attributes of individual and related factors. Specifically, since creativity ultimately results from individuals, their particular personalities, cognitive skills, and motivations are imperative considerations(Aurangzeb, Alizai, et al., 2021).

Creative performance refers to novel behaviour that meets a standard of quality or utility (Bissola et al., 2014). Divergent thinking, the most frequently studied component of creativity, involves the production of varied responses to a problem or question that has multiple solutions (Martinaityte et al.,



2019). Thus to study the association among performance at work and profession on which employees emphasis as a characteristics for discrete opportunities there are varied aspects to consider that has to be the part of experiences during complex operations. The impression of individuals that in what proportion their work experiences will provide them with future possibilities to grow and opportunities to fulfil their goals (Zacher & Frese, 2009), such impression regarding those future possibilities will evoke these individual to respond to new opportunities in a pattern that it would help them to achieve their objectives with enriched future experiences and possibilities. On the other hand there are certain individuals that do not give any importance to such prospects as they believe that they will be restricted to find any possibility to grow in their future work experiences (Zacher & Frese, 2009).

Several researchers in past have observed that in order to understand the productivity of an individual it is necessary to inspect their different facets. Until now researchers have made many attempts in order to determine that how job performance of an individual can be analyzed to the best possible degree with respect to a specific and across the job context as there are frequent changes.

Job Complexity

Based upon the purpose to enhance cooperative activities, effectiveness, reduce the ratio at which the individuals leaves their jobs, to provide freedom to employee's to perform something and to increase their willpower psychologists and managers have tried to implement and set different motivational examples. To provide the individuals an opportunity to achieve their utmost requirement of job satisfaction and success, it has been suggested that in order to improve the individual's performances their jobs should be designed in such a way that they utilize their optimum capability (Hunter et al., 1990). Herzberg (1968) had made an opportunity available for the employee's psychological enhancement and job expansion by distinguishing between job developments, which makes the job structure merely log bigger to employees. Creative abilities of an individual will be best utilized when the job itself will provide adequate diversity in terms of difficulties and challenges that will require more skills and effective thinking thus to provoke and increase the essential job requirement and work recognition (Asghar, Shah, et al., 2021; Kata & Kahn, 1966).

Researcher often discuss that job complexity has an active relation with opportunities and the way tasks a carried in those complex situations. According to recent studies individuals make their expectations and desires as a foundation to support their belief that they will manage with their position on the basis of their knowledge in a complex situation of job (Chung-Yan, 2010). With new technologies and procedures it is utmost necessity for an individual to get used to those procedures and fully utilize their expertise as required to accomplish those jobs that are difficult and demanding. Jobs that are low in their level of complexity do not only require much of innovation and aspiration, in fact it does not even require any of the decision making skill or expertise as compare to complex jobs (Golden & Gajendran, 2019). It is most likely that the individuals those are on jobs that require more innovative thinking and efficiency can get more opportunities of a better profession and gain more attention as compare to the individuals that on relatively less demanding as the individuals with complex jobs have more experience and set of skill (Zacher & Frese, 2009).

Relationships between Job Complexity and Creative Performance



Some individuals tend to interpret complexity as a challenge and increase their effort, whereas others decrease their standards or give up after, perhaps because they encode such complexity in their job as low ability. Work performance is positively affiliated with challenging demands and stimulating level of work that are part of complex jobs (Chae & Choi, 2018). Though for this relationship identification of substitute mediator research on job design is a main task (Wang et al., 2014). Future opportunities induce employees to concentrate on their performance and it is also affected by complex jobs (Zacher & Frese, 2009).

For efficient work performance and enhancing mental capabilities of an individual it has always been perceived that in this aspect jobs design contributes a lot (Bissola et al., 2014). Simple, routine professions are not considered suitable to inspire and support greater amount of efficiency and inspiration of an individual as compare to challenging and demanding jobs because they lack the characteristics such as high level of authority, different diversity in experiences and encouragement (Amabile, 1983; Capone et al., 2021).

As proposed by (Bandura, 2000) in order to perform in a given field employees make full utilization of their capabilities that have been learnt from their previous experiences for a better performance. For an individual sometimes innovative thinking and effective performance remains the only choice that is why they prefer complex job structure over those jobs that are designed as simple jobs because creative performance is the only component of survival in perspective of certain organizations. (Gist & Mitchell, 1992) also examined multiple sources that formulate and enhance the efficiency of an individual with respect to different level of jobs in order to broaden the creativity performance framework that is applicable in different scenarios. In terms of performance efficiency it has been observed that how job setting that has been designed commendably and factors that enhance the inspirations has its influence on the individual effectiveness according to multiple inspirational developments (Arpaci et al., 2022; Asif, 2021).

H₁: Job complexity has positive impact on employee's creative performance.

Big 5 Personality Traits

In numerous circumstances the behaviour, understandings and inspirations of an individual which are influenced by a structured and vibrant patterns of characteristics that has already been possessed by that individual is defined as the Personality (Azucar et al., 2018).

In order to make it possible that the diverse dimensions of the personality are thoroughly studied, Goldberg in 1990 has proposed a Big Five Personality model thus to measure the variable related to personality. Consent is emerging that to define the most substantial facets of personality, five factor model that is also described as Big Five Model is used (Goldberg, 2013).

For the Five Factor model researchers who are recognized as those who have laid the foundation of this model and are also acknowledged as researchers who proposed the structure the five factors of personality (Goldberg, 2013). Measures that currently exist were presented by the early skilful intellectuals that aid in studying the different aspects of personalities as they also cover the behaviour variance of an individual from every dimension and on the basis of which five-factor structure model has been evoked (Goldberg, 1992). With passage of time other researchers have also been conducted in



different parts of the world hence to found a five factor structures. Big five has frequently been made more established by inheriting and adding new features to its structure. Conscientiousness, Openness to Experience, Agreeableness, Extraversion and Neuroticism are the key personality proportions that together make five factor models.

Regarding the association between the personality traits as to performance motivation, it is the foremost criteria to define that how personality influence the performance stimulus. Performance motivation can be distinct in variety of ways, and it is defined in different definitions and related theories. The purpose of behavioural motivation as proposed in a philosophical model by Naylor et al. (2013) was thus to enhance the apparent outcome of performance. The “Big Five” traits have been considered as a vital cradle that can illustrate that it is the character of an individual that can foretell what will be the outcomes of an individual in different organizational setups

Moderating Role of Big 5 Personality Traits

Personality traits should be studied not only as predictors of typical engagement in work behaviors, but also as predictors or moderators of intra-individual influences of situational factors on employee behaviors (Ilies et al., 2006). Intra-individual fluctuations and job complexity largely reflect situational influences; it follows that a dynamic perspective on personality and creative performance would include the influence of personality on the nature of the intra-individual effects of affect and satisfaction on such behaviour.

Ones and (Viswesvaran et al., 1996) concluded that the Big Five were better predictors of criterion measures that were broad and complex, such as overall job performance. Conscientiousness acts as a moderator that affects the relation between creativity and job complexity. Individuals with such trait are satisfied in jobs that require much needed efforts and are demanding because such jobs influence their creative abilities (Viswesvaran et al., 2002). Studies have showed that conscientious individuals are more job oriented and they focus is mostly to achieve their goals because they consider professional creativity as achievement. Their creativity diminishes when they are on jobs that are less complex which bound their capacities to achieve their task and lack in openings for their knowledge growth.

A numeral of analyses has supported our arguments to develop our realistic and hypothetical of the relation between personalities constructs, particularly the Big Five traits, and job performance.

H₂: Big five personality traits moderates the relationship between job complexity and creative performance.

Extraversion. Like other traits Extravert is mostly studied trait among the big five traits (Salgado, 1997). They are aspiring and like to interact with others. Other aspects of Extravert individuals are that they are enthusiastic, confident and stay positive (Goldberg, 1992, 2013). Jobs that require more efforts and can get them more experience professionally are the jobs of interest for extravert individuals as they will enhance their capabilities and skill.

Individuals that display Extravert characteristics will be professionally interactive and cooperative with others. Individual inheriting such characteristics are suitable for occupational roles like Management and sales (Golden & Gajendran, 2019). Jobs where interacting with others is involved. The occupation is found to be related extraversion to job performance. Mostly when that interaction is



focused on inducing others and obtaining position and authority (Bissola et al., 2014). In such jobs, specifically sales and management jobs, being sociable, expressive, confident, energetic, and ambitious is likely to add to accomplishment on the job. Extraverts tend to display less amount of stress even when they have work load and feel less threatened to difficult jobs (Harris et al., 2017). Individuals with such characteristic find a coping technique to stressful events in their jobs and feel less stressful in jobs that require extensive interaction with other people.

Extravert individuals that perform in group are dynamic, self-confident, enthusiastic, and not silent or withdrawn. These are the characteristics of extraverts. Domination and openness are the chief aspects of extraversion. Bearing in mind this proof, Extraversion should be absolutely related to both firms in different job and to perform with efficiency.

H_{2a}: Extravert positively moderates the relationship between Job complexity and creative performance

Openness to experience. Professionally individual having characteristics such as openness to experience tend to be creative and are more influenced by trainings, demonstrations. They are better motivators for new experiences and sought out for some plan to overcome a complex situation (McCrae & Greenberg, 2014).

Bass (1990) represented the traits that were the best correlates of creative performance and trait of Openness was the found the most suitable one. Creativity seems to be the fundamental skill of actual performance. Creativity was one of the skills contained in immediate of the skills of characters that can fit in varied circumstances, which was based on previous studies revealed that creativity is associated with effective performance, suggesting that open individuals are more likely to emerge as effective performers on tough grounds (Gołowska et al., 2019).

Openness to Experience has been found to be related to creativity and to influence the ability to become accustomed to change. Employees who are artistically sensitive, intellectual, curious, polished, original, and independent are likely to deal with change and contribute more to innovation at work.

H_{2b}: Openness to Experience positively moderates the relationship between Job complexities.

Conscientiousness. This measurement is a measure of unwavering quality of a person. A man high with attribute conscientiousness will be mindful, sorted out and reliable (Goldberg, 1992). Conscientiousness is comprised of two related facets: achievement and dependability. Conscientiousness has been studied extensively and is being randomly defined as its other forms like competent, consistent, output oriented and productive (Goldberg, 1992, 2013), with key aspects of accomplishment and individual on whom you can rely on (Mount et al., 1998).

(Bass, 1990) commented work related proficiency results in attempts to lead oneself in difficult of times that are more likely to result in success, efficiency for the group, and strengthening of the tendencies. Conscientiousness is related to both overall job performance and individual's effectiveness (Mount et al., 1998). Moreover, inventiveness and determination are linked to positive stance at work. Individuals must be tirelessly persistent in their activities and follow through with their programs. Because conscientious individuals have more capability and persistence (Goldberg, 2013), we expect that conscientious individuals will be more effective assets.



H_{2c}: Conscientiousness positively moderates the relationship between Job complexity and creative performance.

Agreeableness. The quality agreeableness catches an individual's inclination to concede to others. Individuals high in characteristic appropriateness are helpful, warm, and trusting (Goldberg, 1992, 2013). Agreeable individuals try to come up with a solution for problems that arises at organization or with customers. They are professionally flexible and friendly; more performance oriented and persistent with their job and goals (Bissola et al., 2014), agreeableness has also been considered to be an important predictor in jobs that involve significant interpersonal interaction.

The link between Agreeableness in perspective of work and performance is indistinct. On the other part, cooperativeness tends to be linked in relation of performance (Bass, 1990) and found that interpersonal compassion was related to the state of job as required by its nature. That skill and compassion are part of that trait of a personality that would show that an individual should be more pleasing. On the other part, individuals are pleasing are prone to be held (Goldberg, 1992). Besides, despite the fact that it frequently is thought to be a piece of extraversion, plentiful experts have confidence in it to be a demonstration of Agreeableness.

Agreeableness also has been found to be a vital forecaster in jobs that comprise substantial interpersonal contact. In this case, however, Agreeableness matters only when that collaboration involves assisting, cooperating, and encouraging others. Thus, if functioning in a group comprises an essential element of the work, Agreeableness may be the single best personality predictor. Workers, who are aggressive, inflexible, disobliging, insensible, intolerant, and unpleasant, low in Agreeableness, are less effective at teamwork.

H_{2d}: Agreeableness positively moderates the relationship between Job complexity and creative performance.

Neurotics. Individuals demonstrating low passionate dependability frequently marked as depressed people. This measurement taps a man's capacity to hold out anxiety. Individuals having this quality are apprehensive, surly, on edge and unreliable (Goldberg, 1992).

Neuroticism is one of the personality traits which have been related to negative emotions (Penley & Tomaka, 2002). Individuals with such trait are at most of the times in stress, state of anxiousness, emotionally unstable and mostly find it difficult to trust someone. Comparatively less furnished in order to take a hold on a job that require much needed efforts and work individuals with such personality are less cable to bear the stress and burden. In a study it has also been recommended that such individuals are less likely to be comfortable with complex jobs. They prefer jobs that require less effort and does not require social interaction (Asghar, Ishaque, et al., 2021; Goldberg, 1992). Their level of creativity will be at marginal ratio in simple and less competitive jobs.

Paramitha and Indarti (2014) defined that individual characteristic like extensive awareness, desirability for complexity and acceptance of uncertainty are the pivoting factors of creativity at multiple areas. Keeping these factors in consideration neurotics negatively correlates with creativity and individuals with personality trait like neurotics are not capable to accept uncertainty and obscurity, they

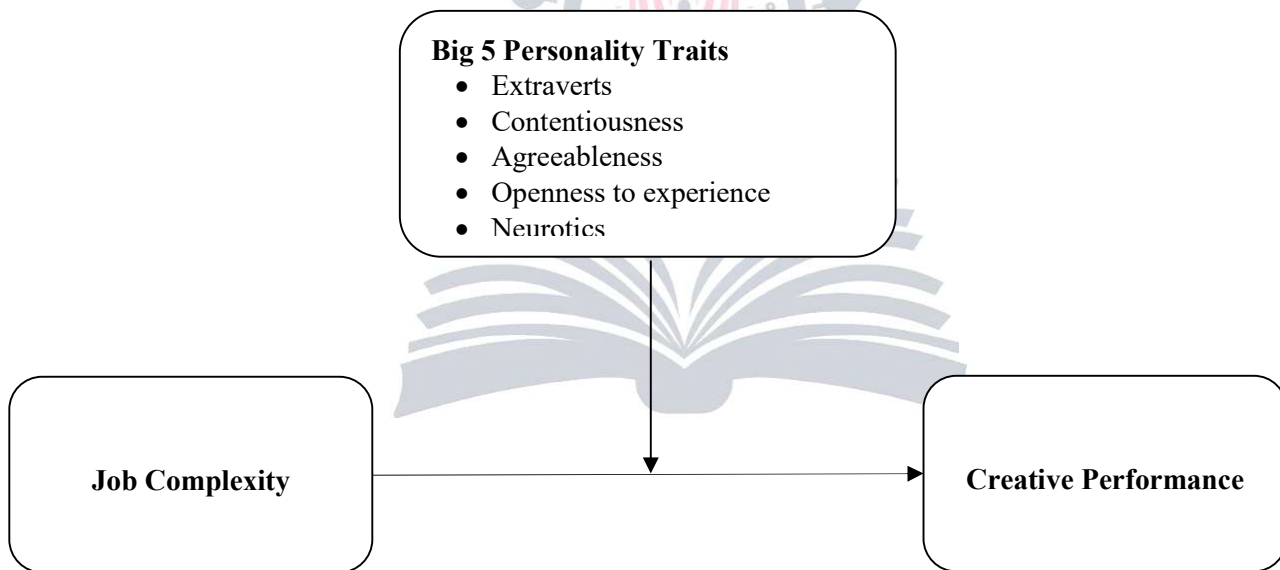


have scarcity of confidence and are highly defensive to circumstances that require improvisation and decision power.

This personality factor has its more negative role, employees that reveal neurotics characteristics, like worry, nervousness and self-pity will tend to be less successful than other individuals who are relatively stable. An analysis conducted by DeNeve and Cooper (1998) in which they comprised results from different studies showed that neurotics had undesirable relation with complex jobs that is why on the basis of findings they have furnished conclusions that jobs that are challenging and require higher skill set or jobs that are utterly demanding can produce nervousness and emotional instability in individuals that have traits like neurotics. Their nature of feeling less confident about their abilities can somehow makes them ascertain that they will fail in complex tasks. Such individuals are not fit for jobs that require tackling tough scenario and produce solution for complex problems and their results can be adverse. Anxiousness is a quality of neurotics whereas anxiety let the individual to be emotionally unstable and have no control over their perceptions that restrict them to concentrate on their jobs.

H_{2c}: Neurotics negatively moderates the relationship between Job complexity and creative performance.

Theoretical Framework



Methodology

Research Design

This study was to measure impact of independent variable which is Job complexity on dependent variable which is creative performance and moderating variable which is big five personality traits. As this study, using cross sectional data, was to check these relationships empirically, it was quantitative in nature. An organized set of questions were utilized for the assistance in the gathering of major statistics. Concepts of all the respective variables were adapted that has been authenticated in past collected works before now. Focused on the behavioural context of individuals regarding their intriguing creativity that



whilst appear in complex jobs. It is been critically observed in this study that creativity varies in different types of jobs.

Data was collected through questionnaire. In order to reach the maximum employees frequent visits have been carried out and meetings have been conducted with the program managers of all the selected organizations. As remote project offices are the main areas of concern because those are the areas where variation in the occupational groups and organization settings are noticeable. Employees were assured that their responses will be kept in confidence and will not be shared with anyone else because the data is collected only for an academic research. In order to avoid any misunderstanding questionnaires were clearly printed with a brief introduction that was presented at the time of distribution of questionnaire regarding the material available on questionnaire and that it is obligatory to answer all the questions. Questionnaire was disseminated among every employee that has some education without any division on the basis of job position.

Statistical package for social sciences (SPSS) package 21 was used for all statistical analysis of the data.

Population of the Study

Data for this study was collected from the employees of developmental sectors. Developmental sector was chosen because the level of complexity and variation regarding jobs in these sectors are high up to certain extent. This study is comprised on the individuals those who are working in different job structures and in different work environment. As travelled to the remote offices of different development organization that include areas like Swat, Battagram, Alai, and Bunner. Working conditions and structure were different.

Data collected from these field offices benefited in a way that we have received variety of information regarding how individuals performed creatively while accomplishing their tasks. Creativity and finding solutions to problems/scenarios were different because individuals differentiate in perspective of behaviour from each other.

- Job structure and roles in these types of organizations were predefined according to their parent countries but employees had to perform these tasks in host country Pakistan where working environment was different.
- Employees were often asked to perform complex jobs in very short span of time that depends upon their own skills to complete the assigned job well in time.

Sample

Data was collected from developmental sector of Pakistan. Organizations chosen from the selected sector included International Rescue Committee which is US based INGO, Save the Children Pakistan Program Pakistan Program, Merlin which is England based INGO.

Developmental organizations are categorized as the organization that provide aid, humanitarian assistance and directly implements their operations in those countries that are underdeveloped, in crisis, need economical sustainability and striving to improve different key areas that have not been previously focused like Education, Malnutrition, Governing Policies and health related issues.



Currently there are approximately 40 different developmental organizations working in Pakistan at various areas that include Health and Nutrition, Education, Rehabilitation of TDPs and areas affected by floods and other calamities that include UN along with its other agencies such as UNHCR, WHO, WFP etc, Merlin, Save the Children, IRC, Red Cross, Care International, ISF and ACF.

Sample size was comprised of 222 employees of the above selected organizations. They were approached by using simple random sampling technique. Simple random sampling technique was used because in this method every employee of the selected organization had equal chance to be selected as sample.

Scales

All the questionnaires were adopted from the previous literature that has already been validated. Details of all the scales are given in table 1.

Table 1

Scales

No.	Variable name	Author	No of items
1.	Job Complexity	Dean and Snell, 1991	3
2.	Big five personality traits	John & Srivastava, 1999	44
2.	Creative Performance	Janssen, 2000	6

All the questions were measured with the help of five point Likert scale where 1 = strongly agree and 5 = strongly disagree.

Measures

In the questionnaire of Big Five Personality traits as adopted from previous literature there are 8 questions that aids in the analysis of the trait Neuroticism like, 9 questions that aids in analysis of the trait Conscientiousness, 8 questions that aids in the analysis of the trait Extravert and 10 questions that aids in the analysis of the trait Openness to Experience.

All these questions were measured on the scale from 1 to 5 “1= strongly agree & 5= Strongly Disagree”. Greater the value of mean more will be the consistent level of each trait. Questions that represent the five personality traits individually are consisted as “I see Myself as Someone Who is Talkative” and “Is full of Energy” represents the trait Extraverts, “I see Myself as Someone Who has a forgiving Nature” and “Is helpful and useful with others” represents the trait Agreeableness, “I see Myself as Someone Who does a thorough job” and “Is a reliable worker” represents the trait Conscientiousness, “I see Myself as Someone Who is depressed, blue” and “can be tense” represents the trait Neurotics while “I see Myself as Someone Who Is original, comes up with new ideas” and “is curious about many different things” represents the trait Openness to Experience.

Similarly in the questionnaire of Creative performance as adopted from previous literature there are 6 questions that aids in the analysis of the Creative Performance of individuals. All these questions were measured on the scale from 1 to 5 “1= strongly agree & 5= Strongly Disagree”. Greater the value of mean more will be the consistent level of creative output. Questions that represent the Creative Performance level were comprised of questions like “This Person Creates new ideas for Improvement” and “This Person transforms innovative ideas into useful; applications”. After the analysis of the



responses from the respondents, it will provide us with a clear idea about the creative outputs of individuals.

The questionnaire as adapted in this study for Job complexity comprised on 3 questions that aids us in the analysis of Job complexity that what sort of jobs were there that the individuals find difficult and how varied were their responses regarding the complexity of jobs. These questions were measured on the scale from 1 to 5 “1= strongly agree & 5= Strongly Disagree”. Greater the value of mean more will be the consistent and reliable results of job complexity in respective units. Questions that represents the Job Complexity level were comprised of questions like “*The Jobs in this Unit requires technical knowledge*”, “*The Jobs in this Unit requires problem solving skills*” and “*The Jobs in this Unit are very complicated*”.

Data Analysis Techniques

Following statistical techniques were used to analyze the data.

- Cronbach Alpha was used to check the reliability of the data.
- Descriptive statistics was used to describe the properties of the data.
- Pearson correlation technique was used to check the correlation of the variables.
- Regression analysis was used to check the impact size of the independent and dependent variable.

Results

Data Analysis

In this research we examined that job complexity effect creative performance for that we needed to run correlation analysis and determine the relationship between the two factors. Similarly, other hypotheses could be tested through appropriate statistical analysis. Quantitative and qualitative data can be examined in order to establish if certain assumption and to check whether they validate or not.

For the purpose of checking the reliability of the overall data collected, all the seven variables were measured with the help of Cronbach’s Alpha coefficient. The values of Cronbach’s Alpha for all the variables were equal to or above .70 which indicates that the data for all variables was reliable enough for further analysis.

Table 2

Reliability Analysis

Sr. No.	Variable Name	No of Items	Reliability
1	Job Complexity	03	.693
2	Creative Performance	06	.817
3	Extraverts	08	.748
4	Agreeable	09	.843
5	Conscientiousness	09	.833
6	Neurotics	08	.832
7	Openness to Experience	10	.837



Descriptive Analysis

Table 3 shows the total respondents of 222, where male responded are at the ratio of 93% and females responded at the ratio of 6.8%. In total of 222 respondents 207 were male and 15 were females.

Table 3

Descriptive Analysis

	X	Frequency	Percent	Cumulative Percent
Gender	Male	207	93.2	93.2
	Female	15	6.8	100.0
Marital Status	Married	60	27.0	27.0
	Unmarried	162	73.0	100.0
Age	Up to 30	53	23.9	23.9
	31-35	125	56.3	80.2
	36-40	25	11.3	91.4
	40+	19	8.6	100.0
Education	14 Years	86	38.7	38.7
	16 Years	97	43.7	82.4
	18 Years	33	14.9	97.3
	18 +	6	2.7	100.0
Experience	1-3 Years	31	14.0	14.0
	3-6 Years	51	23.0	36.9
	6-9 Years	96	43.2	80.2
	10+	44	19.8	100.0

Age group was taken with age difference of 5 Years and four equally divided age slabs. Starting from the age of 30 years up to 40 and above. Table 3 shows that respondents from second age slab 31-45 represents 56.3% of the data, while first age slab that is comprise of 30 Years represent 23.9% of the data as compiled. Education group was taken with difference of 2 Years and four equally divided Qualification slabs. Preliminary data slab was taken from 14 years till 18 and beyond. Table 4.4 shows that Qualification slab of those with Education of 16 years represents 43.7% of the data compiled.

The experience group was divided four subgroups with an interval of three years, starting from Experience of 1-3 years to 10 years and above. Table 3 shows that the fourth subgroup that is comprise of individuals having experience of 6-9 years had represented 43.2% of the data collected while second subgroup that consist of individuals having Experience of 1-3 years represented 23% of the total sample. The Marital status group was divided into two subgroups. Table 3 shows that the second subgroup represented 73 % while first subgroup represented 27% of the sample.

Descriptive Statistics



Summary of descriptive statistics of the data as shown in the Table 4 represents that it incorporated the base quality, most extreme worth, mean and standard deviations of variables. These descriptive statistics expresses to the consistency of the data, Table 4 shows that concentrated amount of standard deviation is .94547 and minimum standard value is .25157, which express that the standard deviations of entire variables are not very high and are acceptable. Maximum value 5.00 and minimum value 1.00 specifies that all the questionnaires stood filled deliberately and precisely and there stood no absent values or expansion in the data under scrutiny.

Table 4
Descriptive Statistics

	Minimum	Maximum	Mean	Std. Deviation
Gender	1.00	2.00	1.0676	.25157
Age	1.00	4.00	2.0450	.83354
Education	1.00	4.00	1.8153	.78281
Experience	1.00	4.00	2.6892	.94547
Marital Status	1.00	2.00	1.7297	.44510

Correlation Analysis

Correlation analysis is a measure of the strength of the relationship between two variables. Its utilization is as a predictor of the variation in the significance of single variable known to the value of the further variables. The values of correlation are stated on a scale ranges from -1.0 to +1.0, the force of association are at both extremes and deliver the superlative expectations.

The technique of Pearson correlation was utilized in order to assess the correlation among the assumed variables comprising the big five Personality characters.

In Table 4.8 the correlation matrix indicates that Job Complexity is strongly correlated with Openness to Experience is .699, Creative Performance is .486, Extraverts is .442 and Conscientiousness is .580, whereas it has Positive relationship with Agreeable .249. On the other hand Job satisfaction is negatively correlated with Neurotics -.400. All correlations were significant at 0.01 levels.

Table 5
Correlation Analysis

	Job Complexity	Creative Performance	Extraverts	Agreeable	Conscientiousness	Neurotic	Openness
Job Complexity	1						
Creative Performance	.486**	1					
Extraverts	.442**	.257**	1				
Agreeable	.249**	.049	.304**	1			
Conscientiousness	.580**	.324**	.442**	.192**	1		
Neurotics	-.400**	.190**	.268**	.243**	.353**	1	
Openness to Experience	.699**	.404**	.577**	.382**	.587**	.667**	1



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

Regression Analysis

Regression analysis is a statistical analysis used to describe the nature of the relationship between two or more variables. It is concerned with the problem of describing or estimating the value of the dependent variable on the basis of one or more independent variables.

Regression analysis was used in this study because of following:

- The independent variable i.e. Job Complexity has at least one value different from their dependent variable i.e. Creative Performance.
- The anticipated values of disturbance term (that is expected measurement error) is very nearly zero which shows that the disturbance is genuine disturbance so that if anyone took the large number of sample disturbance will be zero
- There is no multi-co-linearity found among the variables

Model-1 Regression Results

Creative Performance= α + β (Job Complexity) + μ

Table 6 represents the value of R² which assert the fraction of dissimilarity in the conditional variable as enlightened by the deterioration model and adjusted R square shows the goodness of fit of the model in the population. The value of R² which is .236 which indicates the model is able to explain 23.6% of dissimilarity in the total population. The F statistic is at 67.879 is significant at p<.000 (i.e. smaller than 0.05) which indicates that this model is good predictor of the relationship between dependent and independent variable.

The t statistic aids in explaining the importance if each variable in model. The value of t (8.239) is significant at p<0.000 that is higher than 2, which leads to accept the proposed hypothesis. Regression coefficient β (Beta) is .486 this indicates that there will be change of 48.6 units in creative performance when there is a unit change in Job Complexity.

H₁: Job Complexity has positive effect on creative performance.

Table 6
Regression Analysis of Model-1

Table with 6 columns: Variables, R^2, B, F Statistics, T, Sig. (F). Row 1: Job Complexity, .236, .480, 67.879, 8.239, .000

- a. Predictors: Job Complexity
- b. Dependent Variable: Creative Performance

Result of Moderation Analysis for Extravert X Job Complexity

Personality traits were studied as moderators thus to analyze that they act as moderators between Job Complexity and Creative performance. Moderating aspect of Extravert as shown in table 7 elaborate its impact between dependent variable (creative performance) and independent variable (Job Complexity). Results derived from two step regression analysis specify that when trait Extravert was introduced as moderator between the relationship of Job Complexity and creative performance β (Beta)



value increased from 0.486 to 0.596 which indicate that Extravert moderates the relationship in positive direction.

Table 7

Results of Moderation Analysis for Extravert X Job Complexity

Predictor	Creative Performance				
	B	R ²	F Statistics	T	p Value
Step 1					
Job Complexity	.466	.236	67.879	8.239	0.000
Step 2					
Job Complexity X Extraverts	0.596	.242	34.945	4.131	0.000

a. Dependent Variable: Creative Performance

b. Predictors: Job Complexity

c. Predictors: Job Complexity, Extravert X Job Complexity

Results of Moderation Analysis for Agreeable X Job Complexity

Moderating aspect of Agreeable as shown in table 8 elaborates its impact between dependent variable (creative performance) and independent variable (Job Complexity). Results derived from two step regression analysis specify that when trait Agreeable was introduced as moderator between the relationship of Job Complexity and creative performance β (Beta) value increased from 0.486 to 0.624 which indicates that agreeable moderates the relationship between Job Complexity and Creative Performance is significantly positive.

Table 8

Results of Moderation Analysis for Agreeable X Job Complexity

Predictor	Creative Performance				
	B	R ²	F Statistics	T	p Value
Step 1					
Job Complexity	.486	.236	67.879	8.239	0.000
Step 2					
Job Complexity X Agreeable	.624	.247	35.955	4.266	0.000

a. Dependent Variable: Creative Performance

b. Predictors: Job Complexity

c. Predictors: Job Complexity, Agreeable X Job Complexity

Results of Moderation Analysis for Conscientiousness X Job Complexity

Moderating aspect of Conscientiousness as shown in table 9 elaborates its impact between dependent variable (creative performance) and independent variable (Job Complexity). Results oriented from two step regression analysis specify that when trait conscientiousness was introduced as moderator between the relation of Job Complexity and creative performance β (Beta) value increased from 0.486 to 0.690 which indicates that Conscientiousness moderates the relationship between Job Complexity and Creative Performance in positive direction.



Table 9

Results of Moderation Analysis for Conscientiousness X Job Complexity

Predictor	Creative Performance				
	B	R ²	F Statistics	T	p Value
Step 1					
Job Complexity	.486	.236	67.879	8.239	0.000
Step 2					
Job Complexity X Conscientiousness	.690	.262	38.907	6.254	0.000

- a. Dependent Variable: Creative Performance
- b. Predictors: Job Complexity
- c. Predictors: Job Complexity, Conscientiousness X Job Complexity

4.14. Results of Moderation Analysis for Neurotics X Job Complexity

Moderating aspect of Neurotics as shown in table 9 elaborates its impact between dependent variable (creative performance) and independent variable (Job Complexity). Results derived from two step regression analysis specify that when trait Neurotics was introduced as moderator between the relationship of Job Complexity and creative performance, it decreased the β (Beta) value from 0.486 to -0.367 which shows that Neurotics moderates the relationship between Job Complexity and Creative Performance in negative direction.

Table 10

Results of Moderation Analysis for Neurotics X Job Complexity

Predictor	Creative Performance				
	B	R ²	F Statistics	T	p Value
Step 1					
Job Complexity	.486	.236	67.879	8.239	0.000
Step 2					
Job Complexity X Neurotics	-0.367	.250	36.568	-2.062	0.040

- a. Dependent Variable: Creative Performance
- b. Predictors: Job Complexity
- c. Predictors: Job Complexity, Neurotics X Job Complexity

4.15. Results of Moderation Analysis for Openness to Experience X Job Complexity

Moderating aspect of Openness to experience as shown in Table 11 elaborates its role between dependent variable (creative performance) and independent variable (Job Complexity). Results derived from two step regression analysis specify that when trait Openness to experience was introduced as moderator between the relationship of Job Complexity and creative performance, it has been observed that there is a positive shift in β (Beta) value from 0.486 to 0.673 which shows that Openness to Experience moderates the relationship between Job Complexity and Creative Performance in positive direction.



Table 11

Results of Moderation Analysis for Openness to Experience X Job Complexity

Predictor	Creative Performance				
	B	R ²	F Statistics	T	p Value
Step 1					
Job Complexity	.486	.236	67.879	8.239	0.000
Step 2					
Job Complexity X Openness to Experience	.673	.254	37.215	5.363	0.000

a. Dependent Variable: Creative Performance

b. Predictors: Job Complexity

c. Predictors: Job Complexity, Openness to experience X Job Complexity

4.16. Discussion

This study was carried out as exploratory research. The main reason of conducting an exploratory research is to examine that what are the causes of a problem, what situation actually is that prevails, what is the possible solution for the problem that persists in previous days, is there any study conducted on an issue that resembles to this one. Ahead of the moment when any structure is established on which the study will be initiated or and any strategy is being developed for a broad analysis about problem it is vital for a researchers to get themselves used to the issues and take a detail information from the studies that have been conducted in old times cause with this practice they will have the proper understating about the problem. As it is be possible that there might not have been much of the literature available on the existing issue therefore to understand the description of the prevailing issue in that case there is a requirement of an exploratory study to be carried out. So in order to get a hold on the condition and recognize the occurrences discussions with many different pupils are conducted which also benefit in collection of data.

With the help of this study, managers of different organization either they are managers of developmental, social or corporate organizations will be able to understand the trait related issues of individuals that will have some impact on their performance effectiveness while they are on jobs that are either challenging or demanding. This understanding will be in a way that managers or human resource departments will hire a workforce or allocate their individuals keeping in view their different personality impressions during a job. Like being a manager of an organization in which operations and job settings are set and designed in such a way that they have to frequently interact with the general public, and have to attend stake holder meeting, social gatherings in order to satisfy their stakeholders according to their preferences and desires.

Similarly this study will be of great help for the managers as well for the organizations, with such type of study they will have a solid ground to assess the deviations of their employees' performance on composite jobs while handing over any project to them. This is because initiating a project and making it a success is not an easy job. Managers have to put large amount of resources in order to carry out projects and get the things done in order to maximum utilize the resources that could bring with fruitful outputs. Now in order to get the things done in a right way and on the right time for that reasons organization are always in utmost need of a team that they can rely on and utilize their



creative skills in the project while taking them along with them in different phases of projects. In this regard, this study will aid the project managers to get the individuals those are required as a workforce that have passionate, stable, and consistent, are able to bear the stress, pressure and enthusiastic.

This study will also provide the managers a supporting ground to assess the complex scenarios according to their complexities and nature. With this study this will make the managers to make much thorough analysis of individual and judge their capabilities in order to allocate tasks and deadlines accordingly.

With thorough analysis by the managers they will also have better knowledge about the field scenarios of their project offices. Additionally as these days current working conditions on KPK is are tough due to varied security conditions and restrictions by the law enforcement agencies for working in some of the organizations project intervention areas. This study is better suitable for the managers to make their options regarding allocating their employees to carry out activities in those intervention areas as it will be required with employees who prefer new grounds to prove and improve their capabilities with new experiences.

In this study it was my ultimate determination that to figure out that what type of personality factors has what kind of impact on creative performances of individuals during their jobs, their professional career while being an employee of an organization. Keeping in view that what can be the main factors of differences that are affecting the relationship of Individuals creative performances. With this scheme of study managers and organizations can interpret the varied jobs and the scope of complexity that lays in jobs structures of different individuals that are in contrast from their personality perspective while exposed to different working conditions. Here we projected that how different level of jobs have what level of influences on individual creativity so that these varying behaviours can be better analyzed and embedded.

Different analysis have also been carried out which have a stronger explanatory effect on employees creativity while examining from personality point of you, as it was also analyzed in this research that what type of individual with respect to their personality will approach towards their jobs in which possible manner. In other words this study represents that what are the perceptions of individuals towards their jobs and how much they indulge themselves in the complications that arises during their jobs form their personality context. This whole analysis will also help the managers and organizations to easily pick and hire the required individual keeping in consideration the job context.

That is why this research might come in handy in trainings and to increase the efficiency of individuals while on job. Organizations can make their job structure in such a way that they can even attain successful results whether how much the tasks are complex by configuring them in a way that it will provoke the productive skills of employees and will create innovations in their individuals without feeling stressed or overburdened.

Keeping this construct in view, in similar manner human resource practitioners can help employees in enhancing their capabilities by overcoming their negative personality factors and those practices that are somehow upsetting their productivity. This will benefit the individuals like extravert to analyze their social skills and capability of convincing others in order to with respect of improving them even more. I the same way individuals with other traits and factors can be assessed and they can be



provided with counselling and personality development trainings. For example those individuals who feel shy and cannot face general public or masses that is also part of their jobs, those individuals can be groomed thus to remove these factors from their personality. Those individuals who have personality facets of neuroticism can be provided trainings regarding curtailing stress, depression and pressure situations that arise during jobs. They can be frequently indulged in such tasks in which they have to support their peers because so that they should understand the concept that by supporting their peers or subordinates they can improve the success level of their teams and organization and their hesitations could be removed.

Individuals that prefer to work in complex situations and willingly take complex jobs feel serene, stress free and calm while doing such jobs rather than doing easy and less complex jobs that make them stressful while on the other hand individual who prefer easy tasks over complex jobs will more likely to be unable to perform well in complex situations.

Conscientiousness is associated with most required trait in organizational point of view. It is thought as a most reliable interpreter of creative performance in different jobs and tasks. Conscientiousness moderates the relationship between creative performance and job complexity in a positive manner, its impact is even more notable when jobs are complex and demanding. Another reason that employers give much attention to individuals with such personality trait is that because they keep their affiliation with organization for longer periods and does not disseminate mostly. Extravert individuals will be best fit for the jobs that involve social gathering, dealing with other people and are complex in nature as they will perform creatively in complex situations by delivering suitable solutions. Their go getter and friendly social nature get them amalgamate with other people that helps them to attain a leading role while working in team.

Performance with association to the nature of job has mostly been conceived by the researchers that they have a positive relationship. Jobs that lack in the element of enthusiasm and interest are most expected to be less favoured by the individuals and the jobs that are interesting and well-designed which are much preferred by the individuals and are relatively performed in a better way according to the hypothesis as accepted by some researchers. Employees are considered as productive and accomplish more success by creatively performing on demanding jobs shows that satisfaction and success can be attained by productivity irrespective to the ambiguities in the early days. Though there was no direct association found among performance and nature of job as described by few researchers, in fact they were of the opinion that the association between the performance and job structure is anticipated by the impact of some third variable that interact between them.

The second Hypothesis of the study was to assess that the Big five personality characteristics directs the association concerning combinations at work and innovative execution in a manner that employees with attribute such as hostility, pleasing, Openness to experience and Extraverts will fortify the relationship while neurotics will debilitate this relationship. Domains reflect the personality Big 5 of individual that how he will take along the job complexity with respect to his creativity. Considerably Conscientiousness has strong and positive moderating effect on Creative Performance.

With respect to those individuals who are low in Conscientiousness, highly conscientious persons tend to be more motivated to perform well on the job and therefore are likely to achieve better performance through careful planning, goal setting, and persistence. However, after a certain point high



Conscientiousness may no longer be very much satisfied with their current performance because excessively conscientious persons can be more likely to sought out for an upgrade in their task or look for more challenging tasks and to be perfectionists in that. Such persons may pay too much attention to small details and overlook more important goals required on the job. Highly conscientious people are not very pleased with circumstances that directly or indirectly affect their performance and are against low performance and individuals with such trait inhabit learning new skills and knowledge, leading to creative performance.

It is not difficult to be predicted that this confrontational relation of neurotics with creativity can even increase when the jobs get more demanding and that create circumstances which evolve pressure and concerns. That is why complex jobs can deliver trait related issues in neurotic individuals as such jobs are increasingly challenging that result in adverse outcomes regarding achieving goals.

It has been found that approach of other traits towards creative performance may show a discrepancy when they are exposed to complex jobs. Although moderating role of Extravert, Openness to Experience, Agreeable is in positive direction with the relation of creative performance and Job complexity but there are suitable chances that their outcomes may not be as the same as expected.

The Summary of the findings of the research are given in table 12

Table 12

Summary of the Hypotheses

Sr. No	Hypotheses	Status
01	<i>Job Complexity has positive effect on creative performance.</i>	Accepted
02	<i>Big five personality traits moderates the relationship between job complexity and creative performance in such a way that employees with trait conscientiousness, agreeable, Openness to experience and Extraverts will strengthen the relationship while neurotics will weaken this relationship.</i>	Accepted
03	<i>Extravert positively moderates the relationship between Job Complexity and Creative Performance</i>	Accepted
04	<i>Openness to Experience positively moderates the relationship between Job Complexity and Creative Performance</i>	Accepted
05	<i>Conscientiousness positively moderates the relationship between Job Complexity and Creative Performance</i>	Accepted
06	<i>Agreeableness positively moderates the relationship between Job Complexity and Creative Performance</i>	Accepted
07	<i>Neurotics negatively moderates the relationship between Job Complexity and Creative Performance</i>	Accepted



Conclusion

In light of the findings as derived from the study it has been observed that creativity of an individual enhances as they go through complicated jobs that require more practicality and flexibility than routine jobs. Managers sought out for individual that are persistent to varied operations, work hard and are conducive, where as Human practitioners hunt for talent that fit in their organizations which are uncertain and complicated with respect to jobs as in current era concept of doing predefined jobs no longer exist and individual have to adjust themselves according to varied job structures.

In this study we have approved the hypothesis that job complexity has positive impact on creative performance as it has been examined in this study that complex jobs build pressure and stressful situations however individuals redesign their jobs in such a manner that through that they are able to get themselves out of those stressful situations. They struggle to find a creative alternate to complex problems in their jobs. It has been presented in this study that job complexity have positive impact on creative personality of individuals but it has also been proposed that how new advances in resources have been made in order provide an ease to different conflicting jobs. Jobs that are more demanding and complex in structure increases the motivation factor of individuals in order to perform it with effective end results.

Personality matters because it predicts and explains the behaviours of individuals at work. The effect of job complexity on creative performance has always been a subject of great interest for previous analysis although there have not been much of advancements while completely concentrating only on the relation of these two variables. As it is an important factor to understand the work behaviour of individuals, in this study that factor have been explained that there is positive relationship between job complexity and effectiveness of work. By accepting the hypothesis in this study that job complexity have positive impact on employees creative performance has also made it clear that routine jobs that does not require any innovation, decision making or jobs that are too mainstream weaken the interest level of individuals on that job. Thus by designing the jobs structures in such a way that they provoke the employees to use their maximum capabilities, struggle and think from multiple perspective that what are the main requirements of their jobs, and how can those requirements be accomplished. Such productivity of employees will benefit the organizations.

On the other hand managers should ensure that their subordinates must have full access to resources and freedom because in that way they will make effective decisions and their creativity will increase, while they will also enjoy their work. With multifaceted jobs individuals will have new experiences which will also help in enhancing their capacities. Those new experiences will make them more equipped and capable to effectively respond to their tasks different organization settings. After learning different skills from different experiences this will not only help the individual to get effective solutions to complex problems during their jobs in fact with these creative and effective experiences they will also get better jobs, promotions and can achieve financial benefits as well.

Second hypothesis of this study that has been accepted is that Big Five personality traits moderate the relationship between job complexity and creative performance. It is in a way that personality of individuals has a strong impact on their performances and the way they perceive things. Like there are individuals who have a mind set to rule, lead and take control over things such type of individuals are having personality trait like extravert as they always struggle to take over the resources



and mould the higher management in their favour so that they can have some sort of influence over their decisions. Similarly individual who keep their future goals in site re always used to struggle in order to achieve their goals. They have potential, enthusiastic, hardworking personalities who always struggle to get over their complex jobs, tasks or routines by enhancing their creative work attitude to conquer their milestones and achieve what they wanted.

The third hypothesis that has been approved in this study represents that trait Extravert positively moderates the relationship between job complexity and creative performance. This hypothesis has been accepted as trait extravert shows positive effects performance of an individual. Employees with such trait exert their full efforts to get better professional experiences form their jobs as they know that with useful experience they can get through complex scenarios and can be better fit for the jobs that requires much needed efforts. Such type of individuals are better suitable for sales and insurance job as they have better qualities to interact with others, have convincing abilities with high negotiation skills and they are so much supportive, very much social. They are also suitable for managerial jobs as they mostly concentrate on how get financial benefits, gain power and get themselves a higher status or positions, besides that they are suitable for such higher positions as always carry out their task with so much responsibility and they don't with draw from anything quite easily. They also feel uncomfortable with jobs that does not require any creativeness or novelty, where as they are more comfortable with on difficult jobs because they have the ability that how to tackle stressful and complex jobs. They are also better team player; perform more effectively with great stamina and consistency while doing any project with teams.

The Fourth hypothesis that has been accepted in this study is that the trait openness to experience positively moderates the relation between Job complexity and creative performance. Individuals that possess such trait are creative and curious to somehow complete the things for which they were made liable for in best possible way. They can cover up their weak areas that somehow affect their performance with help of getting proper training and demonstrations. They are better suitable for jobs that require efficient decision making techniques and are suitable for positions in which there is requirement of useful, applicable solution to problems. In this study it has been analysed that employee with such trait of openness to experience were found much creative and quick witted. They are born leaders as they have the capability to always think out of the box and find unique solution to problems. In previous studies this trait has always been a better predictor to measure and study the creativity of an individual. They have tendency to get settled and used to varied circumstances. Employees with such trait are flexible and multidimensional. With these characteristics they always attain the attention and interest of their organizations. They are mostly adaptive to new experiences and get accustomed to change either it is in their job structure or technical resources. In other words characteristics of individuals having such trait can be explained as they are individuals who are polished, independent and contribute a lot to bring innovation at work.

Fifth hypothesis that has been accepted in this study is that the trait conscientiousness positively moderates the relationship between Job Complexity and creative performance. Individual with such personality traits are trust worthy and the one on whom you can rely on. They are organized personalities and managers can depend on them when assigning any difficult task to them as they will know that such individuals will not let them down. Organizations prefer such individuals as they will



always obey orders and follow already specified set of rules. Individuals with personality trait like openness to new experiences are better suitable for military and can also fit in jobs in which you have to come up with new ideas and innovations. They are always favoured by their managers because such type of individuals have quality that they frequently evaluate themselves and their performances. With this practice they are always in process of transforming themselves thus to remove the deficiencies in their performances and they always make efforts to perform their jobs and tasks even more efficiently than the last time. This means that they continuously struggle to bring new innovations in their performances every time.

The sixth hypothesis that has been accepted in this study is the trait Agreeableness positively moderates the relationship between job complexity and creative performance. Individuals with such trait are friendly and trust people quite easily with make them to easily get accustomed to other people. This feature makes them a supportive member of groups and teams. They struggle to support their teams to be successful for with they have to think and work creatively in order to find solutions to problems that arise during projects and task. They are performance oriented which also makes them suitable for broker, retailer and Trainers jobs. They also have the tendency to make the people what they want to as they are very good at counselling and preaching.

The seventh trait that has been accepted in this study is that, the trait neurotics negatively moderate the relationship between Job Complexity and Creative performance. Neurotic individual holds negative personality characteristics as they are moody and insecure, they show performance and work whenever they feel like and how whatever the way they feel appropriate which is in their nature. When in complex situation like when they are told to perform any task that are complex in structure they will start feeling stressed and under pressure. It is very difficult for them to trust anyone which makes them vulnerable to emotional instability and difficult to work in groups or teams.

According to analysis in this study it will not be wrong if we say that neurotics are anti creativity. They are never in support of uncertain situations and obscurities in their jobs as this make them feel uneasy because they cannot tackle or bear stress and workload. They lack in confidence which make them unable to use their decision making abilities this is why they are relatively less successful as compare to their other colleagues or people who does not possess such personality.

5.2. Recommendations

Apart from this study previous researches couldn't even find any positive relation of neurotics with respect to creativity as well. In fact they have also proposed negative characteristics of neurotics with respect to complex or delicate jobs. Their feeling of uncertainty and less confident about their abilities makes them believe that they will fail to produce valuable results while on complex jobs. This does not mean that people with such personality traits are not fit for any job, as they can perform easy and routine jobs quite well and this might be probable they would be creative in those simple predefined set of tasks and routines.

With this study we have showed that employees enhance their capabilities when their jobs are complicated, like those employees that interact with stake holders that are more demanding and have different attitudes they try in best way possible to entertain their demands in every way possible. That might be a factor of greater value that if the institutes preserve in perspective the identity parts of



individual amid the individuals professional affiliation with that particular institution to choose the right persons who want for improving the vision of the organisation. The study was conducted in Pakistani environment. Developmental organizations in KPK were selected.

Limitations of the Study

The study was limited to KPK. Time constraint is also the main limitation of the research and secondly collecting data from cities would be costly from finance perspective. Even in KPK it was the main priority that maximum variety of responses should be gathered and studied.

Three developmental organizations International Rescue Committee, IRC, Save the Children Pakistan Program and Merlin which is UK based INGO were selected for the purpose of research, other developmental and private organizations like Accounting Firms, Banks, Insurance Companies and Air Line companies may also be included in research.

Even though collecting data from different organizations was hectic and time consuming but luckily I was part of different teams who worked among those individuals so factor of trust and keeping of information confidential was not an issue. Similarly while being part of these organizations I have some PR with managers of those organization so I got chance to visit them quite frequently or they assisted me in collection of questionnaires otherwise movement to far flung intervention offices of the Non-profit organizations are always a matter of security and always needed LEA permissions. Employees' mostly were reluctant to furnish the information. The purpose of the study was known to the higher management but there still lies the fear of unknown and misuse of information.

Suggestions for Further Research

The following are the suggestion for future research;

- Moderating role of personality should also be checked with other important employee specific behaviours (e.g., job performance, OCB etc). As there are many areas regarding personality traits that can be studied.
- In future studies other personality traits such as equity sensitivity, self esteem, locus of control may also be included and their moderating role can be ascertained in relationship of Job Complexity and other employee behaviour.
- The same should also be studied in different cities and in different time intervals.

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