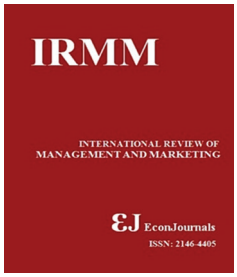

International Review of Management and Marketing

ISSN: 2146-4405

available at http: www.econjournals.com

International Review of Management and Marketing, 2019, 9(1), 129-136.

The Effect of Environment Supports on Individual Creativity in Palestinian Small and Medium Enterprises: Assessing the Mediating Role of General Self - Efficacy

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Received: 08 November 2018 **Accepted:** 03 January 2019 **DOI:** https://doi.org/10.32479/irmm.7397

ABSTRACT

This paper aims to understand the mediating role of general self-efficacy (GSE) in the effect of environment supports (work and none work environments) on individual creativity in Palestinian small and medium enterprises (SMEs). Respondents for this paper are 247 of employees and owners in SMEs in North West Bank - Palestine. The findings show that work and non-work environments are significantly directly influenced on GSE, while, not directly influenced individual creativity. In addition, the results show that GSE plays a significant mediating role in enhancing the effect of environment supports on individual creativity in the Palestinian SMEs.

Keywords: Environment Supports, Individual Creativity, General Self- Efficacy
JEL Classifications: M0, M10, M45

1. INTRODUCTION

Globalization and rapidly changing business environment in different disciplines creates a new challenges for global and local competition. Sripirabaa and Maheswari (2015) mentions that businesses start to create new strategies throughout innovation and creativity. It is important to gain competitive edge in the market as a result of globalization and growing competition.

The organization's ability to be innovative or creative depends on its employees and their creative potentials. One of the most critical issues in business management is to develop the role of human resources in the organizations. Specially, in small and medium enterprises (SMEs). SMEs play a strategic role for all national economy, as well as, for Palestinian economy by create a new job. It increases the macroeconomic indicators such as GDP, standards of living, and decreasing unemployment rate. In Palestine, SMEs constitute of >93% of Palestinian business organizations, which are mostly family businesses. The economic situation in Palestine pushed many young graduate to create his or her own business. Especially, IT experts, accountants, and other professional specialists. Thus, in general, the success of SMEs depend on owners and operators characteristics. In other word, on the level of creativity and belief of self-efficacy in doing business.

Innovations and creativity (i.e.,: Individual creativity) are the main nerve to success SMEs, for example, (Zampetakis et al. [2010]; Figl and Weber [2012]) considered creativity as an important key to personal and organizational success. Thus, the importance of human resources characteristics and behavior in SMEs comes from the big role of SMEs in any economy worldwide and thus in Palestine. In addition, Açıkgöz and Günsel (2016) show the importance of individual creativity as a main source competitive advantage.

On the other hand, entrepreneurship is a key factor to make business success. Thus, it creates the success in SMEs. Therefore,

several previous studies studied the human resource behavior from various and several aspects. There are many factors, which effect on individual creativity in business organizations. Several scholars point out the significant factors that influence the individual creativity. The individual creativity is such as, perceived work environment (Amabile, 1988, 1997), family supports and co-worker support (Paramitha and Indarti, 2014), job complexity (Shalley et al., 2004) time management behaviors (Zampetakis et al., 2010), job autonomy (Sripirabaa and Maheswari, 2015). On other hand, many previous studies build a link among individual creativity and general self – efficacy (GSE). Bandura (1997) named self - efficacy as a one of the obligatory conditions creativity, whereas, Ford (1996) considered it as motivational component of individual creativity.

From the above significant factors, this study in first stage have used environment supports as significant factor that influences on individual creativity. Environment supports includes family supports to present non-work environment and supervisor and co-worker support to present work environment. In second stage, study uses the GSE as exogenous variable into the individual creativity. Thus, this study aims to determine the mediating role of the GSE in the effect of environment supports (work and none work environment) on individual creativity in Palestinian SMEs. This paper is structured as follows: Section (1) is an introduction, section (2) displays theoretical background, whereas section (3) developing conceptual model & hypotheses, section (4) addresses methodology used to collect and to analyze data, section (5) reports data analysis and results, and section (6) presents conclusions and implications.

2. THEORETICAL BACKGROUND

Social exchange theory (SET) is one of the early social behavior theory. It aims into build conceptual models for understanding employees' behavior in an organization (i.e.,: business). According to Homans (1958), SET base on three propositions: (1) success, (2) stimulus, and (3) deprivation. Due to SET, organizations are forums for transactions, thus, studying the business environment supports typically involves party transactions. This such as workers and co-workers and supervisors as inside parties that represent the work environment supports. While families and friends as outside parties, which represent non-work environment supports. Most of previous studies focus on the impact of emotional supports on creativity (Madjar et al., 2002, Shalley et al., 2004). These studies prove that emotional supports from people came from the work support (supervisor/co-workers) and non-work support to enhance employee creativity (Frese et al., 1999; Madjar et al., 2002).While, Madjar (2008) studied the role of emotional and informational support on individual creativity.

On other hand, Shalley et al. (2000) mentioned that work environment includes two groups of factors that are proximal factors (e.g., job complexity, work setting). These factors are associated with daily work and distal factors (e.g., organizational procedures) which are related to organization. In addition, Shalley et al. (2004) examine each of: (a) the job complexity; (b) relationship with co- workers and supervisors; (d) contingent rewards; (e) anticipated evaluation; (f) time deadlines and goals and (g) spatial configurations of work settings as contextual factors that impact on creativity. Furthermore, Paramitha and Indarti (2014) categorize internal and external factors that contribute to individual creativity for employees in an organization. Personal (internal) factors refer to personality and intrinsic motivation. Whereas contextual (external) factors refer to work and non-work environments. On the other hand, Houa and Huang (2017) mention that a good family function supports the normal growth individuals character. Thus, the level of organizational creativity, as well as, individual creativity related to work and non-work environment.

Innovation and creativity are very close concepts, thus it is very important to explain the difference between both concepts. According to Pretorius et al. (2005); Amabile (1996) creativity and creative idea is a start point of all innovations, however, not all innovations are creative. Some of innovations might be implementations of ideas, products or processes developed by others. In the literature, the process of creativity refers to idea generation, whereas the process of innovation refers to idea implementation (Anderson et al., 2014). Otherwise, both concepts occur at one or more of these levels: Individual, work team, and organization. Thus, it is clearly that innovation is a result of creativity. In addition, Figl and Weber (2012) argue that business have to identify their creative potential to enable business innovation.

Mainly, there are two important models of creativity: (1) Interactionist model of organizational creativity (Woodman et al., 1993), and (2) Componential theory of creativity (Amabile, 1983). Interactionist model of organizational creativity focuses on predicting creative outcome. In term of individual creativity, the model shows that individual creativity related to cognitive and non-cognitive factors. Likewise, it is a function of (1) cognitive style and ability, (2) antecedent conditions, (3) personality, (4) knowledge, (5) intrinsic motivation, (6) social influences and (7) contextual influences. On the other hand, Componential theory of creativity outlines three components for individual creativity: Domain-relevant skills, (i.e.,: Technical skills, talent, and problem solving skills), creativity-relevant skills include personality characteristics work style, and the third component is the intrinsic task motivation. The importance of task motivation appears to depend on work environment (Amabile, 1988). The component outside the individual is the work environment. Amabile (1988, 1997) in his model mention three characteristics: management practices, organizational motivation, and resources as characteristics of the work environment which influence the individual creativity via the above three components. In addition, Ford (1996) extends Amabile's model through the theory of creative individual action by emphasizing additional inter - individual factors to explain individual creativity. The added individual factors are: Sense making, motivation, and knowledge and ability. This theory links the work environment with individual creativity using above mentioned inter-individual factors.

Understanding the environmental supports and individual creativity comes from the understanding of the variances of employees' characteristics and behaviors. In addition, its effects

on how employees doing their job, thinking in solve problems and how they are feeling towered co-workers, supervisors, etc. consequently. The concept of GSE helps us to investigate how the employees' characteristics variation illustrates the impact of environmental supports and individual creativity. Self-efficacy represents one of the important part of Social cognitive theory (Bandura, 1997). In addition, it makes differences in how people feel, think and act. Thus, low self-efficacy is related into negative issues such as, depression and helplessness. In addition, the high self-efficacy is related with positive issues, such as thinking methods and quality of decision-making.

GSE is a universal construct of natural basic belief in all individuals (Luszczynska et al., 2005). Bandura and Wessels (1994) argue that people's beliefs in their efficacy are mainly developed by four sources: They include (1) mastery experiences, (2) vicarious experiences (3) social persuasion, and (4) inferences from somatic and emotional states indicative of personal strengths and weakness. Bandura (1995) discussed the role of family in self-efficacy by managing interdependent relationships within the family and links to extra-family system including technological, medical, education and …etc. According to the social-cognitive theory, people are considered to be: (1) self-organizing, (2) self-reflective, (3) self-regulative, (4) and self-judgment based on their individual activity (Luszczynska et al., 2005).

3. DEVELOPING CONCEPTUAL MODEL AND HYPOTHESES

This section presents a large body of empirical literature, which investigate the role, and the relationship of the three variables, which is examined in this study within the organizations. In order to develop conceptual model which identifies the relationships among environment supports, individual creativity, and GSE. Numerous empirical studies have been studied the relationship between components of environment supports and individual creativity. And show how the internal and external factors (work and non-work) in environments support influences the individual creativity. Ibrahim et al. (2016) argue that creativity enables workers and employees in enhancing their organization's productivity and performance. Thus, individual creativity for employees could be a possible source of competitive advantage for the organizations. In addition, Sripirabaa and Maheswari (2015) argue that organizations should provide a health environment to encourage employees' creativity. Moreover, organizations should provide facilitates work environment than stifles. This argument related to the importance of creativity in developing outcomes performance in organizations (Shalley et al., 2000).

3.1 Environment Supports and Individual Creativity

Empirically, Amabile et al. (2004) mention that the impact of work environment on individual creativity has been shown in the major theories of organizational creativity (Componential theory of creativity, the interactionist theory, and the multiple social domains theory). In addition, Frese and Fay (2001) state that the work environmental supports include job and organizational conditions that have a direct and indirect impact on personal initiative, which is positively related to individual performance. Amabile, (1988, 1997) States that there is a significant impact of perceived work environment on individual and team creativity. Madjar et al. (2002) examine how work and non-work supports influences individual creativity at work, the findings show that family and friends supports (non-work supports) contributed to individual creativity at work, also Individual creativity was contributed to supports made by people inside the workplace (work supports).

Paramitha and Indarti (2014) find that there is no significant impact of supervisor and family supports on creativity, but findings show that the intrinsic motivation partially effects the relationship among co-worker support and creativity. That means that co-worker support is influential to promote employees creativity. Ibrahim et al. (2016) shown that organizational support is a significant factor in generating creativity between employees. Shalley et al. (2000) prove that proximal factors are more important than distal factors in enhancing creativity. In other study, Shalley et al. (2004) find several contextual factors have a significant influence on individuals' creativity. Tierney et al. (1999) argue the importance of understanding the dynamics role of personal and contextual factors in creative performance in work, and they find that social work environment influences employees' creativity.

Zampetakis et al. (2010) suggest that individual creativity is positively related to time management behaviors and time attitudes. While it is negatively related to preference for disorganization. The findings of Açıkgöz and Günsel (2016) indicate that individual creativity was positively and directly correlated to decision processes. Shalley et al. (2000) show the link between work environments, creative requests of jobs and important psychosocial outcomes. Paramitha and Indarti (2014) find that there is no significant impact of family supports on creativity. Amabile and Mueller (2008) find that there is empirically impact of affective state on individual creativity. Sripirabaa and Maheswari (2015) identify job autonomy as an important factor influences the employees' creativity. In addition, results concluded that organizations should provide a healthy environment to encourage employees' creativity. Otherwise, according to Madjar (2008) the emotional and informational support from work and non-work related individual was correlated to creativity

3.2 GSE

Several empirical previous studies in different fields establish a relation between GSE and board of human behavior variables. This such as: Personality traits (Houa and Huang, 2017), individual characteristics (Imani et al., 2014; Sherer et al., 1982; Luszczynska et al., 2005), self-esteem (Sherer et al., 1982). And with work behavior, such as, work complexity (Speier and Frese, 1997), supervisor support (Chen et al., 2016), entrepreneurial orientation (Khedhaouria et al., 2015), workplace empowerment (Bonnan-White and Issa, 2016) and business performance (Khedhaouria et al., 2015).

GSE is considered as an important element in the link among personality and perceived stress. (Ebstrup et al., 2011). Houa and Huang (2017) use hierarchical regression in their study, which aims to investigate the impact of GSE and personality traits on family function. The findings show that there is a difference in the

predictive role of GSE on family intimacy and family adaptability. GSE has no significant impact on family intimacy, while it has an extremely significant impact on family adaptability. In addition, the findings of Imani et al. (2014) show that GSE is positively associated with the individual factors such as family type and level of education. Furthermore, GSE is negatively associated to age. According to Sherer et al. (1982) GSE correlated positively with educational level and negatively to both of number of job quit and number of time fired, therefore, employees who had problem of holding jobs had lower GSE expectations.

Chen et al. (2016) address the role of supervisors' support in enhancing innovative behavior using GSE and intrinsic motivation as mediator variables. GSE show an enhancement moderating effect in the relationship between supervisor support and innovative behavior by intrinsic motivation. Khedhaouria et al. (2015) study the mediating role of entrepreneurial orientation in the impact of creativity and self-efficacy on small businesses performance. The findings prove that self-efficacy and entrepreneurial orientation are positively and directly related to business performance. Whereas creativity and business performance are fully mediated by entrepreneurial orientation. In addition, they find that GSE has an empirically positive influence on creativity. Workers with higher social life satisfaction and higher job satisfaction and students with higher school achievements had high level of GSE (Luszczynska et al., 2005). In Palestine, Bonnan-White and Issa (2016) find that there is a positive relationship among GSE and resiliency, otherwise, they noted that there is no significant relationship between GSE and workplace empowerment. Speier and Frese (1997) empirically confirm that the self-efficacy plays a mediating effect in the relationship among control and complexity a work and concurrent initiative. GSE and regretful thinking distinguish inventors who started a business. More to the point, patent inventors, who at the time of our survey were actively involved in new business formation, tended to have significantly higher self-efficacy (Markman et al., 2002). Sherer et al. (1982) argued that the high level of GSE are related to increase of self-esteem.

Building upon the findings of the theoretical and empirical arguments of previous studies, there are links among environment supports, GSE, and individual creativity. Thus, to explain the mediating role of GSE on the impact of environment supports on the individual creativity, this study hypothesize the following:

H_1: Environment supports, GSE and individual creativity are empirically correlated to each other in the Palestinian SMEs.

H_2: Environment supports have an empirically positive influence on individual creativity in the Palestinian SMEs.

H_3: Environment supports have an empirically positive influence on GSE in the Palestinian SMEs.

H_4: GSE plays a mediating role in enhancing the impact of environment supports on individual creativity in the Palestinian SMEs.

4. METHODOLOGY

4.1 Data Collection

For this study, the primary data were collected from selected random sample of employees and owners in SMEs in North West Bank- Palestine. According to the equation (1) (Daniel, 1999), the sample consisted of 246 respondents randomly selected.

$$n = \frac{Z^2 P(1-P)}{d^2} \qquad \text{Equation (1)}$$

Where:
n=Sample size,
Z=Z statistic for a level of confidence,
P=Expected prevalence or proportion (P = 0.2),
d=Precision (d=0.05).

Table 1: Demographic variables of study

Variables	Sample size (n=246)	Percentage
Gender	**Frequency**	
Male	192	78
Female	54	22
Position		
Employee	178	72.4
Owner	68	27.6
Age		
<25	57	23.2
25-35 years	118	48
36-45	37	15
>45	34	13.8
Experience		
<3	45	18.3
3-6 years	86	35
6-9	67	27.2
>9	48	19.5
Educational level		
Secondary school or less	107	43.5
Diploma	18	7.3
Bachelor	94	38.2
Master or higher	27	11

Figure 1: Conceptual model of study

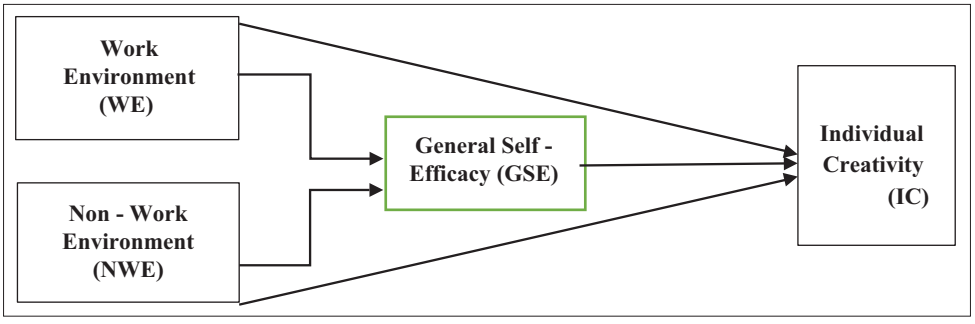

Table 2: Descriptive statistics, and correlation matrix among study variables

Variables	Mean	S. D	NWE	ES	IC	GSE
Work environment	3.006(M)	0.916	0.055	0.757**	0.137*	0.226**
Non-work environment	3.830(H)	0.828	1	0.694**	0.111	0.233**
Environment supports	3.414(M)	0.634		1	0.160*	0.310**
Individual creativity	3.585(M)	0.773			1	0.395**
GSE	3.711(H)	0.57				1

GSE: General self-efficacy

Table 3: Model summary-H_2

Model	Sum of squares	DF	Mean square	F	Significant	R	R2	R2 adj.
Regression	3.310	2	1.655	3.148	0.045[b]	0.161[a]	0.026	0.018
Residual	125.126	238	0.526					
Total	128.436	240						

$$n = \frac{1.96^2 0.2(1-0.2)}{0.05^2}$$

sample size (n) = 246 observations

4.2 Conceptual Model

The conceptual model of this study as shown in Figure 1 consists three different types of variables. Work and non-work environments are the independent variables, which represent the environment support. The dependent variable is individual creativity, and the moderator variable is GSE.

4.3 Measurement Scales

The research questionnaire is developed to investigate the mediating role of GSE in the effect of environment supports (work and none work environment) on individual creativity. The research questionnaire was administered with a five Likert scale from (5=Strongly agree to 1=Strongly disagree). Based on previous studies, scholar measures the dependent and independent variables in conceptual model.To measure environment supports (work and non-work environments) in this study adopted thirteen items scale with Madjar et al. (2002) which measured co-worker and supervisor support in seven items, and family support in six items. Sample items are "my supervisor discusses with me my work-related ideas in order to develop the my co-worker other than my supervisor are almost supportive when I come up with a new idea about my job, my family discuss with me my work related idea in order to improve them" ($\alpha = 0.70$ for supervisor/co-workers support, and 0.73 for family support).Individual creativity was measured using three items scale developed by Zampetakis and Moustakis (2006). Sample item is "I can easily think a lot and different ideas" ($\alpha = 0.59$). Also GSE was measured using eight items GSE scale developed by Chen et al. (2001). Sample item is "when facing difficult tasks, I am creation I will accomplish them" ($\alpha = 0.89$).

4.4 Research Method

In order to examine research hypotheses, this study employs person correlation test to understand the relationship between dependent, independent, and moderator variables in the conceptual model. In addition, this study uses multi-linear regression to test the impact of work and non-work environments on individual creativity, and finally it employs hierarchical multi regression to investigate the mediating role of GSE in enhancing the effect of environment supports (work and non-work environments) on individual creativity in Palestinian SMEs.

Table 4: Summary of OLS for Variables Predicting individual creativity

Model	Unstandardized coefficient		T	Significant
	B	S.E		
Constant	2.934	0.262	11.202	0.000
Work environment	0.084	0.051	1.642	0.102
Non-work environment	0.101	0.056	1.809	0.072

5. RESEARCH FINDINGS AND DISCUSSION

5.1 Participants' Profile

Demographic variables of participants including gender, position, age, work experience and level of education. Sample study consists 246 participants, Table 1 represents participants' profile, according to the results, 78% of participants were male, and *22*% of them were female. Approximately 72.4% of them were employees and 27.6% of them were owners. The participants in this study were distributed in all age categories, Table 1 shows that near to half of them in the age range (25–35 years) whereas, 23.2%, 15% and 13.8% of them in the age range (<25), (36–45), and (>45) respectively. In the work experience, most of the participants have middle experience (3–6 years). In addition, 43.5% of the received secondary school education or less, were 38.2%, 11% and 7.3% received bachelor, master or higher and diploma degree respectively.

5.2 Testing Hypotheses

H_1: Environment supports, GSE and individual creativity are empirically correlated to each other in the Palestinian SMEs

Table 2 presents the mathematical means, standard deviations and degree for the variables used in this paper; also, it shows the inter-correlations between exogenous and endogenous variables. An index of work environment was calculated by averaging seven items for co-workers and supervisor support, while, non-work environment was calculated by averaging six items form family

Table 5: Model summary – H_3

Model	Sum of squares	DF	Mean square	F	Significant	R	R2	R2 adj.
Regression	6.620	2	3.310	12.190	0.000[b]	0.311[a]	0.097	0.089
Residual	61.911	228	0.272					
Total	68.531	230						

and friends support.In addition, a GSE index was calculated by averaging eight items. To identify the level of each variables, scholar converts the five Likert scale into three level (high, moderate and low) using the following calculations:

Range=Maximum value of 5 scale–minimum value/number of levels Equation (2)

Range =5–1/3=1.33, Thus: High level range from (5 to [5–1.33]) (5–3.67), low level range from (1 to 2.33) and in the middle (3.66 to 2.34).

As shown in below table, work environment, individual creativity and overall value of environment supports achieved medium degree (M = 3.006, M = 3.585, M = 3.414) respectively, whereas, both of non-work environment and GSE achieved high degree (M = 3.83, M = 3.711) respectively. Moreover, using Person correlation test, the below table represents the Pearson correlation coefficients between work environment, non-work environment, environment supports, individual creativity, and GSE. Findings indicate a significant weak positive relationship between GSE and each of work environment, none work environment, and individual creativity (r = 0.226, P < 0.00, r = 0.233, P < 0.00, r = 0.395, P < 0.01,) respectively, Khedhaouria et al. (2015) found similar findings in the relationship between creativity and GSE. In addition, the individual creativity is positive significantly correlated to work environment (r = 0.137, P < 0.05), this result approved by Paramitha and Indarti (2014); Madjar et al. (2002) they found are positively correlated among supervisor and co-worker support as dimensions of work support and employees creativity. Moreover, there is no significant relationship between individual creativity and non-work environment (r = 0.111, P > 0.05), also work environment is not significantly correlated to none work environment (r = 0.073, P > 0.05), Paramitha and Indarti (2014); Madjar et al. (2002) suggested dissimilar findings as this study. The results shown in Table 1 emphasize that the GSE could plays a role in increasing the impact of environment supports model on individual creativity, since its empirically correlated to both variables (dependent and independent).moreover, findings support the conceptual model in this study.

H_2: Environment supports have an empirically positive influence on individual creativity in the Palestinian SMEs

Table 3 shows the model summary refers to the multi-linear regression analysis when work and non-work environments are used as predictors. In the labelled column R presents multiple correlation among work and non-work environments and individual creativity (0.161), while, R square indicates that work and non-work environments account for 2.6% of the variation in individual creativity, moreover, the overall model is empirically significant (F = 3.148, P= 0.045).

Table 6: Summary of OLS for variables predicting GSE

Model	Unstandardized coefficient		T	Significant
	B	S.E		
Constant	2.794	0.191	14.596	0.000
Work environment	0.122	0.038	3.244	0.001
Non-work environment	0.144	0.042	3.466	0.001

Table 4 indicated that work environment does not significantly predicted individual creativity (ß = 0.084=, P = 0.102), also, non-work environment does not significantly predicted individual creativity (ß = 0.101=, P = 0.072). Therefore, the result doesn't support the second alternative hypothesis, that is mean, environment supports have not an empirically positive influence on individual creativity in the Palestinian SMEs. Paramitha and Indarti (2014) found similar findings, they found that supervisor and family support do not empirically affect the employees creativity, whereas, Ibrahim et al. (2016) shown dissimilar findings, their results indicate that organizational support plays a significant role in generating employees creativity.

H_3: Environment supports have an empirically positive influence on GSE in the Palestinian SMEs

Table 5 shows the model summary refers to the multi-linear regression analysis when work and non-work environments are used as a predictor. In the labelled column R presents multiple correlation among work and non-work environments and GSE (0.311), while, R square indicates that work and non-work environments account for 9.7% of the variation in GSE, moreover, the overall model is empirically significant (F = 12.190, P = 0.000).

Table 6 indicated the two predictors work and non-work environments are significantly predicted GSE (ß = 0.122=, P = 0.01, ß = 0.144=, P = 0.01,) respectively. Therefore, the result supports the third alternative hypothesis, that environment supports have an empirically positive influence on GSE in the Palestinian SMEs.

H_4: GSE plays a mediating role in enhancing the impact of environment supports on individual creativity in the Palestinian SMEs

To test the forth hypothesis, this study employs hierarchical multi regression analysis to investigate the mediating role of GSE in the impact of environment supports (work and non-work) on individual creativity. Hierarchical regression analysis includes two steps. Step (1) presents model number one, to identify the impact of environment supports on individual creativity, and Step (2) presents model number two, to identify the impact of both of environment supports and GSE on individual creativity.

Table 7: Model Summary –H_4

Model	Sum of squares	DF	Mean square	F	Significant	R	R2	R2 Change
1								
Regression	3.187	2	1.593	3.009	0.051	0.162	0.026	0.026
Residual	118.634	224	0.530					
Total	121.821	226						
2								
Regression	23.617	3	7.872	17.877	0.000	0.440	0.194	0.168
Residual	98.203	223	0.440					
Total	121.821	226						

Table 8: Summary of HRA for variables predicting individual creativity

Model	Unstandardized coefficient		T	Significant
	B	S.E		
1				
Constant	2.966	0.269	11.032	0.000
Work environment	0.105	0.053	1.978	0.049
Non-work environment	0.076	0.058	1.302	0.194
2				
Constant	1.328	0.343	3.866	0.000
Work environment	0.035	0.049	0.701	0.484
Non-work environment	−0.012-	0.055	−0.214	0.831
GSE	0.587	0.086	6.811	0.000
1 GSE				
Beta in	Partial Corr.	Tolerance	T	Sig.
0.432b	0.415	0.899	6.81	0.000

Table 7 shows the model summary two models, first model refers to the first step in the hierarchical regression analysis when environment supports variable is used as a predictor. Whereas the second model refers to the second step in the hierarchy when environment supports and GSE are used as a predictor, in the labelled column R presents simple correlation among environment supports and individual creativity (0.162) in the first model, while, in the second model R presents multiple correlation among environment supports, GSE and individual creativity (0.440). R square for the first model indicates that environment supports account for 2.6% of the variation in individual creativity. Whereas, by adding moderate variable (GSE) in second model, the value of R square increase to 19.4% of the variation of individual creativity. Therefore, the addition of the GSE significantly enhance prediction of individual creativity added extra (0.194-0.026) 16.8% of the variation of individual creativity. Table 7 shows that (F=3.009, P = 0.051) for the initial model, while the second model (F = 17.877) which is highly significant (P = 0.000). That's mean that GSE is significantly improve prediction (R^2 change = 0.168. P = 0.000).

Hierarchical regression analysis was performed to test if the environment supports significantly predicted individual creativity. As shown in Table 8, there are two models, the regression of first model indicated that work environment significantly predicted individual creativity (β = 0.105, P < 0.05), whereas, the regression of second model indicated that GSE significantly predicted individual creativity (β = 0.587, P < 0.00). Thus, the results from hierarchical multi regression support the forth hypothesis, that GSE plays a mediating role in enhancing the impact of environment supports on individual creativity in the Palestinian SMEs.

6. CONCLUSIONS AND IMPLICATIONS

This study aims to investigate the mediating role of GSE in the effect of environment supports on individual creativity in Palestinian SMEs. The findings indicate that GSE plays a mediating role impact of surrounding environment (work and non-work) on enhancing individual creativity. The strength point in this study was that testing the mediating role of GSE in enhancing the impact of environment supports in individual creativity. The results can be derived numerous implications. (1) Family should emphasis on member empowerment in order to create sense of empowerment. (2) SMEs owners have to encourage, inspire workers to take responsibility for their job.

Future Research needs to discusses the reasons of gap between the role of family, friends, teachers and individual creativity, also its worth to understand the relationship between family characters and level of employee's creativity.

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