

## Role of personal characteristics and intrinsic motivation on the creative performance of private university officers in Bangladesh: A conceptual analysis

Md. Mahfuzur Rahman<sup>1\*</sup>, Mahazan Abdul Mutalib @Taib<sup>2</sup>, Mohammad Aktaruzzaman Khan<sup>3</sup>

<sup>1,2</sup>Faculty of Leadership and Management (FKP), Universiti Sains Islam Malaysia (USIM), Malaysia; nakibmahfuz@gmail.com (M.M.R.) mahazan@usim.edu.my (M.A.M.T.)

<sup>3</sup>Faculty of Business Studies (FBS), International Islamic University Chittagong (IIUC), Bangladesh; rajarkul2002@yahoo.com (M.A.K.)

---

**Abstract:** In rapidly changing environment, creativity is not only necessary for competitive advantage but is also contributing to organizational innovation, effectiveness, and survival. The study aims at uncovering the role of personal characteristics and intrinsic motivation on the creative performance of private university officers in Bangladesh. The present study is descriptive and conceptual and uses secondary data taken from different journals, books, and research articles (both theoretical and empirical). The findings show that role of personal characteristics and intrinsic motivation in the creative performance of private university officers in Bangladesh. Management of private universities, HR specialists, and policy-makers can utilize the findings of this study to ensure the creative-performance of their employees for the sake of facing the challenges and reaching the goals.

---

**Keywords:** Bangladesh, Creative performance, Intrinsic motivation, Personal characteristics, Private University.

### 1. Introduction

Quality of an organization is largely dependent on its people. In other words, the products or services offered by an organization reflect the quality of its people. A university, for instance, produce graduates imparting knowledge and education. In the process of delivering knowledge to their graduates is significantly influenced by the quality of the supportive activities (Hossain, Hossain, Tarannum, & Chowdhury, 2015). The private university administration consists of support-actors: managers (leaders) and employees is facing challenges in providing services to their stakeholders with competitive advantage. The rapid growth of private universities in Bangladesh imposes specific challenges on the development of competitive advantage. The private universities are applying excellent and unique services such as speed, mobility (activity), learning ability, and individual or team work capabilities, which represent global competition. It is an important source of competitive strength for private university organizations that concerned with growth and changes. To be responsive to change is to be creative. It is critical for supervising managers to do their best to ensure and realize that creativity is one of the most important elements in order to achieve high performance. To accomplish this aim, it is important to understand peoples' personality, motivations, skills, level of experiences, and psychological preferences. Grounded by the interactional model of individual creativity (Woodman, Sawyer, & Griffin, 1993), the present research proposed a framework linking Bangladeshi private university officers' intrinsic motivation, personal characteristics, and creative performance. Bangladesh is chosen for one important rationale. In literature, there is a significant gap about how the universities especially in the private sector are preparing their workforce to face the global challenges also is an ever-growing trend of brain drain in the higher education sector. Hence, the present research has managed to show the

importance of the multiplicative nature of personal characteristics and intrinsic motivation among university managers to address this issue.

### *1.1. Private University in Bangladesh: The Rationale*

Universities in Bangladesh play very important role in the overall development of the country. Universities of Bangladesh at both the public sector and the private sector are playing an important role by not only providing degrees and thus producing quality human resources for various sectors of the economy, but also producing enlightened citizens and thus improving the quality of life in the society as a whole. The private university industry just like other private initiatives of the economy is playing a major role in producing well trained, educated and groomed human resources in Bangladesh (Islam & Salma, 2016). That's why the researchers have chosen the problem in the private university of Bangladesh. Besides, the private universities of Bangladesh practice corporate culture where the creative performance of the executives and subordinates are very much relevant. On the other hand, the administration of the public universities of Bangladesh is stereotyped and traditional.

The main reasons that bring about the present research on examining the role of personal characteristics and intrinsic motivation to creativity among Bangladeshi private university officers. University with private initiative, is to impart new knowledge and education, engage in research and innovation, filling the gaps that public sector could not meet, fulfillment of the extended needs and aspirations of interest groups compare to the public or government-run universities, and most importantly, playing the catalytic role as the safeguard of brain drain which is the crucial and detrimental to the real human capital development in developing countries.

The present study is based on library and on the basis of secondary data. It emphasized on the creative performance of private university officers and role of personal characteristics and intrinsic motivation for ensuring it. The researchers used secondary materials like library resources, (books, journal, articles and periodicals), published articles in online journals, organizational reports, conference papers and articles published in the newspapers on the relevant field of creative performance and private education sector of Bangladesh.

The structure of the study, next part review and discuss the previous studies. Section 3 implies the methodology of the study while last part discusses conclusion and policy recommendations.

## **2. Literature Review**

With significant and rapid technological, cultural, demographic, and economic changes in our knowledge-based economy, employee creativity has become an increasingly crucial challenge for organizations (Qinxuan Gu, Thomas Li-Ping Tang, Wan Jiang, 2015) to develop employees, enhance the core competence of the corporation (Prahalad & Hamel 1990), and help organizations not only survive but also maintain sustainable competitive advantage in the global market (Amabile 1996; Hirst et al. 2009, McGrath, 2013; Porter 1998; Shalley et al., 2004; Xia & Tang, 2011). Besides, increasing global competition and fast developing technologies highlight the central role of employee creativity in the long-term survival of organizations (Rujie Qua, Onne Janssenb, & Kan Shia, 2015).

The East Asian growth miracle is a testament to the value of human capital to a country. Hence, the role of higher education becomes a key priority in enhancing the competitiveness of the workforce and accelerating the rate of economic growth and development (Bukhari, Jamali, Larik, & Chang, 2023) and Imtiaz Ahmed, Iftekhhar Iqbal, & Parvez Karim Abbasi, 2018). Among many developing countries, Bangladesh is a topic of interest when education is considered as one of the main vehicles of development (Hossain et al., 2015). Education with private initiative by the world's renowned Bangladeshi NGO, BRAC, has brought this issue in the considerable spotlight (Khan & Ali, 2014; Khan, Ali, & Arefeen, 2014; Khan, Islam, & Ali, 2014). In Bangladesh, more than 100 private universities impart education (UGC, 2018) and produce many promising future leaders through increasing their employability to take the challenges in different fields with multidimensional capacity. As of 2015 private university enrollment reached 60% of total students in the campus universities (Jamil, Khan, &

Seraj, 2023) and Haque, 2015). The rising number of private universities and students' intake can be attributed to falling confidence in public universities performance and low intake in those universities (Khan, Rana & Haque, 2014).

Studies (Alam, Gazi Mahabubul; Parvin & Morshed, 2017) and Sarwar, Tariq, Aamir, & Guan, 2023) opined that, the primary objectives of the private universities were to create more opportunities for higher education within the country along with public universities, as well as, partially prevent the outflow of foreign currency by the students going abroad for higher studies (Ayesha Tabassom, 2012). But findings and discussions infer that, rapid expansion of private higher education will not bring prospects unless the whole system is driven by quality education. Nowadays, ensuring quality in the higher education sector is one of the main concerns. It is now a major allegation that the quality of higher education is declining rapidly, and in some areas quite alarmingly. According to academicians, researchers, various committees or commissions report (UGC, PSC), newspaper report and public perception, it seems that the quality of education and services of the non government or private universities is deteriorating sharply (Alrafa Akter, 2017). Rony and Rashid (2009) found, there is great controversy about the quality of education that private universities provide. This situation needs to be rectified.

On the other hand, Private universities have been facing stiff competition due to increasing its numbers across the country. Most of the private universities of Bangladesh fail to maintain quality service because they don't focus on desired performance of the employees particularly creative performance which is essential to cope with the competitive and changing situations. In order to survive, attract talented students and to develop human capital, the importance of creativity cannot be overlooked in dynamic competitive environment (George & Zhou, 2002; Oldham & Cunnings, 1996; Zhou, 1998). Thus, private universities need creative employees to render services in a creative manner. Employees face students with diverse requirements indicating that they must be creative (Dubinsky, Allan, Roy, Howell, Thomas, Ingram & Danny, 1986; Wang & Netemeyar, 2004).

Employee creativity in private sector higher education is a new and growing field of research. This field of research has recently come to the important focus in developing countries like Bangladesh. Private universities in Bangladesh are characterized by less facilities, poor infrastructure, and legal provisions that public universities do not face. Moreover, quality assurance and quality improvement have been significant challenges for private universities in Bangladesh than public ones (Ashraf, Ibrahim, & Joarder, 2009). Most of the private universities in Bangladesh render administrative services in a very traditional manner and Bangladeshi education system still remains far behind approaching toward student satisfaction (Tilak, 2014). Realizing the need to boost quality of education especially in the tertiary sector, and in a bid to raise the skills and quality of human capital and boost research and development, the Higher Education Strategic Plan 2006–2026 has been adopted by the Government of Bangladesh. A direct outcome of this is the Higher Education Quality Enhancement Project (HEQEP) and the proposed Accreditation Council (Imtiaz Ahmed, Iftekhar Iqbal, & Parvez Karim Abbasi, 2018).

In addition, experiences gathered from the private university in Chittagong, Bangladesh where two of the researchers have been working for about 20 years, exhibits that creative performance of its officers is an important factor for over all development of the quality of the university. Desired quality services by the officers have not been fully ensured due to lack of professionalism and creative performance. It was also witnessed that the university officers here were being motivated positively or negatively by their supervisor's dealings.

Based on these problems the study will try to find out the role of creative performance in solving the problems of private universities in Bangladesh at a considerable extent. This study is an attempt to address the important issue of Creative Performance of Private university officers in Bangladesh. A number of employees with personal characteristics and intrinsic motivation make the private universities of Bangladesh an interesting context to study to ensure Creative performance. Moreover, so far, the researchers' knowledge goes that this study is first of its kind in Bangladesh especially in the context of private higher educational institutions. The three variables namely personal characteristics,

intrinsic motivation, and creative performance have not been studied in the context of a developing economy perspective like Bangladesh. Moreover, very little evidence is available regarding how and under what circumstances creative personal characteristics and intrinsic motivation influence employee creativity at private universities in Bangladesh. Therefore, this study addresses this research gap in the context of private university officers in Bangladesh.

### *2.1. Personal Characteristics and Creative Performance*

Most of the private universities in Bangladesh render administrative services in a very traditional manner and Bangladeshi education system still remains far behind approaching toward student satisfaction (Tilak, 2014). Developing substantial knowledge base and ample human capital requires creative approaches from both the administrative and academic staff (Khan M, Rana & Haque, 2014). Researchers argued that private universities could provide educational services of international standards and accountability if they focus on the creativity of their employees (Masum et al., 2015). In today's dynamic world, creativity is not only necessary for a competitive advantage, but is also contributing to organizational innovation, effectiveness and survival (Amabile, Conti, Coon, Lazenby, & Herron, 1996). So, the creative performance of the private university officers is the main focus of the present study. The rationality to justify the selection and gaps of personal characteristics and personality to understand the issue is given and discusses below.

As per findings of Nora Madjar Greg R. Oldham, Michael G. Pratt, considerable evidence suggests that employee creativity makes an important contribution to organizational innovation, effectiveness, and survival (Amabile, 1996). Vipra Arora and T. J. Kamalanabhan (2007) found that creativity and innovation is an area where supervisors can have a strong impact on employee creativity through their influence on the context within which employees work (Shalley & Gilson, 2004). In order for innovative behavior to occur, supervisor needs to foster, encourage, and support creativity (Shalley & Gilson, 2004). In order to facilitate an individual's creativity, an environment that is supportive and rewarding of creative ideas is required. Individuals possess required resources and abilities to think creatively, but without supportive environment, they might never display creativity.

Findings of Jingzhou and Greg R. Oldham (2001) show that individuals with creative personalities exhibit relatively high creative performance, and contribute to a growing body of empirical work demonstrating the importance of personality in explaining actual creative performance (Feist, 1999). Previous studies also suggest that a comprehensive understanding of creative performance requires an interactionist perspective that takes into account both personal and contextual characteristics (Amabile, 1996). As indicated earlier, the study by Oldham and Cummings (1996) also adopted an interactionist approach and demonstrated that a measure of creative personality influenced associations between supervisory style, job characteristics and individuals' creative performance. Earlier work suggests that individuals with creative personalities may highly value contextual conditions that are supportive and nourishing of their creative potential (Oldham & Cummings, 1996). Individuals with creative personalities may respond particularly well to circumstances that provide explicit support for creativity. When such support is provided by either work or nonworking sources, employees may realize that their creative potential and contributions are valued and respond by exhibiting higher levels of creative performance. In contrast, employees with less creative personalities may devalue supportive and nourishing contexts and may respond little to efforts to support their creative work.

Research has established that individuals with creative personalities exhibit higher creativity than those with less creative personalities (Feist, 1999). Moreover, recent theoretical work has suggested that personality characteristics can influence the effects of social conditions on individuals' creativity (Amabile, 1996; Woodman et al., 1993). Unfortunately, few previous studies have empirically examined the direct effects of creative personality in enhancing creative performance of an employee. Whereas personality and creativity-relevant personal characteristics plays very vital role in increasing creative performance of an employee of an enterprise. Here our study is to investigate role of personality,

creativity-relevant personal characteristics as well as intrinsic motivation to ensure Creative performance of private university officers in Bangladesh to achieve the goals of the universities.

An exhaustive review by Michel Zaitouni and Mohammed Laid Ouakouak (2018) reveals that many determinants of creativity have been identified, such as organizational culture, investment in research-and development activities, organizational structure (Rice, 2006; Lin, 2011), knowledge sharing, trust (Amabile et al., 1996), employee commitment, motivation and experience (Anderson et al., 2014). Amabile (1996) suggests a model of creativity with three components: domain-relevant skills, creativity-relevant processes and intrinsic task motivation. To encourage more creativity among employees, these three components need to interact (Amabile, 1996).

Considering the importance of creativity as a critical source of innovation, effectiveness, and competitive advantage (Tellis et al., 2009), prior research devotes increasing attention to the antecedents and outcomes of employee creativity (Gong et al., 2009), even as organizations increasingly seek to encourage individual creativity among their employees (Zhang & Bartol, 2010). The current study aims to address this gap in understanding by exploring the determinants of creative performance in Private university officers in Bangladesh in a South East Asian context.

Scott David Williams (2004) showed, factors relating to individual creativity include –but are by no means limited to – personality, attitudes, ability, cognition, and motivation (e.g., Oldham & Cummings, 1996; Redmond et al., 1993; Woodman et al., 1993; Zhou, 1998). Scott (2004) further opined that, Openness to experience is a personality trait associated with individual creative performance in organizations (George and Zhou, 2001; Woodman et al., 1993). Openness to experience – along with extraversion, neuroticism, agreeableness, and conscientiousness—is part of the Big 5 model of personality. Openness is the propensity to be imaginative, original, unconventional, and independent (McCrae and Costa, 1997). On the contrary, Jennifer Collins, Donnak, Cooke (2013) finds no role of creativity relevant personality in enhancing creative performance. Without very little exceptions a number of the previous studies use personal characteristics, creativity and intrinsic motivation as the predictors of Creative performance in different industries where most of the researchers used effective roles of leaders. But the same variables personality, creativity –relevant personal characters have not been used to understand the creative performance of university officers particularly in private universities of Bangladesh. So, to meet the gap of the previous study we have employed personal characteristics and intrinsic motivation as independent variables in present study to understand the issues of creative performance of private university officers.

The education sector particularly Private University of Bangladesh is rapidly changing and competition is increasingly becoming fierce, hence the need for employees to display innovative work behavior is extremely important to achieve organizational success. To meet the challenges of new era of modern education ensuring optimum services to the stakeholders like students and teaches creative performance of officers of the private universities of Bangladesh may play a very crucial role. Where the role of leaders or managers of the private universities is equally important.

## *2.2. Intrinsic Motivation and Creative Performance*

As per Gu, He and Liu (2015) intrinsic motivation, which represents psychological readiness ('will'), may play as an important factor in the relationship between personality and creative performance of employees (Daud, Rahim, Abdullah, Sehat, Sarkam, Abas, & Suhaime, 2024). Intrinsic motivation refers to the extent to which an individual is inner-directed, is interested in or fascinated with a task, and engages in the task for the sake of the task itself (Utman, 1997). Intrinsic motivation makes 'the difference between what an individual can do and what an individual will do' (Amabile, 1998). According to self-determination theory (Deci & Ryan, 1985), intrinsic motivation is the most autonomous form of motivation and is argued to be associated with higher levels of performance (particularly for complex tasks) compared with less autonomous form of motivation (extrinsic motivation) (Gagne & Deci, 2005). High-intrinsic motivation followers put emphasis on the job itself, and pay more attention to the enjoyment that job brings about

Literature has exhibited the positive relationship between intrinsic motivation and creativity (Eisenberger & Shanock 2003). Thus, in the context of higher education, graduate students' intrinsic motivation could serve to facilitate them to devote attention to creative tasks (Coelho, Augusto, & Lage, 2011). Consequently, these graduate students will become more excited about research problems, and therefore their creativity will be enhanced.

On the other hand, Moon, Youn, Hur & Kim (2018) and Aljumah (2023) make an empirical contribution to the literature by investigating whether the serial mediation effect on the relationship between employees' spirituality and their job performance is sequentially mediated by intrinsic motivation and job crafting. Thus, it is expected that intrinsic motivation will act as an important predictor in the impact of employees' spirituality on job performance (Hanandeh, Alharafsheh, Abloush, & Kilani, 2024).

It was found in previous study that, high levels of autonomy support provided by supervisors create a free environment where graduate students can engage in creative academic activities, which will enhance the graduate students' self-determination and personal initiative, thereby increasing their intrinsic motivation (Yidong and Xinxin 2013).

Moreover, the enhanced intrinsic motivation will lead to follower's high creativity. Amabile's (1988, 1996) componential theory of creativity argues that intrinsic motivational is one of the most important and powerful antecedents of followers' creativity. Specifically, when faced with the time-consuming and resource-intensive creativity activities, employees with high intrinsic motivation are more apt to devote more efforts to facing up to the challenging and difficult creativity activities, and followers' creativity management is to understand followers' intrinsic feelings about creativity activities (Amabile, 1988). So in the present study the researchers see that Intrinsic motivation play an important role in the relationship between personal characteristics and creative performance of Bangladeshi private university officers.

### *2.3. Role of Managers in Creative Performance of Officers*

Leadership is an influencing factor for creativity and innovation in organizations (Mumford & Hunter, 2005) because of the following main reasons: a) leaders sometimes inherently influence their sub-ordinates through their charismatic personality attributes; they are taken as role models (Ozturk, & Ozturk, 2024) And Jaussi & Dionne, 2003) in the industry; b) leaders provide human, financial and marketing resources and relationship resources (Reiter-Palmon & Illies, 2004; Tierney et al., 1999) to the followers which certainly help them creative work behavior; c) leader's invigorative and energizing behavior often lead to motivate managerial staff for generating creative ideas (Atwater & Carmeli, 2009); and d) leaders can also influence creativity by streamlining the work teams in accordance with the strategic goals (Arad, Hanson, & Schneider, 1997).

Both managerial and non-managerial employees serve as integral parts of a creative organization where particularly managers help perpetuate risk-averse behavior in relatively smaller organizations. It is because of the fact that managers can effectively enhance employee creativity and organizational innovativeness by providing creative people with organizational social support and reasonable degree of psychological empowerment (Cekmecelioglu & Ozbag, 2016). In contrast, Grabner and Speckbacher (2016) argued that a substantial application of formal organizational controls would be required to sufficiently manage work systems when an organization heavily relies on employee creativity.

Previous literature has shown the importance of job autonomy as one of the core job characteristics (Hackman & Oldham, 1976). With job autonomy, employees could try out different combinations of working practices (Wang & Cheng, 2010) so that side-by-side their creativity could bring cost-effective results (Adil, 2015). In fact, they tend to look for the most appropriate working practices that best suit their occupational needs and employer's expectations (Shalley & Gilson, 2004).

Francesco Montani, François Courcy, and Christian Vandenberghe (2017) suggest that organizations should work to improve supervisors' leadership competencies, as this would help protect employees' innovative potential under stressful conditions. They opined that most top managers are

unaware of the critical impact of immediate supervisors on work stressors and employee innovation. But our study has shown that role of managers is important to ensure Creative Performance of an executive of private university based on the personality, personal characteristics and intrinsic motivation (Layek, & Koodamara, 2024).

Mathisen, Einarsen, & Mykletun (2012) found that several studies have addressed possible relationships between leadership behavior and creativity at either the employee or organizational level (Mumford et al., 2002; Shalley et al., 2004). For instance, Oldham and Cummings (1996) and Wang et al. (2010) got that leader support for ideas was positively related to employee creativity, at the same time Zhang and Bartol (2010) concluded empowering leadership as an important antecedent to employee creativity.

Mathisen et al. (2012) drew a general conclusion based on studies is that supportive, inspirational, and no controlling leadership promotes employee creativity. In addition to these creativity supportive leadership behaviors, they suggest that leaders who directly expose their creativity among their employees will inspire their employees and in such a manner promote creativity in their organization.

At the same time research has established that individuals with creative personalities exhibit higher creativity than those with less creative personalities (Feist, 1999). Moreover, recent theoretical work has suggested that personality characteristics can influence the effects of social conditions on individuals' creativity (Amabile, 1996; Woodman et al., 1993). Unfortunately, few previous studies have empirically examined the direct effects of creative personality in enhancing creative performance of an employee. Whereas, personality and Creativity–relevant personal characteristics plays very vital role in increasing creative performance of an employee of an enterprise. Here our study is to investigate role of personal characteristics as well as intrinsic motivation to ensure Creative performance of private university officers in Bangladesh to achieve the goals of the universities.

### 3. Conclusion

It is evident from our analysis and review of previous studies that, student-student flow in the private universities of Bangladesh has been decreasing gradually which is alarming for the sector as well as the nation. If a huge number of students give U-turn to private universities and prefer foreign ones, it would be a great loss of intellectual field and national economy of Bangladesh. Moreover, the private sector higher education may lose the trust of the stakeholders. Most of the previous research emphasized that, if quality education with optimum services cannot be ensured, a thriving sector like the private universities of Bangladesh may face every threat of collapsing its prospects which, in the long run, would bring catastrophe for the growing private sector education of the country as well as emerging economic growth in South East Asian country like Bangladesh. The players (e.g. leaders and followers) of the particular field or organization have a crucial role in overcoming the practical problems in terms of service and performance to meet the ever-changing demand of the stakeholders for facing the challenges of survival. Developing a substantial knowledge base and ample human capital requires creative approaches from both the administrative and academic staff (Khan, Rana, & Haque, 2014). If the leaders of private universities in Bangladesh fail to understand the needs of the market and the demands of the stakeholders and cannot ensure quality services with expected performance of the employees the problem will not be solved. A group of employees with creativity under apt leadership probably play a considerable role to face the challenges.

Researchers argued that private universities could provide educational services of international standards and accountability if they focus on the creativity of their employees (Masum et al. 2015). In today's dynamic world, creativity is not only necessary for a competitive advantage, but is also contributing to organizational innovation, effectiveness and survival (Amabile, Conti, Coon, Lazenby, & Herron, 1996). To overcome the problems regarding services and quality of the private universities of Bangladesh, the study has drawn the following recommendations:

- Creative performance of the private university officers should be ensured by exercising their personal characteristics independently.

- Working environment for Private university officers should be ensured so that they can be intrinsically motivated to creative performance for the sake of greater interest of the private universities.
- Managers of the private universities should take effective and positive initiative for bringing out the spontaneous personal characteristics and intrinsic motivation to creative performance of the officers in the private universities of Bangladesh
- All private universities of Bangladesh should become under one umbrella of a central Accreditation Council to supervise and monitor the quality and services. At the same time compliance of the University Grants Commission (UGC) rules must be ensured in all the private universities so that the prospective sector would not be collapsed due to poor performance.

The authors believe that if the above recommendations are implemented, the alarming situations of the private universities of Bangladesh would be changed positively. These findings and recommendations of the study may help to contribute to create congenial environment to promote creativity of the individuals. Furthermore, this study can be useful for designing and delivering counseling and organizational policies in an organization, focusing on creative performance related challenges. Future research may focus on the empirical analysis so that the issue become credible and add value to the existing literature.

### Copyright:

© 2024 by the authors. This article is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC BY) license (<https://creativecommons.org/licenses/by/4.0/>).

### References

- [1]. Abdolmaleki, J., Ashloubagh, M., Shahrabi, M., Ashlaghi, A., & Safdari, S. (2013). A study on effects of leadership style on innovation: a case study from automaker industry. *Management Science Letters*, 3(7), 1977-1982.
- [2]. Adil, M. S., & bin Ab Hamid, K. (2017). Impact of individual feelings of energy on creative work involvement: A mediating role of leader-member exchange. *Journal of Management Sciences*, 4(1), 82-105. DOI: 10.20547/jms.2014.170410
- [3]. Afsar, B., & Masood, M. (2017). Transformational leadership, creative self-efficacy, trust in supervisor, uncertainty avoidance, and innovative work behavior of nurses. *The Journal of Applied Behavioral Science*, 54(1), 36-61.
- [4]. Agbim, K. C. (2013). The impact of organizational structure and leadership styles on innovation. *IOSR Journal of Business and Management*, 6(6), 56-63.
- [5]. Akter, A. (2017). Factors to Improve the Quality of Higher Education in the Non Government Universities in Bangladesh. *International Journal of Education, Culture and Society*, 2(4), 132.
- [6]. Alam, G. M., Prvin, & Morsheda (2017). Quality of he in private universities of Bangladesh: the four fundamental perspectives. *International Journal of Higher Education*, 6(4), 38-53.
- [7]. Aljumah, A. (2023). The impact of extrinsic and intrinsic motivation on job satisfaction: The mediating role of transactional leadership. *Cogent Business & Management*, 10(3), 2270813.
- [8]. Amabile, T. M., Conti, R., Coon, H., Lazenby, J., & Herron, M. (1996). Assessing the work environment for creativity. *Academy of Management Journal*, 39, 1154-1184.
- [9]. Ambile, T. M. (1997). Motivation creativity in organizations: on doing what you love and loving what you do. *California Management Review*, 40(1), 39-58.
- [10]. Ambile, T. M., & Gyskiewicz, S. S. (1988). Creative human resource in the R&D laboratory: how environment and personality affect innovation. In Kuhn, R.L. (ed.), *Handbook of Creative and Innovative Managers*. New York: McGraw Hill Book Co.
- [11]. Ashraf, M. A., Ibrahim, Y., & Joarder, M. H. R. (2009). Quality education mangement at private university in Bangladesh: An exploratory Study. *Journal Pendidik dan Pendidikan*, 24, 17-32.
- [12]. Atwater, L., & Carmeli, A. (2009). Leader-member exchange, feelings of energy, and involvement in creative work. *The Leadership Quarterly*, 20(3), 264-275.
- [13]. Bang, H., & Reio, T. G., Jr. (2017). Personal accomplishment, mentoring, and creative self-efficacy as predictors of creative work involvement: The moderating role of positive and negative affect. *The Journal of Psychology*, 151(2), 148-170. doi. org/ 10.1080/00223980.2016.1248808

- [14]. Brown, O., Paz-Aparicio, C., & Revilla, A. J. (2019). Leader's communication style, LMX and organizational commitment: A study of employee perceptions in Peru. *Leadership & Organization Development Journal*, 40(2), 230-258. <https://doi.org/10.1108/LODJ-03-2018-0129>
- [15]. Bukhari, S. G. A. S., Jamali, S. G., Larik, A. R., & Chang, M. S. (2023). Fostering intrinsic motivation among teachers: Importance of work environment and individual differences. *International Journal of School & Educational Psychology*, 11(1), 1-19.
- [16]. Collins, J., & Cooke, D. (2013). Creative role models, personality and performance. *Journal of Management Development*, 32(4), 336-350. <https://doi.org/10.1108/02621711311326347>
- [17]. Daud, S. R., Rahim, A., Abdullah, M. S., Sehat, N. S., Sarkam, S. F., Abas, N., & Suhaime, I. L. (2024). A Conceptual Framework for the Individual Factors Fostering the Innovative Work Behaviour of STEM Teachers. *Information Management and Business Review*, 16(1 (1)), 252-261.
- [18]. Deci, E. L., & Ryan, R. M. (1985). *Intrinsic motivation and self-determination in human behavior*. New York: Plenum.
- [19]. Deci, E. L., & Ryan, R. M. (2000). The "what" and "why" of goal pursuits: Human needs and the self-determination of behavior. *Psychological Inquiry*, 11, 227-268.
- [20]. Deci, E. L., Ryan, R. M., & Koestner, R. (1999). A meta-analytic review of experiment examining the effects of extrinsic rewards on intrinsic motivations. *Psychological Bulletin*, 125(6), 627-688.
- [21]. Eisenberger, R., & Shanock, L. (2003). Rewards, Intrinsic Motivation, and Creativity: A Case Study of Conceptual and Methodological Isolation. *Creativity Research Journal*, 15(2-2), 121-130.
- [22]. Ford, C. M. (1996). A theory of individual creative action in multiple social domains. *Academy of Management Review*, 21(4), 1112-1142.
- [23]. Gelade, G. A. (2002). Creative style, personality, and artistic endeavor. *Genetic, Social and General Psychology Monographs*, 128(3), 213-234.
- [24]. George, J. M., & Zhou, J. (2002). Understanding when bad moods foster creativity and good ones don't: The role of context and clarity of feelings. *Journal of Applied Psychology*, 87, 687-697.
- [25]. Gough, H. G. (1979). A creative personality scale for the Adjective Check List. *Journal of Personality and Social Psychology*, 37, 1398-1405.
- [26]. Graen, G. B., & Canedo, J. (2016). *The new workplace leadership development*. Oxford Bibliography on Management. Oxford University Press: N.Y., New York.
- [27]. Ullah, N., Nor, F. M., Seman, J. A., Ramli, N. A. B., & Rasedee, A. F. N. B. (2023). The Impact of Bank Size on Pre- and Post-Merger and Acquisition Performance and Stability: New Evidence from GCC and Pakistan. *International Journal of Professional Business Review: Int. J. Prof. Bus. Rev.*, 8(11), 14.
- [28]. Ullah, N. (2016). The relationship of government revenue and government expenditure: A case study of Malaysia.
- [29]. Nor, F. M., Ullah, N., Seman, J. A., Ramli, N. A. B., & Rasedee, A. F. N. B. (2022). Mergers and acquisitions in Islamic banking sector: an empirical analysis on size effect, market structure, and operational performance. *International Journal of Financial Innovation in Banking*, 3(2), 153-176.
- [30]. Graen, G. B., & Schiemann, W. A. (2013). Leadership-motivated excellence theory: an extension of LMX. *Journal of Managerial Psychology*, 28(5), 452-469.
- [31]. Gu, J., He, C., & Liu, H. (2017). Supervisory styles and graduate student creativity: the mediating roles of creative self-efficacy and intrinsic motivation. *Studies in Higher Education*, 42(4), 721-742.
- [32]. Gu, Q., Tang, T. L. P., & Jiang, W. (2015). Does moral leadership enhance employee creativity? Employee identification with leader and leader-member exchange (LMX) in the Chinese context. *Journal of Business Ethics*, 126(3), 513-529.
- [33]. Hanandeh, R., Alharafsheh, M., Albloush, A., & Kilani, Q. (2024). The impact of entrepreneurship self-concept, work motivation, and risk taking on human resource department performance and business overall performance at Jordan private universities. *Uncertain Supply Chain Management*, 12(1), 143-150.
- [34]. Haque, M. S. (2015). Private universities in Bangladesh: an effective innovation in higher education in. The Daily Star. Accessed on July 23rd 2018 from at <https://www.thedailystar.net/private-universities-in-bangladesh-an-effective-innovation-in-higher-education-26139>.
- [35]. Iqbal, I. A., & Abbasi, P. K. (2018). Private universities in Bangladesh: possibilities and challenges.
- [36]. Islam, K. M. A., Salma, U. (2016). The Role of Private Universities in Higher Education of Bangladesh: An Empirical Investigation. *International Journal of Finance and Banking Research*, 2(4), 121-128.
- [37]. Jamil, S., Khan, S., & Seraj, S. S. (2023). An SEM-based study on Intrinsic Motivation in the Education Sector: The role of GHRM Practices. *Voyage Journal of Educational Studies*, 3(2), 305-325.
- [38]. Jiang, W., & Gu, Q. (2017). Leader creativity expectations motivate employee creativity: A moderated mediation examination. *The International Journal of Human Resource Management*, 28(5), 724-749. <http://dx.doi.org/10.1080/09585192.2015.1109535>.
- [39]. Joelle, M., & Coelho, A. M. (2017). The impact of spirituality at work on workers' attitudes and individual performance. *The International Journal of Human Resource Management*, 1-25. <https://doi.org/10.1080/09585192.2017.1314312>

- [40]. Kalsom, A. (2014). The Effects of Leader-Member Exchange and Employee Wellbeing towards Employee Turnover Intention, *Deakin University, Australia*.
- [41]. Khan, M. A. (2019). Crowdfunding for entrepreneurship development through Islamic Banks: A systematic literature review for developing a model. *Saudi Journal of Business and Management Studies*, 4(6), 532-540.
- [42]. Khan, M. A., & Ali, A. J. (2014). The role of training in reducing poverty: the case of the ultra-poor in Bangladesh. *International Journal of Training and Development*, 18(4), 272-281.
- [43]. Khan, M. A., Ali, A. J., & Arefeen, S. (2014). The impact of training on NGO beneficiaries' education in Bangladesh: The missing link. *Advances in Environmental Biology*, 8(9), 679-88.
- [44]. Ullah, N., & Abu Seman, J. (2018). Merger and Acquisition in Banking Sector: A Review of the Literature.
- [45]. Ullah, N., Nor, F. M., & Seman, J. A. (2021). Impact of Mergers and Acquisitions on Operational Performance of Islamic Banking Sector. *Journal of South Asian Studies*.
- [46]. Ullah, N., Nor, F. M., Abu Seman, J., Ramli, N. A. B., & Rasedee, A. F. N. B. (2023). Acquirer's Operational Performance and Stability of Islamic Banks: Mediation Role of Market Structure. *World Scientific Annual Review of Islamic Finance*, 1, 127-161.
- [47]. Ullah, N. (2021). The Influence Of E-Banking Service Quality on Customer Loyalty: A Moderated Mediation Approach.
- [48]. Ullah, N. (2021). Customer Perceived Value in The Banking Sectors-An Application of Holbrook Model.
- [49]. Ullah, N., Mat Nor, F., Abu Seman, J., & Uddin, A. (2018). Do Merger and Acquisition Affects Acquirer Bank's Performance? A Comparative Analysis of Pre and Post Performance.
- [50]. Ullah, N., Mat Nor, F., Abu Seman, J., Ainna Binti Ramli, N., & Faddy, A. (2023). Mergers and Acquisitions in Islamic Banking Sector: An Empirical Analysis on Size Effect, Market Structure, and Operational.
- [51]. Ullah, N., & Rashid, M. M. (2024). Merger and Acquisition Strategy for Banks-An Extensive Contemporary Literature Review. *Educational Research (IJM CER)*, 6(4), 41-55.
- [52]. Khan, M. A., Iqbal, S. A., Khan, M. S., & Hafez, M. G. (2023). Factor-bridging Algorithm for the prediction of Job Satisfaction: Developing Country Perspective. *Journal of King Saud University-Computer and Information Sciences*, 35(9), 101743. DOI: <https://doi.org/10.1016/j.jksuci.2023.101743>
- [53]. Khan, M. A., Islam, M. A., & Ali, A. J. (2014). Educational development of NGO beneficiaries in Bangladesh: A disjunction between programmes and implementation. *Asian Social Science*, 10(22), 57-69.
- [54]. Khan, M. A., Toy, M. M., & Siddique, A. (2010). Stimulating factors and justification of the strategic approach applicable for the internationalisation of SMEs in Bangladesh. *Indonesian Management and Accounting Research*, 9(2), 1-14.
- [55]. Khan, M. N. U., Rana, E. A., & Haque, M. R. (2014). Reforming the Education System in Bangladesh: Reckoning a Knowledge-based Society. *World Journal of Education*, 4(4), 1-11.
- [56]. Layek, D., & Koodamara, N. K. (2024). Motivation, work experience, and teacher performance: A comparative study. *Acta Psychologica*, 245, 104217
- [57]. Liao, H., Liu, D., & Loi, R. (2010). Looking at both sides of the social exchange coin: A social cognitive perspective on the joint effects of relationship quality and differentiation on creativity. *Academy of Management Journal*, 53(5), 1090-1109.
- [58]. Liao, S. H., & Chen, C. C. (2018). Leader-member exchange and employee creativity Knowledge sharing: the moderated mediating role of psychological contract. *Leadership & Organization Development Journal*, 39(3), 419-435.
- [59]. Malik, M. A. R., Butt, A. N., & Choi, J. N. (2015). Rewards and employee creative performance: Moderating effects of creative self-efficacy, reward importance, and locus of control. *Journal of Organizational Behavior*, 36(1), 59-74.
- [60]. Mathisen, G. E., Einarsen, S., & Mykletun, R. (2012). Creative leaders promote creative organizations. *International Journal of Manpower*, 33(4), 367-382.
- [61]. Nor, F. M., Ullah, N., Seman, J. A., Ramli, N. A. B., & Rasedee, A. F. N. B. (2022). Mergers and acquisitions in Islamic banking sector: an empirical analysis on size effect, market structure, and operational performance. *International Journal of Financial Innovation in Banking*, 3(2), 153-176.
- [62]. Oldham, G. R., & Cummings, A. (1996). Employee creativity: Personal and contextual factors at work. *Academy of management journal*, 39(3), 607-634.
- [63]. Ozturk, M. S., & Ozturk, M. U. (2024). Investigation of the relationship between creative personality traits and internet usage of fine arts faculty students. *International Journal of Education in Mathematics, Science and Technology*, 12(2), 513-531.
- [64]. Qu, R., Janssen, O., & Shi, K. (2017). Leader-member exchange and follower creativity: The moderating roles of leader and follower expectations for creativity. *The International Journal of Human Resource Management*, 28(4), 603-626. DOI: 0.1080/09585192.2015.1105843
- [65]. Ryan, R. M., & Deci, E. L. (2000). Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. *American Psychologist*, 55, 68-78.
- [66]. Uddin, M., Ullah, N., Rashid, M. M., & Chowdhury, A. M. (2024). Bank Performance and Stability: The Mediating Role of Market Structure in Pre-and Post-Merger and Acquisition. *Revista De Gestão Social E Ambiental*, 18(2), e04795. <https://doi.org/10.24857/rgsa.v18n2-131>

- [67]. Ullah, N., Uddin, M., Rashid, M. M., Uddin, M. A., & Hasan, K. M. A. (2024). 'Too Small to Succeed'OR 'Too Big to Fail': How Much Does Size Matter in Bank Merger and Acquisition?. *Educational Administration: Theory and Practice*, 30(4), 9521-9533.
- [68]. Ullah, N. (2022). Impact Of Mergers & Acquisitions On The Operational Performance And Stability Of Islamic And Conventional Banks.
- [69]. Saeed, B. B., Bilal, A., Sadia, C., & Farheen, J. (2018). Leader-member exchange and innovative work behavior: The role of creative process engagement, core self-evaluation, and domain knowledge. *European Journal of Innovation Management*, 22(1).
- [70]. Sarwar, U., Tariq, R., Aamir, M., & Guan, Y. (2023). Comparative Analysis of Female Leadership Styles in Public and Private Sector Universities: A Study in Pakistan. *Heliyon*, 9(11).
- [71]. Schermuly, C. C., Meyer, B., & Dämmer, L. (2013). Leader-member exchange and innovative behavior: The mediating role of psychological empowerment. *Journal of Personnel Psychology*, 12(3), 132-142.
- [72]. Schriesheim, C. A., Castro, S. L., & Cogliser, C. C. (1999). Leader-member exchange (LMX) research: A comprehensive review of theory, measurement, and data-analytic practices. *The Leadership Quarterly*, 10(1), 63-113.
- [73]. Shalley, C. E., Zhou, J., & Oldham, G. R. (2004). The effects of personal and contextual characteristics on creativity: Where should we go from here? *Journal of management*, 30(6), 933-958.
- [74]. Tierney, P., & Farmer, S. M. (2002). Creative self-efficacy: Its potential antecedents and relationship to creative performance. *Academy of Management journal*, 45(6), 1137-1148.
- [75]. Tierney, P., Farmer, S. M., & Graen, G. B. (1999). An examination of leadership and employee creativity: The relevance of traits and relationships. *Personnel Psychology*, 52(3), 591-620.
- [76]. Tilak, J. B. (2015). Higher education in South Asia: crisis and challenges. *Social Scientist*, 43(1/2), 43-59.
- [77]. Uddin, M. M., & Khan, M. A. (2017). Role of leadership on organizational learning at private universities of Bangladesh. *IUC Studies*, 14(2), 9-34.
- [78]. Uddin, M. M., & Khan, M. A., & Mohammad, K. D. (2015). Business ethics practices and programs in Bangladesh: an empirical analysis. *International Journal of Business and Technopreneurship*, 5(3), 307-324
- [79]. Uddin, M. S., Khan, M. A., Uddin, M. K., & Solaiman, M. (2015). University-Industry Collaboration (UIC) for developing highly skilled and productive business graduates in Bangladesh. *International Journal of Management and Business Research*, 5(1), 31-41.
- [80]. Uddin, M., Ullah, N., Rashid, M. M., & Chowdhury, A. M. (2024). Bank Performance and Stability: The Mediating Role of Market Structure in Pre-and Post-Merger and Acquisition . *Revista De Gestão Social E Ambiental*, 18(2), e04795. <https://doi.org/10.24857/rgsa.v18n2-131>
- [81]. Ullah, N., Nor, F. M., Abu Seman, J., Ramli, N. A. B., & Rasedee, A. F. N. B. (2023). Acquirer's Operational Performance and Stability of Islamic Banks: Mediation Role of Market Structure. *World Scientific Annual Review of Islamic Finance*, 1, 127-161.
- [82]. Ullah, N., Nor, F. M., Seman, J. A., Ramli, N. A. B., & Rasedee, A. F. N. B. (2023). The Impact of Bank Size on Pre-and Post-Merger and Acquisition Performance and Stability: New Evidence from GCC and Pakistan. *International Journal of Professional Business Review: Int. J. Prof. Bus. Rev.*, 8(11), 14.
- [83]. Wang, G., Oh, I. S., Courtright, S. H., & Colbert, A. E. (2011). Transformational leadership and performance across criteria and levels: A meta-analytic review of 25 years of research. *Group & Organization Management*, 36(2), 223-270.
- [84]. Woodman, R. W., Sawyer, J. E., & Griffin, R. W. (1993). Toward a theory of organizational creativity. *Academy of Management Review*, 18(2), 293-321.
- [85]. Zaitouni, M., & Ouakouak, M. L. (2018). Key predictors of individual creativity in a Middle Eastern culture: The case of service organizations. *International Journal of Organizational Analysis*. 26(1).
- [86]. Zhao, H., & Guo, L. (2019). The trickle-down effects of creative work involvement: The joint moderating effects of proactive personality and leader creativity expectations. *Personality and Individual Differences*, 142, 218-225.
- [87]. Zhou, J. (1998). Feedback valence, feedback style, task autonomy, and achievement orientation: Interactive effects on creative performance. *Journal of Applied Psychology*, 83(2), 261.
- [88]. Zopiatis, A., & Constanti, P. (2012). Extraversion, openness and conscientiousness: The route to transformational leadership in the hotel industry, *Leadership & Organization Development Journal*, 33(1), 86-104. DOI 10.1108/01437731211193133