

THE HONG KONG POLYTECHNIC UNIVERSITY
DEPARTMENT OF MANAGEMENT & MARKETING

DEPARTMENTAL RESEARCH SEMINAR

**"WALKING ON THE BRIGHT AND DARK SIDE OF THE CREATIVITY MOON:
How Conflict Stress and Supervisory Support Shape the Effects of
Creativity-Related Conflict on Job Performance and Job Satisfaction"**

By

Dr. Onne Janssen
University of Groningen, The Netherlands

Date: Monday, 06 November 2006

Time: 3:00 p.m. - 4:00 p.m.

Venue: M802

All interested are welcome

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How Conflict Stress and Supervisory Support Shape the Effects of Creativity-
Related Conflict on Job Performance and Job Satisfaction"**

ABSTRACT

Dr. Onne Janssen, University of Groningen, The Netherlands

We propose and test the notion that conflict stress and supervisory support shape the effects of creativity-related conflict between a creative employee and colleagues on the creative employee's overall job performance and job satisfaction. A survey among 154 employees of 18 production teams showed that creative employees who had more frequently conflict about their creative ideas proposed with other team members reached lower levels of job performance and job satisfaction when these conflicts were stressful and the creative employees were hardly supported by their supervisors. However, when creative employees received support from their supervisors, more stressful conflict about creative ideas resulted in higher levels of job performance and sustained high levels of job satisfaction.

Onne Janssen is Associate Professor at the Department of Human Resource Management and Organizational Behaviour of the University of Groningen, The Netherlands. His research interests focus on organizational behaviour, in particular employee creativity and innovation. He investigates when and why personal and work contextual factors motivate employees to generate and come up with creative ideas that can improve and innovate work processes, products, or services. Regarding the consequences, he explores both the bright and dark side of employee creativity by identifying factors and process mechanisms that determine when and why employees may gain the profits or pay a price for taking a creative approach to work.