

Ambiguity of Intolerance and Employee Performance in Nigerian Breweries

Rebecca O. Enuoh, Emmanuel O. Ottoh, Ekpenyong B. Obo & Grace J. Pepple

Department of Business Management, University of Calabar, Calabar.

E-mail: rebenuoh2@yahoo.com, ottohemmanuel@gmail.com, ekpenyongobo70@gmail.com & gpepple123@gmail.com

Abstract

The increasing changes in the business and technological environment make the concept of ambiguity extremely critical. Ambiguity tolerance and uncertainty is a major skill for leaders and managers that may positively affect individual and organizational performance. Thus, it is crucial for industries to display greater concern for the role of their managers' emotional/cognitive behaviour during ambiguous situations in an attempt to improve performance. The main thrust of this study is to investigate the relationship subsisting between ambiguity intolerance and employee performance in Nigerian Breweries. The research design adopted for this study was the survey design. The sample size was 140 employees of Nigerian Breweries through stratified random sampling technique. Questionnaire was used as instrument for data collection. Results of the analysis using Simple Linear Regression test statistical techniques shows that, intolerance of ambiguity in terms of intolerance of creative task and unaggressive decision has an inverse significant relationship with employees' performance in Nigerian Breweries. This implies that, the higher the level of ambiguity intolerance in terms of intolerance of creative task and unaggressive decision, the lower the level of employees' performance in Nigerian Breweries. The study recommended that, management should adopt policies that will give room for tolerance of creative task and unaggressive decisions among employees thereby promoting innovative initiations at work place and enhancing performance and productivity. Thus, it is crucial for Nigerian Breweries to display greater concern for the role of their managers' emotional/cognitive behaviour during ambiguous situations in an attempt to improve their performance and productivity.

Keywords: Intolerance ambiguity, intolerance of creative tasks, intolerance of unaggressive decision, employee performance.

Introduction

The world is moving swiftly and at a rapid space. One phenomenon that can be described as constant in this world is change. In today's rapidly changing world, the corporate and business environment has become intensely competitive (Subha & Shakil, 2009). To deal with this cut throat competitiveness, organizations embrace various tactics and strategies. Besides these strategies and tactics, one factor that can play its integral role to aid organization in attaining competitive advantage is its employees. Employees are the quintessential and livelihood of every business and organization. To conduct all the operations of the business expeditiously it is imperative that employees must perform well to achieve organization's milestones. There are organizations that make serious efforts and devise effective strategies to keep their employees satisfied and stress free through provision of motivational incentives which in turn increases the efficiency of employees (Subha & Shakil, 2009).

Tolerance for ambiguity is the ability to perceive uncertainties, contradictory issues which may be difficult to understand, as well as information with vague, contrary or multiple meanings in a neutral and open way (McLain, 2015). Intolerant of ambiguity reflects the degree at which a society or members of a society is unable to tolerate, cope with or combats unpredictability otherwise known as the unknown or ambiguity (Wennekers, Thurik, Stel, & Noorderhaven, 2007). In organizations, unfamiliarity and ambiguity can be frightening notions for some employees as they refuse to face unusual ideas and wish to stay away from possible conflicts. They also believe that all problems should be handled with formal legislations. Employees who possess these characteristics have high intolerant of ambiguity while employees who are more open to new ideas and new situations and do not like intensive regulations have low intolerant of ambiguity. Likewise, an organization that has countless legislations, regulations and laws in order to lower uncertainty and control everything is said to have high intolerant of ambiguity whereby organization with tolerant of ambiguity believe that rules are not necessary to solve problems and people benefit from rules only when they need (Wennekers, Thurik, Stel, & Noorderhaven, 2007). The notion was supported by (Mirchandani, & Lederer, 2006). which stated that employees from intolerant of ambiguity cultures instill strict laws, formal reporting rules, safety and security measures in the organization and they expect subordinates to follow their plans.

According to Wennekers, Thurik, Stel and Noorderhaven (2007), employees that exhibit strong ambiguity intolerance maintain rigid codes of belief and behaviour. They are intolerant of unorthodox behaviour and ideas and prefer to stay status quo. Meanwhile, employees with weak ambiguity intolerance maintain a more relaxed attitude, doing what they like to do the way they prefer them to be without being too concerned on the rules and principles. The studies have also found that people in high ambiguity intolerance culture tend to be more emotional and try to minimize the occurrence of unknown and unusual circumstances. Employees in this culture are more critical and will proceed with careful changes step by step by planning and implementing rules, laws and regulations. The findings were further supported by Kumar, Mohamed, Olaganthan and Gunasekaran, (2013) which stated that people with intolerance of ambiguity only trust their family members and people who are closed to them. It would be difficult for outsiders to build relationships and gain the trust of these people. In contrast, people with ambiguity tolerance cultures feel comfortable in unstructured situations or environment that changes constantly. They also prefer to have as few rules as possible in their daily lives (Wennekers, Thurik, Stel, & Noorderhaven, 2007). People in these cultures are more tolerant to change and they tend to be more accepting of risk. Employees with ambiguity tolerance can solve problem easily as they are open for new suggestions and have high tolerance for ambiguity (Kumar, Mohamed, Olaganthan, & Gunasekaran, 2013). This means that it is easier to establish relationships and gain trust with people from outside the community. On top of that, Singh (2000) stated that people with ambiguity tolerance is most likely to be innovative people.

It is human nature for people to become comfortable with certain ways of doing things over time and to resist change from their familiar patterns. Organizations also develop systems, processes and procedures causing them to become less flexible as their processes become more defined and refined (Hannan & Freeman, 1977). This organization intolerance for ambiguity increases with age and experiences (Levinthal, 1991). These refined and defined processes are for building safety and efficiency but are not conducive to allowing flexibility and change. Several studies on intolerance of ambiguity and its effect on employee's performance have continued to arrive at conflicting results making the relationship unclear. There seems to be no well-established

conclusion regarding the direction and extent of its effect on the employee's performance and the organization. In the Nigerian brewery industry, there seems to be a complete neglect by scholars on the effect of intolerance of ambiguity on employees' performance in Nigeria. Available studies on this subject have focused on other sectors of the economy leaving out the breweries industry and this study seeks to close the gap by answering the question, to what extent do intolerance of ambiguity affects employees in Nigerian Breweries in Enugu State, Nigeria?

Conceptual clarification

Intolerance of ambiguity

The concept of intolerance of ambiguity has been employed by many investigators of personality either as a descriptive device, where personalities are classified as falling along a tolerance-intolerance continuum, or in a causal sense, where some observable facet of behavior is deemed to be a function of the person's cognitive style with respect to ambiguity. Most current workers in this field base their definitions of intolerance of ambiguity upon Frenkel-Brunswik's (1949) work, whose own definition of the concept was generated by case study from interviews of persons high or low on this variable (Merrotsy, 2020). The author's definition was essentially a description of the characteristics persons at either extreme of the continuum might exhibit. Unifying her empirical observations was the assumption that intolerance of ambiguity has generality, in at least two senses. First, it generalizes to the entire emotional and cognitive functioning of the individual, characterizing his cognitive style, his belief and attitude systems, his interpersonal and social functioning, and his problem solving behavior. Second, intolerance of ambiguity generalizes to other sense modalities, in particular to the perceptual apparatus, so that the person intolerant of ambiguity in the emotional and cognitive sphere would exhibit similar characteristics in his perceptual behavior. The implications of Frenkel-Brunswik's theory can be organized into a set of defining characteristics of the concept of intolerance of ambiguity as persons intolerant of ambiguity will be (a) authoritarian; (b) dogmatic; (c) rigid; (d) closed minded; (e) ethnically prejudiced; (f) uncreative; (g) anxious; (h) extra punitive; (i) aggressive. The current study would concentrate on the secondary characteristics of intolerance ambiguity as they affect performance.

Budner (1962) defined ambiguous situations or contexts as those which "cannot be adequately structured or categorized by an individual because of the lack of sufficient cues". From this perspective, an ambiguous situation is one which could be unclear or confusing, or could be understood in more than one way. Examples of ambiguous situations at work include expanded roles, interacting with people from different educational and cultural backgrounds, and problems that have no definite solutions. A key component of ambiguity is its primarily objective nature ambiguity is a property of the situation, such that some situations are objectively more ambiguous than others. A related construct is uncertainty which we argue is best defined as a subjective variable that occurs within people often in response to ambiguity. Recent psychometric work on intolerance of ambiguity has broadened this definition, such that a person with intolerance of ambiguity is said to be uncomfortable with ambiguous situations and perceives them as threat, undesirable, and uninteresting, and strives to resolve problems or situations that appear to be complex or novel (Lauriola *et al*, 2016). The way an individual perceives, interprets, reacts and adjusts to ambiguous situations ultimately defines their tolerance of ambiguity (Katsaros & Nicolaidis, 2012). Individuals' tolerance of ambiguity is therefore a complex construct because it is affected by several factors such as perceptions, personality traits, emotions, values and attitudes

(Benjamin, Riggio, & Mayes, 1996). Kim, Park and Jeong (2004), who opined that, unaggressive customer service decision is a system of activities that comprises customer support systems, complaint processing, speed of complaint processing, ease of reporting complaint and friendliness when reporting complaint. In the same vein, Soderlund and Rosengren (2007) found that, the friendly attitude and courteous behavior of the service workers at service firms leaves a positive impression on the customer which lead towards customer satisfaction.

Leadership has been viewed as a particularly important factor that influences creativity and innovation in organizations (Mumford & Hunter, 2005). Organization performance can be explained in terms of organization performance elements, that consist of market reputation, employee satisfaction, customer's loyalty and market share (Imran, Rehman, Aslam, & Bilal, 2016). The core of the previous combination depends on knowledge sharing that is considered an essential tool to achieve the desired expectation of knowledge management. It's strongly believed that organizations' survival and success depend on sharing skills, knowledge and experiences within employees and transform them into ideas of innovations (Soto-Acosta, Popa, & Palacios-Marqués, 2016). In other words, helping employees in creating new knowledge and motivate them with learning abilities will promote the culture of creativity and innovation in the organization which influence on employee's attitude, behavior, skills and performance (Jyoti & Rani, 2017). According to Lund (2018), the environment that fails to promote creativity are an organisation that exhibits poor project management, financial constraint, provide not or insufficient resources, lack of co-operation across divisions and different level of the organisation and organisation with no employee incentives to boot their morale. Communication is another aspect that will make the workplace environment conducive for creativity and innovation. Lund (2018) established the need for effective communication and concluded that there must be an effective communication channel to execute freedom of expression among the employees and between the management and the employees. When employees can express themselves freely, their confidence is built hence bringing forth their abilities. Employees will feel valued and have not difficulties paying back with their creative ideas that will lead to innovation. "Theodore Levitt puts it best: "What is often lacking is not creativity in the idea-creating sense but innovation in the action-producing sense putting ideas into work."

Empirical Review

Kleanthis, Athanasios and Christos (2014) Research aimed at investigating how managers' personal traits, emotions and attitudes shape their tolerance of ambiguity (TOA); and consequently, the influence of managers' ambiguity tolerance in organizations' financial performance. Survey data were collected from 54 Greek banks. A total of 412 senior-level managers completed questionnaires examining TOA, personal traits, emotions and attitudes in the workplace. Principal components analysis and ordinary least-squares regressions were used to explore the hypotheses of the paper. Three factors characterize managers' emotions in the workplace, namely pleasure, arousal and dominance; and, respectively, two factors their involvement, namely importance and interest. Further, locus of control, importance, job satisfaction, pleasure and organizational commitment critically affect managers' TOA, which, in turn, seems to influence positively organizations' profitability. They recommended that further research is required in Greek banking industry regarding the influence of managers' emotional and cognitive attributes in organizations' financial performance. Likewise, this research should be expanded to other industries. The findings provide further support on the significance of emotional

and cognitive attitudes in the workplace; the paper suggests policies to enhance managers' TOA, and thus, organizations' profitability. The originality of this study lies in the finding that emotional and cognitive characteristics affect managers' TOA, which, in turn, influences significantly organizations' profitability. Another significant contributing factor is that the study is carried out in Greece, where few studies have been conducted in this area.

Srikanth and Jomon (2013), studied the influence of a contextual factor (role ambiguity) and personal characteristics (feedback seeking behaviour) on role performance. Data were collected from 176 employees of a large information technology organisation using survey technique by physically administering the questionnaire with the help of the Human Resource department in two phases; first from the employees and co-workers and finally from the supervisors. Subsequent data analysis was performed using hierarchical multiple regression. Results showed that feedback seeking both from a supervisor and co-workers ameliorated the effects of role ambiguity on role performance. Specifically, compared to feedback seeking from coworkers, feedback seeking from a supervisor was found to be more useful in reducing the effects of role ambiguity on role performance. This study draws from social cognitive theory and self-regulation theories, and implications are discussed for practicing managers in the IT industry

Rana and Munir (2011) understudy how workplace stressors affects the motivation of an employee and what could be it outcomes in term of employee performance. In this study, there are several variables relating to employee performance, motivation and job stresses, whose types of measurement are interval and simultaneously investigated the several variables through structural equation modeling (SEM). The result shows that role conflict, role ambiguity and performance pressure has positively effect on the employee motivation and it leads to positively affect employee performance. This study indicates and highlights the intensity of those factors that are involved to create a stress environment in the organization. So this study is policy oriented to maintain a required level of stress in the organization.

Bai and Krishnan (2016) investigated the effects of ambiguous common uncertainty on employees' preference for relative performance contracts. The author distinguishes ambiguous common uncertainty (with unknown probability distribution) from risky common uncertainty (with known probability distribution) and examine how employee preference for relative performance contracts differs between the two conditions. Using economics and psychology theory in decision making under uncertainty, we hypothesize that (i) preference for relative performance contracts is low (high) when common uncertainty is ambiguous (risky); and (ii) confidence mediates the relation between ambiguity and preference for relative performance contracts. Results from a controlled laboratory experiment support these predictions. A follow-up experiment provides evidence that the direct effect of ambiguity and the mediating effect of confidence disappear if the contract is based on independent performance measures. Their study contributes to the literature on performance measurement, employee contract preference, and decision making under uncertainty.

Theoretical framework

Agency theory

Agency theory suggests that relative performance contracts, by filtering common uncertainty out of employees' evaluation, reduce employees' exposure to risk without reducing their incentive. Ellsberg (1961), however, argues that agents distinguish between risk (known probabilities) and ambiguity (unknown probabilities) and may display aversion to ambiguity. An example of such a

situation is the so-called Ellsberg paradox. From the perspective of agency theory, the weight attached to any measure in a compensation contract is decreasing in the noisiness of that measure, reflecting a trade-off between risk and incentives. This trade-off occurs because risk-averse agents are imposed with risk by the noisy performance measure and thus seek insurance through reduced incentive weight (Feltham & Xie, 1994; Gibbons, 1998; Prendergast, 1999). In the same light, due to the distaste for ambiguity induced in a relative performance setting, we expect employees to exhibit a trade-off between ambiguity and incentive. When the common uncertainty is ambiguous instead of risky, ambiguity-averse agents will seek insurance against ambiguity and display low preference for ambiguity-based relative incentive contracts as compared with risk-based incentive contracts. Based on the above discussion, we predict that ambiguity has a negative effect on employee preference for relative incentive contracts.

Methodology

The research design adopted for this study was the survey design. The choice of this method was based on the fact that the population and sample of this are scattered in different location within the area of study. It is suitable in obtaining information about what a person knows, believes or expects, feels or wants, intends or does or has done, and about his explanations or reasons for any of the proceeding. The population of this study comprised of all the management and non-management staff of Nigerian Breweries, Enugu state, Nigeria. From Human Resource Department, Nigerian Breweries has 214 estimated staff strength as at 2022. Stratified random sampling technique was adopted. Here, staff were grouped according to their levels of management and simple random sampling technique was used in selecting the sample from each stratum (levels of management) and a simple random sampling technique was used to select a sample from each stratum. The sample of this study comprised all 140 management and non-management staff of Nigerian Breweries, Enugu state, Nigeria. The sample size was determined using Taro Yamane method. The main source of data collection for this study was a questionnaire. The validity of the questionnaire was face and content validated. The reliability of the instrument was established through split-half method in order to determine consistency of the instrument. However, to obtain the appropriate estimate of the test reliability, Spearman-Brown Prophecy Formula was used and this yielded a reliability coefficient, ranging between 0.823-0.934 which indicates that the instrument was reliable and as such was able to measure consistently what it was purported to measure. Simple percentages, means and standard deviation as descriptive and simple linear regression test statistic was adopted. The model specification of Simple Linear Regression Test Statistic are as follows:

$$Y = a + bx + e$$

Where: Y = The Dependent variable

a = Intercept on the y axis

b = Coefficient or slope

x = Independent variable

e = error

Result of the Findings

Hypothesis one

Intolerance of creative tasks significantly affect employees' innovativeness in Nigerian

Breweries. Simple linear regression analysis test statistic was employed in testing data for this hypothesis. The results of the analysis were presented as follows:

Table 1
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	233.063	1	233.063	40.760	.000 ^b
	Residual	789.080	138	5.718		
	Total	1022.143	139			

- a. Dependent Variable: employees innovativeness
- b. Predictors: (Constant), intolerance of creative task

Results of analysis in table 1 indicate that the calculated f-value of 40.760 is greater than the critical f-value of 3.89 at 0.05 level of significance with 1 and 138 degrees of freedom. This means that, there is a significant influence of intolerance of creativity on employees’ innovativeness in Nigerian Breweries. By these results the alternate hypothesis is accepted and the null rejected.

Table 2
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.478 ^a	.228	.222	2.391	.456

- a. Predictors: (Constant), intolerance of creative task
- b. Dependent Variable: employees innovativeness

The R² of the simple linear regression in table 2 predicts that 22.8% of the variation in employees’ innovativeness is explained by the variation of predictor (intolerance of creativity), While 77.2% of the variations in the employees’ innovativeness of Nigerian Breweries is explained by other variables which are extraneous to the study.

Table 4.3
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15.844	.541		29.310	.000
	intolerance of creative task	-.382	.060	-.478	-6.384	.000

- a. Dependent Variable: employees innovativeness

The coefficient in table 3 shows that, a percentage increase in intolerance of creative task while other variables are held constant would lead to 38.2 percent decrease on employees’ innovativeness in Nigerian Breweries. The t-statistics in the table show that, the calculated t-value for intolerance of creative task (-.478) is in absolute term greater than the critical t-value of 1.972 at 0.05 level of significance with 138 degrees of freedom. This means that, the predictor (intolerance of creative task) has an inverse significant effect on employee’s innovativeness in Nigerian Breweries. That is, the higher the level of intolerance of creative task, the lower the level of employees’ innovativeness in Nigerian Breweries and vice-versa. These finding are in consonance with Lund (2018), the environment that fails to promote creativity are an organisation that exhibits poor project management, financial constraint, provide not or insufficient resources,

lack of co-operation across divisions and different level of the organisation and organisation with no employee incentives to boot their morale.

Hypothesis two

Intolerance of unaggressive decision significantly affect customer satisfaction in Nigerian Breweries. Simple linear regression analysis test statistic was employed in testing data for this hypothesis. The results of the analysis were presented in tables below

Table 4
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.675	1	18.675	14.510	.000 ^b
	Residual	177.610	138	1.287		
	Total	196.286	139			

a. Dependent Variable: customer satisfaction

b. Predictors: (Constant), intolerance of unaggressive decision

Results of analysis in table 5 indicate that the calculated f-value of 14.510 is greater than the critical f-value of 3.89 at 0.05 level of significance with 1 and 138 degrees of freedom. This means that, there is a significant influence of intolerance of unaggressive decisions on customer satisfaction in Nigerian Breweries. By these results the alternate hypothesis is accepted and the null rejected.

Table 5
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.308 ^a	.095	.089	1.134	1.365

a. Predictors: (Constant), intolerance of unaggressive decision

b. Dependent Variable: customer satisfaction

The R^2 of the simple linear regression in table 5 predicts that 9.5 of the variation in customer satisfaction is explained by the variation of predictor (intolerance of unaggressive decision), While 90.5% of the variations in the customer satisfaction of Nigerian Breweries is explained by other variables which are extraneous to the study.

Table 6
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.800	1.114		7.898	.000
	intolerance of unaggressive decision	-.313	.082	-.308	-3.809	.000

a. Dependent Variable: customer satisfaction

The coefficient in Table 6 shows that, a percentage increase in intolerance of unaggressive decision while other variables are held constant would lead to 31.3% decrease on customer satisfaction in Nigerian Breweries. The t-statistics in the table show that, the calculated t-value for intolerance of unaggressive decision (-3.809) is in absolute term greater than the critical t-value of 1.972 at 0.05

level of significance with 138 degrees of freedom. This means that, the predictor (intolerance of unaggressive decision) has an inverse significant effect on customer satisfaction in Nigerian Breweries. That is, the higher the level of intolerance of unaggressive decision, the lower the level of customer satisfaction in Nigerian Breweries and vice-versa. These findings are in agreement with Kim, Park and Jeong (2004), who opened that, unaggressive customer service decision is a system of activities that comprises customer support systems, complaint processing, speed of complaint processing, ease of reporting complaint and friendliness when reporting complaint. In the same vein, Soderlund and Rosengren (2007) found that, the friendly attitude and courteous behavior of the service workers at service firms leaves a positive impression on the customer which lead towards customer satisfaction.

Conclusion

The study seeks to investigate the relationship subsisting between intolerance of ambiguity (intolerance of creative task and unaggressive decision) and employee's performance in Nigerian Breweries. Findings from the study reveals that, intolerance of ambiguity in terms of intolerance of creative task and unaggressive decision has an inverse significant relationship with employees' performance in Nigerian Breweries. That is, the higher the level of intolerance of ambiguity in terms of intolerance of creative task and unaggressive decision, the lower the level employees' performance in Nigerian Breweries. Further, the study confirms that today tolerance for ambiguity and uncertainty is a major skill for leaders and managers that may positively affect individual and organizational performance.

Recommendations

Based on the findings, the following recommendations were made:

- i. It is crucial for Nigerian Breweries to display greater concern for the role of their managers' emotional/cognitive behaviour during ambiguous situations in an attempt to improve their financial performance.
- ii. The management should adopt policies that will give room for tolerance of creative task and unaggressive decisions among employees thereby promoting innovative initiations at work place and enhancing performance and productivity. One way to ensure this succeed could be to select individuals who either have prior exposure in working with cross functional teams or who have already worked together.
- iii. Supervisors need to ensure that team members are clear about their goals, roles and responsibilities by providing detailed and prompt feedback within the team. However, through effective feedback-seeking strategies from co-workers and supervisors, the negative effects of intolerance of ambiguity on employees' performance can definitely be minimised, if not eliminated.

References

- Bai, G & Krishnan, R (2016). Effects of Ambiguous Common Uncertainty on Employees' Preference for Relative Performance Contracts. *The Japanese Accounting Review*, 6 (2016), 65-93
- Benjamin, A.J., Jr., Riggio, R.E., & Mayes, B.T. (1996). Reliability and factor structure of Budner's tolerance for ambiguity scale. *Journal of Social Behavior and Personality*, 11, 625-632.
- Budner, S. (1962). Intolerance of ambiguity as a personality variable. *Journal of Personality*, 30, 29-50.
- Ellsberg, D. (1961). Risk, ambiguity, and the savage axioms. *Quarterly Journal of Economics*, 75: 643-669.
- Feltham, G.A., & J. Xie. (1994). Performance measure congruity and diversity in multi-task principal/agent relations. *The Accounting Review* 69 (3): 429-453.
- Frenkel-Brunswik, E. (1949). Tolerance towards ambiguity as a personality variable. *American Psychologist*, 3, 268.
- Gibbons, R. (1998). "Incentives in Organizations." *Journal of Economic Perspectives*, 12 (4): 115-132. DOI: 10.1257/jep.12.4.115
- Hannan, M.T. and Freeman, J. (1977) The Population Ecology of Organizations. *American Journal of Sociology*, 82, 929-964.
- Imran, M.K., Rehman, C.A., Aslam, U., & Bilal, A.R. (2016). What's organization knowledge management strategy for successful change implementation? *Journal of Organizational Change Management*, 29(7), 1097-1117
- Jyoti, J. & Rani, R. (2017). Exploring talent management practices: antecedents and consequences. *International Journal of Management Concepts and Philosophy*, 8(4), 220-248
- Katsaros, K.K., & Nicolaidis, C.S. (2012). Personal traits, emotions, and attitudes in the workplace: Their effect on managers' tolerance of ambiguity. *The Psychologist-Manager Journal*, 15(1), 37-55. <https://doi.org/10.1080/10887156.2012.649991>
- Kim, M., Park, M. and Jeong, D. (2004) The Effects of Customer Satisfaction and Switching Barrier on Customer Loyalty in Korean Mobile Telecommunication Services. *Telecommunication Policy*, 28, 145-159. <https://doi.org/10.1016/j.telpol.2003.12.003>
- Kleanthis, K.K, Athanasios, N.T. & Christos, S.N. (2014). Managers' workplace attitudes, tolerance of ambiguity and firm performance The case of Greek banking industry. *Management Research Review*, 37(5), 442-465
- Kumar. R.H., Mohamad, N.C.N.A., Olagathan, V. & Gunasekaran, Y. (2013). The Impact of an Organization's Culture towards Employees' Performance: A Study on the Frontline Hotel Employees. *International Journal of Academic Research in Business and Social Sciences*, 3(8). <https://doi.org/10.6007/IJARBS/v3-i8/107>
- Lauriola, M., Foschi, R., & Marchegiani, L. (2016). Integrating values and cognitive style in a model of right-wing radicalism. *Personality and Individual Differences*, 75, 147-153.
- Levinthal, D.A. (1991). Organizational adaptation and environmental selection—interrelated processes of change. *Organization Science*, 2(1), 140-145. <https://doi.org/10.1287/orsc.2.1.140>
- Lund, B. (2018). *The creative university: Contemporary responses to the changing role of the University*. Leiden: Brill Sense

- McLain, D.L. (2015). The MSTAT-I: A new measure of an individuals tolerance of ambiguity. *Educational and Psychological Measurement*, 53(1), 183–189
- Merrotsy, P. (2020). *Tolerance for ambiguity*. In M. A. Runco & S. R. Pritzker (Eds.), *Encyclopedia of creativity*. Academic.
- Mumford, M.D., & Hunter, S.T. (2005). Innovation in Organizations: A Multi-Level Perspective on Creativity. In F. Dansereau, & F. Yammarino (Eds.), *Multi-Level Issues in Strategy and Methods* (pp. 9-73). (Research in Multi-Level Issues; Vol. 4). [https://doi.org/10.1016/S1475-9144\(05\)04001-4](https://doi.org/10.1016/S1475-9144(05)04001-4)
- Park, K.M. & Jeong, D. (2004). The Effects of Customer Satisfaction and Switching Barrier on Customer Loyalty in Korean Mobile Telecommunication Services. *Telecommunication Policy*, 28, 145-159. <https://doi.org/10.1016/j.telpol.2003.12.003>
- Prendergast, C. (1999). "The Provision of Incentives in Firms." *Journal of Economic Literature*, 37 (1): 7-63. DOI: 10.1257/jel.37.1.7
- Rana, B. & Munir, K. (2011): Impact of stressors on the performance of employees in Aavin, Coimbatore. *Journal of Organisation & Human Behaviour*, 6(3), 21-29
- Singh, J. (2000). Performance productivity and quality of frontline employees in service organizations. *Journal of Marketing*, 64, 15-34.
- Söderlund, M., 2011. Other customers in the retail environment and their impact on the customer's evaluations of the retailer. *Journal of Retailers Consumer Service* 18, 174-182.
- Sodewrlund, M. & Rosengren, S. (2007). Receiving word-of-mouth from the service customer: An emotion-based effectiveness assessment. *Journal of Retailing and Consumer Services* 14(2):123-136 DOI:10.1016/j.jretconser.2006.10.001
- Soto-Acosta, P. Colomo-Palacios, R. & Popa, S. (2016). Web knowledge sharing and its effect on innovation: an empirical investigation in SMEs, Knowledge. *Management Research & Practice* 12(1): 103–113. <http://dx.doi.org/10.1057/kmrp.2013.31>
- Srikanth, P. B. & Jomon, M. G (2013). Role Ambiguity and Role Performance Effectiveness: Moderating the Effect of Feedback Seeking Behaviour. *Asian Academy of Management Journal*, 18(2), 105–127
- Subha, I. & Shakil, A. (2009). Impact of Stress on Employee Productivity, Performance and Turnover; An Important Managerial Issue. *International Review of Business Research Papers* 5(4) 468-477
- Wennekers, S., Thurik, A.R., Van Stel, A.J. & Noorderhaven, N. (2007). Uncertainty avoidance and the rate of business ownership across 21 OECD countries, 1976-2004. *Journal of Evolutionary Economics*, 6(1) 23-32.