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EFFECT OF ROLE CONFLICT AND ROLE AMBIGUITY ON EMPLOYEE CREATIVITY

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Abstract

The objective of the present study was to investigate the effects of role conflict and role ambiguity on employee's creativity. Exactly how role stress and various performances of individuals are related has received considerable attention, in which stress has been found to affect individual creativity. However, exactly how role stress (role conflict and role ambiguity) and employee creativity are related has seldom been examined empirically. A sample size of 100 was selected and standard questionnaires were distributes among the employees of three public sector universities in Peshawar KPK Pakistan. The conclusions drawn from the study were that role conflict and role ambiguity have negative relationship with employees creativity. Implications of the findings of this study and possible directions for future research are also discussed.

Key words: Role conflict and role ambiguity, creativity, employee.

Introduction

Employee creativity is very much necessary for gaining competitive advantage over competitors because creative employees play a vital role in the overall development and survival of any organization (Amabile, 1988; Burnside, 1990). Similarly the impact of social environmental factors on employee creativity has gain much of the research attention in the past decades (Amabile, 1996) pointed out different working environment factor that may either increase or decrease the extrinsic and intrinsic motivation of the work force, thus enhancing or reducing employee creativity. For example, pressure of completing a task in time may either hamper or benefit employee creativity (Andrews, & Farris, 1972; Amablie et al. 1996).

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The pressure of timely completing a task leads to work stress, work stress has been studied by many researchers and how it prevailed in societies and the potential impact of work stress on employee creativity and productivity (Jex, 1998; Beehr, 1995).

In work stress research role stress has gained most of the attention and is widely studied at individual context (Beehr, 1995), because roles are the integral components of work, when there is a difference in the expected roles and perceived roles of the employees role stress will occur. In recent times, because of the globalization and technological advancement most of the organization are focusing on the organizational change, by preparing their work force to be flexible, adoptable, smart and empowered (smith, 1997; Kallegberg, 2001).

Because of this growing importance of the globalization and organization change, employee has to work in flexible and extended work hours, due to employee empowerment and loose unity of command and directions employee have to be ready all the time for and uncertain role and changing job. This uncertainty in roles subsequently improves the chance for role stress (Applebaum and Berg, 1997; Cooper and Dewe, 2004). Role stress generally is consider responsible for the outcome of individual and organizations such as, job dissatisfaction, turn over, burnout, and perceived job tension (Fisher and Gitelson, 1983; Jackson and Suhuler, 1985) and decrease organization commitment, loyalty, an d performance (Jackson and Suhuler, 1985). But still, role stress may affect individual and organization out comes either significantly negative or significantly positive (Beehr and Ghazer, 2005).

So far, the relation between work stress and creativity is unclear that how exactly they are related with each other unfortunately, this relation has been analyzed many time because the relation between role stress and work force creativity is a vital one for the organization to be aware of and for the success of the organization, maximum number of employees and individuals unavoidably passing through the role stress (Jex, 1998; Beehr and Glazer, 2005).

Statement, Purpose, Scope & Significance of Research

The statement of this research study is effects of role conflict and role ambiguity on employee creativity. The core purpose of this study is to find out the potential impact of independent variables i.e role conflict, role ambiguity on the creativity of employee, and to determine a statistical relationship and the extent of significance among these variables (role conflict, role

ambiguity, and creativity). The scope of the research study is limited to the three public sector universities Peshawar. These three major Universities (University of Peshawar, University of Engineering and Technology, and Agriculture University Peshawar) included in the study. The findings of the study are applicable only to the University of Peshawar and other similar service provider organizations.

The findings of this research study pointed out that both the variables role conflict and role ambiguity are negatively significantly related with creativity. Employee training and human resource development (HRD) should focus and concentrate on minimizing the ambiguity in roles and making the roles more certain and clear rather than make it complex and confusing. Employee should intentionally be placed in situation where they perform unstructured and unclear tasks in order to enable them to work in ambiguity situations.

Employees learn slowly and gradually from the working environment and they get familiar with the working condition and embrace the overall ambiguity. Training and human resource development can play a vital role in those firms where project management system unavoidably comes across with role conflict and role ambiguity. Implementing a system of feedback, dissemination of clear and concise information to the employees, clarification and understanding of roles play a vital and significant role in decreasing the level of role ambiguity which than insures and increase creativity. For those employees having less experience specially this practice may be very fruitful and productive.

Methodology

The methodology of the research study is based on first hand data, collected through questionnaire i.e primary data. Standard questionnaires were used to collect the required information from the respondents. Questionnaires were distributed personally in order to get the valid, reliable, and maximum response from the employees. The questionnaires were distributed among one hundred employees of the three public sector Universities in Peshawar. The Universities included were University of Peshawar, University of Engineering and Technology, Agriculture University Peshawar. Employees included from three major public sector universities were Lecturer, Librarian, Superintendent, Accountant, Office Assistant, and other staff members. Questionnaires contained information about role conflict, and role ambiguity and

creativity were distributes in the major out let of the three major universities. Sample size for the study was taken through random probability sampling; the sample size for the study was one hundred (100) employees. The data gathered and collected was analyzed by SPSS 20 version.

Research Framework

The theoretical framework pointed out that the two variables role conflict and ambiguity, significantly affects the dependent variable employee creativity. The study contained three major variables for the analysis and interpretation these variable are two independent variables role conflict, role ambiguity and creativity as dependent variable.

Figure.1:   Schematic Diagram
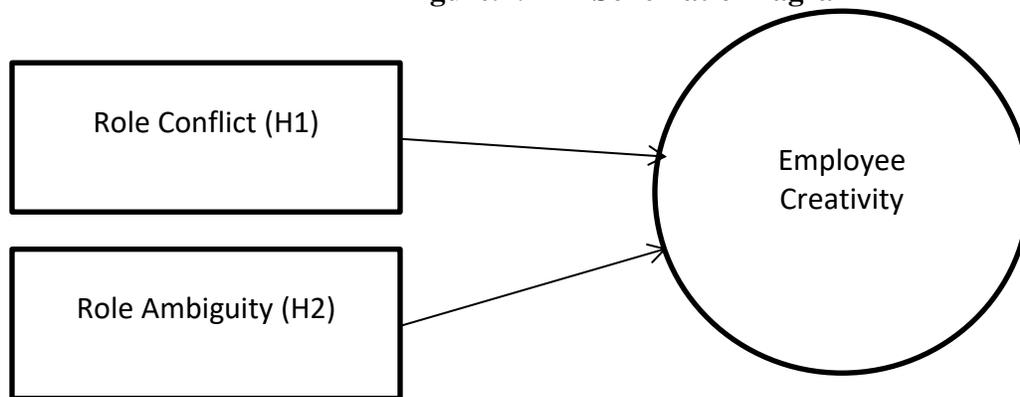
Hypothesis

H1: Role Conflict significantly affects employee creativity.

H2: Role ambiguity negatively affects employee creativity.

Survey Instruments and Measures

Nature of the research study was descriptive. Simple random probability was used as sampling technique. Simple linear and multiple regressions were used as a statistical tool. The setting of the research study was unbiased. Standard questionnaires were used as a main survey instrument for the research. The type of the data used in research was first hand data or primary data collected through questionnaire. The data used in the research study was cross-sectional. Participants of the study were asked to respond in order to measure through their response, role

conflict and role ambiguity and creativity. Responses of the employees were measured and rated on likert scale containing five (5) points ranging from (Strongly disagree = 1 to strongly agree = 5 and neutral = 3).

Role Conflict

According to Rizzo el al. (1970), role conflict can be defined as role conflict refers to a situation where competing demands are expected from an individual while fulfilling his or her multiple roles or expectations placed in an employees' job discretion which are not compactable with his skills or abilities for instance when an employee play different roles at same time may face that the demands of the roles are not compatible. Eight questions developed by Rizzo el al. (1970) were used in this study to measure role conflict.

Role Ambiguity

According to Rizzo el al. (1970) "Role ambiguity shows the extent of surety about job description and specifications and clarity about the organization rules , authority , empowerment, time schedule, and the amount of certainty in predicting the sanctions and appreciation as a result of desirable and undesirable behavior and attitude.

This definition of Rizzo is closely in lined with the purpose and objectives of this study. This research study followed the definition of Rizzo et al. (1970). The 5 (five) item scale for the measure of role ambiguity by Rizzo et al. (1970) were used.

Employees Creativity

According to Amabile (1988) creativity can be defined as "the ability of the employees to produce and innovative and unique idea". Different studies on creativity have adopted the same definition. Creativity were measured and analyzed through 13 questions developed by Zhou and George (2001).

Research Limitations

This research study has also various limitations. The research study is also cross sectional, however the relationship pointed out a cause and effect dimension, from the cross sectional sketch we inferred only the relationships. This research did not investigate the possibility that at what time and at which stage conflict in roles will significantly affect employee's creativity.

This research study was carried out in the specific organizational context targeting a small sample which was also a barrier and restricts the scope of the study. At the short period of time financial crises also affect to some extent the quality.

Literature Review

Role Concept

The concept of role is important to understanding group behavior. Role mentions to the expected behavior designs credited to a specific position in an organization. Physicians and patients role is known to all and culturally explicit with positions and hopes. Role is contained with exact behavior and values. It is mandatory to confirm one's own tenancy of position. So we can say that, to complete one's own cultural position the physician or patient deals with the defined role associated with themselves. Consider your own observations of the role associated with law administration officers, military officers, politicians, college professors and business managers. In the official organization, every position has certain activities that are estimated. These activities establish the role for that position from the standpoint of the organization. The organization develops job images that define the activities of each specific position and how it relates to other position in the organization. However, for both formal (task and yet are clearly understood by group members. For example, members of the marketing department in a bank may know that only the director of marketing represents the bank at national agreements and that they have no chance of joining, even though this has never been clearly stated. Thus, whether they are properly or informally established, status hierarchies and additional roles are vital parts of every organization (Gibson, 2003).

Multiple Roles

Most of us perform multiple roles. We occupy many different positions in a diversity of organizations (home, work, church, civic groups and so forth). Within every of these organizations, we occupy and achieve certain roles. We may instantaneously be playing the role

of parent, mate, supervisor, and subordinate. Every position includes different role associations. For example, the position of college professor contains not only the role of teacher in relation to students but also many other roles relating the position to managers, peers, the community and graduates. Each group may suppose different things: students may expect good classroom act, investigation, and publication; the college community may expect community facility; and alumni may expect help in hiring students and participants (Gibson, 2003).

Conflict

Conflict is a natural phenomena amongst humans. Whenever two or more humans come in contact (whether in individual capacity or group, organization, or state capacity), there is a potential for a conflict to emerge. Interaction is the key to cooperation as well as a source of conflict as well. The relationships amongst humans become unpredictable when two or more of them want to achieve a similar objective. Further, when two or more individuals want a similar resource that is in scarcity, still the relationship becomes unpredictable and there is a tendency towards conflict. Furthermore, differences in attitudes, morals, beliefs, and skills may also lead to conflict amongst humans, as Thompson (1998) puts it, "conflict is the awareness of differences of interests among people".

Some see conflict as a struggle over privileges, resources, power, status, beliefs, and needs. The parties in this struggle may not only try to acknowledge preferences over resources but also harm and remove the opponent.

References to conflicts are not new. The history of humankind is the history of conflict, so acknowledged Karl Marx and many other social scientists. Social scientists, historians, philosophers, and theologians have always given a considerable attention to conflict, particularly wars. Political scientists have been observing conflicts between nations, political parties and philosophies while the economists have been observing the conflicts in market place. Likewise, sociologists have been observing group conflicts including conflicts within families, intra and inter-ethnic conflict, religious conflicts, and conflict between social classes.

Social scientists are not the only one interested in conflicts. Biologists have been keen in studying struggle for existence amongst various species. Darwin's *Origin of Species* is a classic reference to how species engage in conflicts for survival and existence.

Recently, there has been a global interest in studying conflicts. Universities around the world are opening new departments and institutes for studying conflicts in a scientific manner. The Institute of Peace and Conflict Studies, University of Peshawar is a recognition that conflicts can be studied scientifically.

Role Conflict

According to Macionis (2014), role conflict is a conflict among the roles connected to two or more statuses. Individuals experience role conflict when they find themselves pulled in various directions as they try to respond to the many statuses they hold. Another example would of an employee who finds himself/herself playing two or more roles instantaneously and finds that they are unsuited or incompatible.

Individuals do not live in exclusion from social milieu. Hence, while living in group, individuals often face pressures of various forms that affect and compel him/her to mould his/her identity and conform to the group norms. This situation, as Gibson (2003) describes it, is known as role conflict. There are numerous forms of role conflict (Gibson, 2003).

Personal-Role Conflict

For Gibson (2003), a person-role conflict is a conflict between an individual's basic values, attitudes, and wants and the responsibilities of a role. For instance, an employee resigning from a job instead of engaging in an activity considered by him/her as immoral, would be a person-role conflict.

Intra-Role Conflict

In intra-role conflict, an individual is "stuck in the middle" (Gibson, 2003). It happens when a role has many responsibilities attached to it and different groups define it according to their own sets of expectations. For example, the managers expect the supervisors to have a strong check on the lower level employees. The lower level employees, on the other hand, expect the supervisors, who were formerly their friends and workmates, to be more friendly. In such a situation, the supervisors usually face an intra-role conflict.

Inter-Role Conflict

Inter-role conflict can outcome from facing numerous roles. It happens because individuals instantaneously perform several roles, some with conflicting hopes. A scientist in a chemical

plant who's also a member of a supervision group might skill role conflict of this kind. In such a situation, the scientist may be expected to behave in accordance with the hopes of management as well as the expectations of professional chemist (Gibson, 2003).

TYPES OF CONFLICT

Intrasender Conflict

In intrasender conflict, there is an element of inconsistency and unpredictability of roles. For example, a supervisor requires an employee to perform a role that cannot be done without bypassing a rule. Still, however, the supervisor tries to impose the rule (Rahim, 2001).

Intersender Conflict

Intersender conflict is a role conflict in which one different senders want different or dissimilar roles from the same role performer. For example, a foreman experiences Intersender role conflict when he receives orders from other foremen that may not be compatible with the prospects of workers working under him/her (Rahim, 2001)

Inter-role Conflict

In inter-role conflict, the role performer has to occupy two or more roles that have varying expectations. An example would be of a coporation's president who is expected to engage in social activities in order to build soft image for his corporation. Nonetheless, he could be performing this role at the cost of his family and children. He could engage in family activities to be a better parent, however, he is required by the corporation to engage in social events for soft image of the corporation. This would be, according to Rahim (2001), an inter-role conflict.

Intrarole (Person-Role) Conflict

In intrarole conflict, also known as person-role conflict, the role performer has to perform a role behavior that might be dissimilar to his attitudes, values, or even beliefs. An example would be of a marketing manager who is required by his/her corporation to engage in price fixing. This, probably, is dissimilar to his/her values and moral standards (Rahim, 2001).

Role Conflict and Creativity

Role theory planned that, role conflict creates from two sets of different aims and demands connecting issues related to work (Kahn et al., 1964; Katz and Kahn, 1978) Farr and Ford (1990) suggested that stress leads to normal behavioral responses which generally delays the creative thought process of the employees Jex (1998) indicated that stress as well as tension and conflict in roles normally interrupts the motivational length of performance, like employees will struggle for treating and purposely coping with conflict and will not emphasis on their normal job responsibilities. Taggar (2002) pointed out that normally teams are disorderly in conveying clear tasks to team members which divert and individual and team member as well the whole team to act and perform creativity. Instead of all these that role conflicts have meaningfully negative effects on creativity and performance, on the other hand some evidences show that role conflict may lead to the improvement of creativity. Because some amount of stress and conflict may encourage creative tension and urgency for finishing and fulfilling a task (Lenaghan&Sengupta, 2007).

However, stress when not measured and when it cross a certain boundary leads to strain which initiate and promote the negative emotional feelings which effects creativity (Rothbard, 2001).

Ludwing (1992) showing from his studies that stress, strain and depression are somewhat but meaningfully related with the creative thought process.

George and Zhou (2002) examined that individual performance and creativity can be prejudiced by negatively understood information at work place. Further studies on the opposing consider role conflict as a positive. For example, when individuals perform many roles, it might lead to the creation of positive affect. (Lenaghan&Sengupta, 2007). According to some researchers the positive affect encourages cognitive difference which leads to the motivation of creativity. For instance, Isen (1999a, b) reported that by cognitive process, positive affect may be created which leads to creativity.

The third discourse about role conflict claimed that conflict of roles enable the employees to work in different situation and assault a balance between different roles which broadens their viewpoints, and improve their ability to be more adoptable with situations. (Jones, 1993; Seiber,1974). Changes like this may improve creativity. Janssen (2002) pointed out that when demands for job increases (including ambiguity in roles and conflict in role demands) induces

single and advanced responses. In a quick shoot, role conflict and either increase or decrease creativity.

AMBIGUITY

Ambiguity is a condition of role randomness, a situations when an individual does not know exactly how to behave and does not know what will be the effects of his/her behavior. Lack of information is one of the reasons that might lead to impulsivity of a behavior.

Katz and Kahn [1978, p. 197] state that "the procedure of organizational role-taking is simplest when a role contains of only one activity, is situated in a single subsystem of the organization, and relates to a role-set all of whose members are in the same organizational subsystem."

Role conflict can be defined as a situation in which the imports of one system conflict with the imports of the other systems. The CEOs of IJVs, with their essential system multiplicity, are prone to such conflicts. As Schaan and Beamish [1988, p. 279] note, the task of general managers in IJVs is more complex than that of their counterparts in wholly owned companies because "'with essentially two bosses and two sets of expectations, they must instantaneously put up the interests of two partners" (and sometimes more).

Role Ambiguity

Rizzo et al. (1970) characterized role ambiguity as " reflect assertion about duties, power, arrangement of time, and associations with others; the effortlessness or presence of aides, orders, strategies; and the ability to figure authorizes as results of behavior" (p.156). This is firmly united to the objectives of the study.

Theoretical Development Kahn et al. intended role ambiguity and role conflict as superseding factors between the auxiliary attributes of an individual's authoritative position and individual, behavioral, and emotional significances. Their open deliberation of role ambiguity expresses that "the individual must have the capacity to envision with reasonable accuracy the significances of his own behavior. He needs useable information about means-closes associations in circumstances where he can deliver or withhold the signifies" [p. 72]. They use the term ambiguity to suggest to the relative unconventionality of the results of an individual's behavior, a usage like Goffman's [1963] unanchored communication and Seligman's [1975] irregularity. Kahn et al. connect role ambiguity with different thoughts. Briefly, they speculate that specific authoritative positions or employments will be described by more prominent role ambiguity and

conflict those in which the inhabitants must (1) cross limits, (2) deliver creative answers for non-routine issues, and (3) be in charge of the work of others. Kahn et al. expect the outcomes of experienced role ambiguity to be more prominent strain, work dissatisfaction, a feeling of pointlessness, and lower self-assurance. The relationship between experienced role ambiguity and full of feeling results is relied upon to be affected by an individual's "requirement for clearness." That is, single experiencing role ambiguity who has a low requirement for clearness won't feel the aversive results as intensely as will the individuals who have a more prominent requirement for clearness. The first work by Kahn et al. has been extended by Rizzo, House, and Lirtzman [1970], who additionally developed up the meaning of role ambiguity.

Role Ambiguity and Creativity

Role Theory defines role ambiguity as lack of certainty and specificity about the content, responsibilities, authoritative, clear line of information and reporting of a job. (Kahn,et al.,1964; (Beehr,1976). Uncertain and ambiguous information connected to roles may contribute negatively to ambiguity. However role expectation and aims impact creativity has gained much of the attention and interest.

For example, Shalley and Gilson (2004) suggested that different hierarchal job levels affect factors of creativity, containing aims and role expectations. Mumford (2000) claims that goals act as a mechanism, as procedure for the direction of information. Goals play a vital role in creativity because they are usually compound and uncertain that leads to stress. Ford (1996) moreover pointed out that confused and unclear goals confuses employees e.g (they will try to reduce stress and strain).

In order to attain higher level of creativity, the clear organizational goals are necessary (Amabile and Gryskiewicz (1987). Sherman's (1989) study regarding role clarity for engineers acquire the capability to solve problems that normally need higher level of technical knowhow and creativity.

According to Jansen and Gaylen (1994), the dissertation about role clearness and role ambiguity is a vital one especially when the novelty and creativity are the focus of the management. Role simplicity means the degree of certainty in expressing and understanding of the expected set of activities, while role ambiguity is the opposite phenomenon. They further add that there is a

positive correlation between role clarity and innovation, which suggests that ambiguity in understanding and expressing in one's role in an organization significantly effects employee creativity in negative way.

DATA ANALYSIS

Table and Diagram

1. Gender of the respondent.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	95	95.0	95.0	95.0
	Female	5	5.0	5.0	100.0
	Total	100	100.0	100.0	

Gender of Respondents
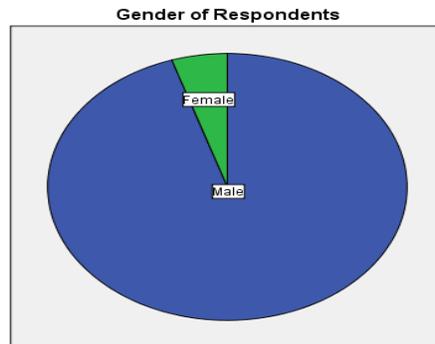
The above table and diagram 4.1 show the Gender of the respondents. According to the table majority of the respondent's i.e., 95 % were male while 5 % were female respondents.

Table and Diagram

2 Age of Respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	30-35	27	27.0	27.0	27.0
	35-40	36	36.0	36.0	63.0
	40-45	37	37.0	37.0	100.0
	Total	100	100.0	100.0	

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Age of the Respondents
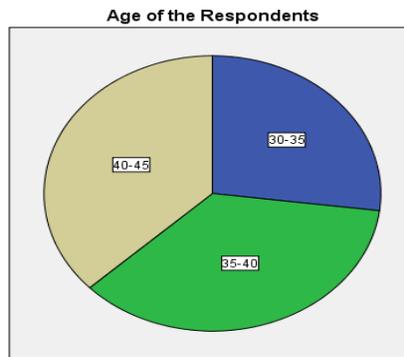
The above table and diagram show the age of respondent. According to the table 37 % respondents were under the age of 40-45, 36 % were 35-36 and 27 % respondents were 30-35.

Table and Diagram 3

3. What is the education of the respondents?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MS/M.Phil.	12	12.0	12.0	12.0
	Mater	60	60.0	60.0	72.0
	Bachelor	28	28.0	28.0	100.0
	Total	100	100.0	100.0	

what is the education of the respondents?
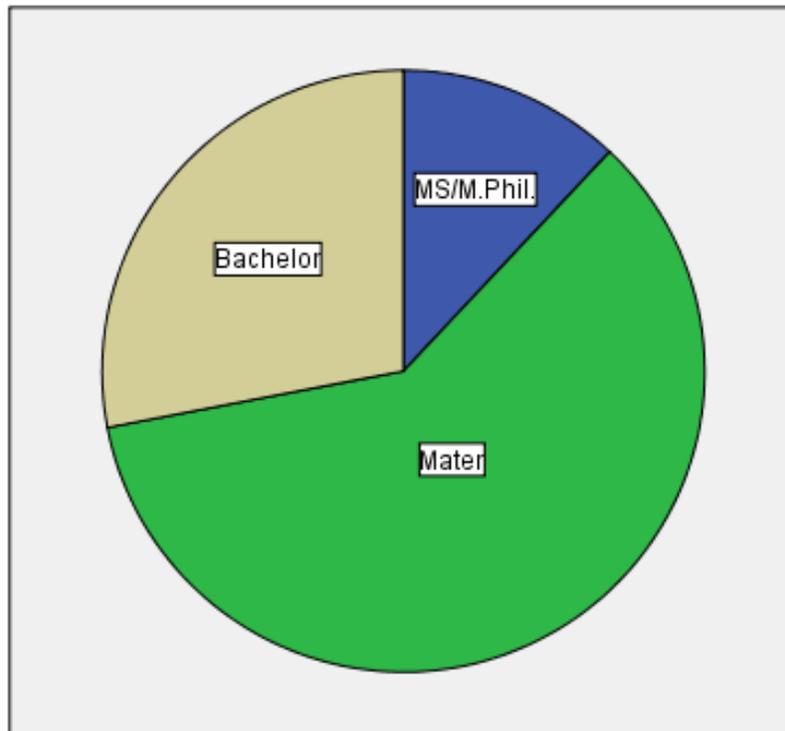
The above table and diagram show the education of the respondents. According to the table 60 % respondents were master degree 28 % were Bachelor degree while 12 % of the respondents were MS/Phil degree.

Correlations Analysis
Correlation among the Variables

		Role Ambiguity	Role Conflict	Employee Creativity
Role Ambiguity	Pearson Correlation	1	.108	-.310**
	Sig. (2-tailed)		.286	.002
	N	100	100	100
Role Conflict	Pearson Correlation	.108	1	-.474**

	Sig. (2-tailed)	.286		.000
	N	100	100	100
Employee Creativity	Pearson Correlation	-.310**	-.474**	1
	Sig. (2-tailed)	.002	.000	
	N	100	100	100

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

Hypothesis

H1: The analysis elaborated negative association among the role ambiguity and creativity. The p value = 0.002 suggest a significant relationship between these two variables. The r = -.0.310.

H2: The analysis elaborated negative association among the role conflict and creativity. The p value =.000 suggest a significant relationship between these two variable. The r = -474.

Multiple regression analysis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.541^a	.293	.278	.37685

a. Predictors: (Constant), Role Ambiguity, Role Conflict

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.697	2	2.849	20.058	.000^b
	Residual	13.776	97	.142		
	Total	19.473	99			

a. Dependent Variable: Employee Creativity
b. Predictors: (Constant), Role Ambiguity, Role Conflict

The multiple regression analysis elaborated significant relationship among independent variables (role conflict and role ambiguity) with the dependent variable creativity. The statistical analysis revealed significance level F (20.058) = 20.00, (p <0.05) with the r square value (0.541) applies that role conflict and ambiguity together explained 54 % creativity.

Linear regression among role conflict and creativity

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.474[a]	.225	.217	.39252

a. Predictors: (Constant), Role Conflict

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.374	1	4.374	28.390	.000[b]
	Residual	15.099	98	.154		
	Total	19.473	99			

a. Dependent Variable: Employee Creativity
b. Predictors: (Constant), Role Conflict

The linear regression analysis showed that role conflict individually was significantly related with creativity of the employees. Statistical analysis reveal that the level of significance was F $(28.390) = 28.00$, ($p < 0.05$) R square value of .225) intends that 22 % of the dependent variable was explained by independent variable role conflict with probability level of 47 %.

Linear regression among role ambiguity and creativity

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.310[a]	.096	.087	.42376

a. Predictors: (Constant), Role Ambiguity

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.875	1	1.875	10.438	.002[b]
	Residual	17.598	98	.180		
	Total	19.473	99			

a. Dependent Variable: Employee Creativity
b. Predictors: (Constant), Role Ambiguity

The linear regression analysis showed that role ambiguity individually was significantly related with creativity of the employees. Statistical analysis revealed that the level of significance F was

(10.438) = 10.00, (p < 0.05) R square value of .096) intends that 31 % of the dependent variable (creativity) was explained by independent variable role ambiguity.

Discussion

The prime objective of this study was to find out the potential impact of independent variables i.e. role conflict, role ambiguity on the creativity of employees, and to determine a statistical relationship and the extent of significance among these variables (role conflict, role ambiguity, and creativity). Through statistical analysis it is concluded that role conflict and role ambiguity the independent variables in the study predicts significantly creativity of the employees.

Both the independent variables showed individually as well combined effect on the dependent variable employee creativity.

The findings of the study are in line with the findings exposed and pointed out by many other research studies and literature that role conflict has significantly negative effects on creativity and performance, on the other hand some evidences indicates that role conflict may lead to the enhancement of creativity. Because some amount of stress and conflict may induce creative tension and urgently for completing and fulfilling a task (Lenaghan and sengupta, 2007).

The same findings of this research are in compliance with the previous studies conducted (Ford, 1996; Amabile, 1983;Amabile and Gryskiewic, 1987; Jansen and Gaylen, 1994; Sherman, 1989).

Some of the conclusions suggest that conflict of role enable the employees to work in different situation and strike a balance between different roles which broadens their perspectives, and enhance their ability to be more adoptable with situations (Jones, 1993;Seiber, 1974). Changes like this may enhance creativity. Janssen (2000) pointed out that when demands for job increase (including ambiguity in roles and conflict in role demands) induces unique and innovative responses.

Practical Implications

The findings of this research study pointed out that both the variables i.e independent variables (role conflict and role ambiguity) are significantly negatively related with creativity. Employee training and human resource development (HRD) should focus and concentrate on minimizing the ambiguity in roles and making the roles more certain and clear rather than make it complex

and confusing. Employee should intentionally be placed in situations where they perform unstructured and unclear tasks in order to enable them to work in ambiguous situations.

Employees learn slowly and gradually from the working environment and they get familiar with the working condition and embrace the overall ambiguity. Training and human resource development department can play a vital role in those firms where projects management system is implemented, because project management system unavoidably comes across with role conflict and role ambiguity.

Future Research Insight and Limitations

In future the research should investigate the moderating variables like, self-efficacy and employee monitoring as a moderator of the variables that what is the effect of these variable collectively on employee creativity, the future study should focus on taking the large sampling size in order to generalize the results and scope of the study.

Conclusion

In short this study concludes that role conflict and role ambiguity effects creativity of the employees negatively in the universities sector of Peshawar, Khyber Pukhtoonkhaw the negative effect of the variables on creativity shows that employees should focus more irradiation the hurdles of conflict in roles and should make the roles more clear and understandable in order to achieve the maximum organization goals and objectives universities should incorporate a clear and concise vision and inline the whole organization from top management to lower management and the other processes and operation mechanism day to day routine schedule more simpler and clear for the benefit of the organization as well the employees of the organization. By insuring this entire employee will feel satisfied, valued, relax and free which will ultimately lead to increase employee creativity.

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