

The Impact of Role Conflict on Creative Performance: A Case Study of Private Sectors Universities of KPK, Pakistan

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Abstract

The aim of this study is to examine the impact of role conflict on creative performance. The study was conducted in the private sectors universities of Khyber Pakhtunkhwa Pakistan. A sample size of 200 employees was selected using convenient sampling techniques. The data was collected from demonstrators, lecturers, assistant professors, associate professors and professors. 200 questionnaires were distributed among these employees out of whom 170 filled questionnaires were received forming percentage of 85%. In these filled questionnaires 10 questionnaires were discarded because they were improperly filled while 160 properly filled questionnaires were used for data analysis. Data was analyzed through correlation analysis, reliability analysis and regression analysis. Findings of the study reveal that there is significant relationship of role conflict on creative performance in the private sectors universities of Khyber Pakhtunkhwa Pakistan.

Key words: *Role Conflict, Creative performance.*

1. Introduction

Role conflict is a familiar component in any type of job and people have to face it in almost all walk of life. Role conflict has been clear in diverse ways over the years. Role conflict can be defined as when individuals perform multiple roles simultaneously and they conflict each other. Furthermore, Goldman and Milman (1969), describe that role ambiguity is a situation where the role expectation of someone come together, both from the environment and individual but those are contra dictionary. Some researcher like

Abernethy and Winder (1995), said that when a person who are professional not involved in administrative or bureaucratic control can reduced ole conflict. Then the activities which have direct control on him are limited. Drafte (1998), stated that role conflict is the job roles that interfere with one another. In addition Eres and Atanasoka (2011), said that role conflict includes job demands in which performing many function in contrast to another. Some researcher like Cook et al., (2012) argues that role ambiguity, role conflict and workload are the role stressor which belongs to organizational variables. Woodman et al., (1993) stated that creativity is the creation of useful new product, service, ideas, process or procedure. Amabile (1996), defined that the development of ideas about products, services, practices, or procedures that have novel value and useful potentially to each organization directly or indirectly is known creativity. Furthermore, Oldham and Cumming (1996), creativity is some useful novelty that can be applied and can add value to the organizations ‘yield or services. . Moreover, Slahova et al., (2007) viewed that the “creativity” word started from Latin language which means to form, to beget and to create. Pratt (2008), said that idea of creative performance came into the existence in the late 1990s.

From the literature review many researchers argued that, role conflict is a job stress which is related with everyday life, marital life etc. So to the best of research effort of the researcher no study has been found concerning the impact of role conflict on creative performance in the private sectors universities of KPK, Pakistan. Hence the aim of this study is to investigate the impact of role conflict on creative performance in the private sectors universities of KPK, Pakistan.

The purpose of this study is to provide help to practitioners, policy makers, and especially private sectors universities will be beneficiary from this study. This study addressed the following research question.

- Does role conflict have impact on creative performance?

1.1 Objectives of the study

- To find out the impact of role conflict on creative performance in the context of private sectors universities of KPK, Pakistan.

2. Review of Literature

2.1 Role Conflict

Khan et al., (1964) introduced the theory of role conflict which sees that stress is the resulting from unclear expectation and incompatible expectations. Researchers also defined that role conflict is the existence of two or more roles such that to manage with one would make difficult to manage with other. Furthermore, researchers identified five major form of role. First one is intra sender conflict which occurs when a role sender requires the focal person to perform contradictory. For example a role sender may request to perform goals and goals cannot be completed without disturbing rules. But the role sender will be attempting to enforce the rule. The second is inters ender conflict which occurs when the role behavior demanded by one role set members which is incomputable with the role behavior demanded by another role set member. The third role is interrering role conflict which occurs when the focal person receives two or more role at times which is incongruence in nature.

The fourth is intraoral conflict or person role conflict. Which occurs when the role requirements are incongruent with the focal person’s attitude, profession and values

behavior and the last is workload which occurs when the focal person is required to do the number of tasks by different role set members? Goldman and Milman (1969), demonstrated that role conflict is a circumstances in which an individual's role expectation come together, both from the environment and from an individual. Researchers also said that when a person who are professional not involved in administrative or bureaucratic control can reduced ole conflict. Then the activities which have direct control on him are limited. Moreover, Rizzo et al., (1970) stated that role conflict have incompatibility of demand and expectation which is associated with the role. Reasercher also said that role conflict arises when an individual do not have role clarity to perform the respective job. Researchers also supported the khan et al, theory and with the help of available data found that there is a negative relationship between role conflict and creative performance.

Moreover, researchers also said that role conflict is the unbalance condition between the needs and the expectation on the role which is ruled by the employees who are working in the organization. Moreover, role conflict is the dimension of congruency- in congruency or compitability-incompitability in the requirement of the role, where congruency or compatibility is judged relative to a set of standards or conditions which play important role on creative performance. Johanson and Stinson (1975), said that role conflict have the relationship with creative performance. Jackson and Schuler (1985), suggested that role conflict is the most commonly examined source of job stress and have many effects on creative performance.

Furthermore, researchers suggested that there is a negative relationship between role conflict and creative performance. Researchers also did further research to develop the concept of role conflict which is related to recognition, task and reward. Luthan (1997), demonstrated that an individual will have experience role conflict if the individual will get two or more than two pressures in one time and then the individual try to obey one of the pressure. Role conflict will occur when a professional or an employee feel hardship to adjust the two roles which he/she is facing. One role is the organization's professional, and must be responsible for his/her profession of his/her job. While, the other is organization member and must be responsible for the managerial bureaucracy.

2.2 Creativity

Guilford (1950), invited psychologist to do study on creativity. Many researchers did study on creativity. But however the field of creativity after 60 years is still rising. Runco (1995), said that there have been several papers written and published in the last 10 years on creativity. Such journals are the academy of management annals and the journal of management. Amabile (1996), defined that creative behavior are involves in the production of novel and functional ideas, processes or solution. Chiou (2002), said that creative workplace influences the employees creative performance at the organization. Hence George (2003), also said that creative ideas must be both novel and perceived as having the ability to create value for organization in short as well as in long run. Researcher also described that it is important to make the difference between creativity and innovation. Creativity includes the generation of useful and new ideas through individuals or groups while innovation includes the successful implementation of these ideas at unit or organizational level.

Maitlan (2007), demonstrated that the act of doing to make something new is term as creativity. Goff and Torrance (2007), said that use of confidence, innovation and elasticity is the component of creativity. Furthermore, George (2007), also defined that creativity assumes that in any job and at any level of organization creative behavior will be performed by the employee. Acs and Megyesi (2009), said that creativity play a positive role in each organization especially in the multinational companies. Florida (2010), said that creativity is one of the variable which promote birth of the firm especially the private sectors universities. Furthermore, martens (2011), demonstrated that the places and spaces which provide supports for peoples working on creative ideas and work is term as Creative workplaces. Sun et al., (2011) also suggested that creative workplace may provide help to employees for better knowing about their job, to use their pioneering ability, difficulty solving skill and creativity to generate creative employment.

2.3 Role Conflict and Creativity

According to Khan et al., (1964) role theory that the work related issues which related with result of two or more sets of incompatible demands is role conflict. Tosi (1970), demonstrated that role conflict have significant effect on creative performance among the employees who are working in the multinational companies. Similarly Keller (1975), also observed significant relationship of role conflict and creative performance among the people who are working in the private sectors universities. Furthermore, Farr and Ford (1990), demonstrated that routine behavioral patterns is produces due to stress and interferes generally with creative responses or novel. Jones (1993), demonstrated that role conflict is the job stress which is responsible for the creative performance of the employees who are working in the private sectors universities.

Jex (1998), stated that the motivational aspects performance is hamper particularly due to stress like manifest effort or going on the basis of routine job responsibilities. Rothbard (2001), viewed that stress could evenly leads to have a negative effect on creativity and importantly some other studies have suggested that creativity may increase due to negative effect. For such example Ludwig (2002), found that gloominess and the stage of creative attainment are a little, but they are significantly connected with one another. Tagger (2002), demonstrated that the employees who are working in the private sectors universities will face difficulty in choosing and their role could indirectly distract an individual while to perform creatively are directly distract from the ability of employees. George and Zhou (2002), stated that the information's which are provided by negative effective may effect on creativity and individuals efforts at job. Second several studies postulate a positive view of role conflict. For such circumstances when an individual's adjust his/her self in multiple roles may produce positive effect on creativity. Researcher also suggested that positive effect of creativity may leads to sustain creativity. For instance Isen (2003), demonstrated that creativity may enhance through a positive effect of cognitive process. Third several researchers like Jones (2004), and Seiber (1974), asserted that role conflict may expose an individual's towards different perspective which make them more flexible and expand their source of information and such changes may increase creativity.

Weiner (2005), found that the employees who are working in the private sectors universities of KPK, Pakistan have a contrary relationship of role conflict and creative performance among. Similarly Janssen (2006), illustrated that higher level of role

conflicting demands are trigger innovative responses as a result role conflict may leads to enhance or reduce creativity. Lenaghan and Sengupta (2007), argued that the ability of role conflict which have negative effect may enhance creativity due to this suggestion of role conflict. An individual's will first promise of multiple roles for example the response to role demands is (work family conflict) which induce creativity. In addition Agustina (2009), found that role conflict significantly effects on creativity among the employees who are working in the private sectors universities. Thus from all these view the following hypothesize May developed.

Hypothesis 1: *Role conflict significantly effects creative performance.*

From the above literature review the following conceptual model of role conflict and creative performance has been developed.

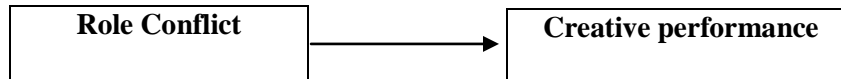


Figure 1: Conceptual Model

3. Research Methodology

3.1 Population and sample

This study was taken in the private sectors universities in the province of Khyber Pakhtunkhwa, Pakistan such as Northern University, Nowshera, Preston University, Kohat, Gandhara University, Peshawar, Ghulam Ishaq Khan Institute of Engineering Sciences & Technology, Topi, Abasyn University, Peshawar, Qurtaba University of Science and Information Technology, D.I Khan, Iqra National University, Peshawar, Sarhad University of Science & Information Technology, Peshawar, City University of Science & Information Technology, Peshawar and CECOS University of Information Technology & Emerging Sciences, Peshawar. A sample size of 200 employees was selected using convenient sampling techniques. The data was collected from demonstrators, lecturer, assistant professors, associate professors and professors.

3.2 Data Collection Instrument

With the help of self-administered questionnaires, the primary data was collected. Role conflict study was taken from the study of Rizzo, j., House, R. J., Lirtzman, S. I. (1970) while creative performance study was taken from the study of Lee and Choi (2003).

3.3 Procedure and Statistical Methods

200 questionnaires were distributed among these employees out of whom 170 filled questionnaires were received forming percentage of 85%. In these filled questionnaires 10 questionnaires were discarded because they were improperly filled while 160 properly filled questionnaires were used for data analysis. Data was analyzed through SPSS version 16. Reliability analysis, correlation analysis and regression analysis was used for finding the relationship of role conflict and creative performance.

4. Results

The below table 1 shows the independent variable (role conflict) number of items and dependent variable (creative performance) number of items. The number of items of

role conflict is 8 while creative performance contains on 5 numbers of items and 13 are the total number of items. According to the below table the cronbach alpha of role conflict is 0.78 while the creative performance have 0.84, which shows that there is high level of consistency present in it. Hence the reliability statistics indicate that cronbach alpha is approximately 0.79 for both variables, which also indicates that high consistency level present in it. The question consist in each variables indicated by “N of items”. For each variable cronbach alpha is given in the below table.

Table 1: Reliability Statistics

	Cronbach's Alpha	N of items
Role conflict	0.78	8
Creative performance	0.84	5
Overall reliability	0.79	13

The given table 2 shows that there is significant correlation between role conflict and creative performance ($P=0.000 < 0.05$). In this table the value of creative performance is 0.334 which indicates that there is positive correlation among the variables.

Table 2: Correlation

	Role Conflict	Creative Performance
Role conflict	.796**	
Creative performance	.334**	1

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

*. Correlation is significant at the 0.05 level (2-tailed).

The below table 3 is a simple linear regression model summary table, in which independent variable is job stress while dependent is creative performance. In this table R shows the strength of relationship between the variables of the model. The value of $R=0.370$ which shows that there is 37.0% association between the role conflict and creative performance. The extent of variance in the dependant variable due to variations in independent variable is shows by Adjusted R square. The value of Adjusted R square is 0.131 shows that role conflict explains 13.1 variations in explaining creative performance.

Table 3: Model Summary

Mode 1	R	Adjusted R Square	Std. Error of the Estimate
1	.370 ^a	.137	.79557

a. Predictors: (Constant), RC

In the given table 4 the statistical significance of the model ($p<.05$) show by the value of F. The F value is 19.901, $p=.000$ ($p<.05$) sows the model is statistically highly significant.

Table 4: ANOVA^b

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	15.399	1	15.399	25.049	.000 ^a
Residual	97.129	158	.615		
Total	112.528	159			

a. Predictors: (Constant), RC

b. Dependent Variable: CP

The below table 4 the rate of change in the dependant variable owing to vary in the independent variable shows coefficients β . The β value is 0.526 which indicates that one unit increase in role conflict causes increase in creative performance by 0.526 units. On the value of t the researcher decide upon the acceptance or rejection of hypothesis with $p < .05$. The t value is 5.005, $p = .000$ ($p < .05$) which indicates that role conflict has significant effect on creative performance. Hence H_1 stands accepted.

Table 5: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.023	.216		4.731	.000
	Job Stress	.526	.105	.370	5.005	.000

a. Dependent Variable: CP

5. Discussion

This research discusses the impact of role conflict on creative performance among the employees of the private sectors universities of KPK, Pakistan. On the basis of the above results it indicates that there is significant and positive correlation between role conflicts as well as with creative performance in the private sectors universities of KPK, Pakistan. The result of the hypothesis role conflict has positive relationship with creative performance which is directly connected with the results of (Khan et al., 1964; Keller 1975; Farr and Ford 1990 and Ludwig 2002). Role conflict has directly related and has a positive relationship with creativity. This result is similar with the result of Khan et al., (1964) who demonstrated that role ambiguity has significant impact on creative performance. Similarly Keller (1975), results also similar with this view and stated that the ability of an individual to feel elasticity as a vital part which can guide to create innovation in thoughts. Similarly Jones (1975), also observed significant relationship of role conflict and creative performance among the employees who are working in the private sectors universities of KPK, Pakistan. Furthermore, Farr and Ford (1990), demonstrated that stress generally interferes with creative or novel responses and produces routine behavioral patterns. In addition Ludwig (2002), also found that the creative achievement level are correlated with each other's and depression are slightly, but significantly. On the other hand the result of Janssen (2006), also similar with the researcher result and illustrated that higher level of role conflicting demands are trigger innovative responses as a result role conflict may leads to enhance or reduce creativity.

5.1 Conclusion

This section concludes the overall study. The objective of this study is to find out the impact of role conflict on creative performance in the private sectors universities of KPK, Pakistan. Analysis has shown a close relationship between independent and dependent variable. It also concludes that the employees who are working in the private sectors universities have role conflict a real challenge. It also important is to continuously monitor that working environment for role conflict related purpose. Furthermore, this research also concludes that majority of employees like role conflict and that role conflict increase their creative performance.

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