

## **The Influence of Role Ambiguity on Employee Creativity Through Role Conflict as an Intervening Variable**

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### **ABSTRACT**

*Roles that are ambiguous, do not have clear specifications and functions, along with role conflicts that often clash, researchers believe will increase employee creativity because employees must improve from the problems/conflicts they have so that their performance is good, the company's performance is good, and they can be trusted in many tasks / targets that a company has. Therefore, this study aims to analyze the influence of Role Ambiguity on Employee Creativity with Role Conflict as a moderating variable. This research is a quantitative research, with an explanatory approach which researchers obtained from collecting questionnaires from Pegadaian insurance employees spread throughout Indonesia with the criteria of having worked for at least 1 year. This data can also be called primary data. The data was analyzed using the smart PLS 4.0 analysis tool. The results show the Role Ambiguity variable can have a positive relationship and a significant influence on Employee Creativity because the -Values value is positive and is below the 0.05 significance level, namely 0.024. Apart from that show that the Role Conflict variable can moderate the relationship between Role Ambiguity and Employee Creativity because the P-Values value is positive and has a value below the significance level of 0.05, namely 0.000, which is smaller than the direct test of 0.024. In this way, the two research hypotheses above can be accepted and proven comprehensively and scientifically.*

**Keywords:** Role Ambiguity, Employee Creativity, Role Conflict

### **INTRODUCTION**

A great organization is an organization that can manage their human resources to work seriously and can run the organization's business as planned to achieve goals and objectives. Employees are the most numerous and valuable assets in an organization, because they act as executors who carry out all duties and responsibilities in the organization, this is the reason why proper human resource management is needed, managing employees and guiding them to do their best to achieve company goals and objectives are a major problem for managers to find out the most effective and efficient way, managing employees well is very important because managing employees is not as easy as telling individuals what to do and making individuals do things based on the manager's orders. needs to be done systematically (Patria R, 2016).

A great organization will not exist if it does not have a common vision and mission between managers and employees. Managers need employees with abilities that support the organization's success in the future, one of these abilities is creativity. Creativity creates something of value, a useful new product, service, idea, procedure, or process for individuals working in a complex organization. Management must set clear organizational goals to achieve maximum creativity, by providing clarity of roles and appropriate job descriptions for each individual in order to help organizational leaders to solve problems that require creative thinking. Employee creativity can be achieved by not being restrained and giving employees the freedom to carry out their creative activities (Cahyono, 2008).

According to (JR, 1970), role ambiguity is the unknown expectations of other people. Lack of information or because there is no information at all or the information is not conveyed will result in role ambiguity (Cahyono, 2008). When there is no certainty about the definition of work and what is expected from the job, role ambiguity will arise (Keller, 1975). (Gregson, 2010), a person experiencing role ambiguity has the characteristics of (1) unclear role goals, (2) unclear who should be responsible. (3) not having sufficient authority to carry out responsibilities, (4) not fully understanding what is expected. (5) not understanding the role of their work in achieving overall organizational goals.

According to (Tamba, et al., 2020), role ambiguity is the unknown expectations of other people. Lack of information or because there is no information at all or the information is not conveyed will result in role ambiguity (Cahyono, 2008). When there is no certainty about the definition of work and what is expected from the job, role ambiguity will arise (H.V, 2011). (Nimran, 2004), a person experiencing role ambiguity has the characteristics of (1) unclear role goals, (2) unclear who should be responsible. (3) not having sufficient authority to carry out responsibilities, (4) not fully understanding what is expected. (5) not understanding the role of their work in achieving overall organizational goals.

Ambiguity is a reflection of certainty about tasks, authority, time allocation, and relationships with other people, namely the clarity or existence of guidelines, directions, policies; and the ability to predict sanctions as a result of behavior (JR, 1970). Role ambiguity is "the absence of feedback information resulting from supervisory evaluations about a person's work results, career advancement opportunities, scope of responsibilities, and the expectations of the person in the role" (Kahn RL, 1964). Role ambiguity can arise due to a lack of information or because there is no information at all or information is not conveyed to the individual regarding their work. Role ambiguity is also caused by increasing work demands, time pressure in completing tasks, and uncertain supervision by superiors which results in employees having to guess and predict their own actions. This role ambiguity can be reduced, among other things, by (1) estimating the results or responses that arise from a behavioral action, (2) having clarity about the requirements for behavior will help guide behavior (JR, 1970). Role ambiguity is the opposite of role clarity. Role clarity is facilitated by effective supervisor-subordinate relationships and perceptions of satisfaction with the quality of teamwork.

Another theory states role ambiguity can be defined as a lack of specificity and predictability for an employee's job or role functions and responsibilities (Kahn RL, 1964). Role ambiguity can result from poor job descriptions, unclear instructions from supervisors, or inappropriate cues. unclear from co-workers. The result of role ambiguity is unfamiliarity with the job and thus becomes a significant source of undesirable outcomes such as stress. (Isen AM, 1999)unclear role-related information can lead to ambiguity. Goals are an important factor in creativity because they is often ambiguous, and ambiguity can cause stress, in addition, (Irma Safitri & Ayu Mutiara P, 2019)suggest employees who are confused by other existing goals to try to overcome tension or reduce tension by abandoning creative initiatives, therefore management must set clear organizational goals to achieve a high level of creativity.

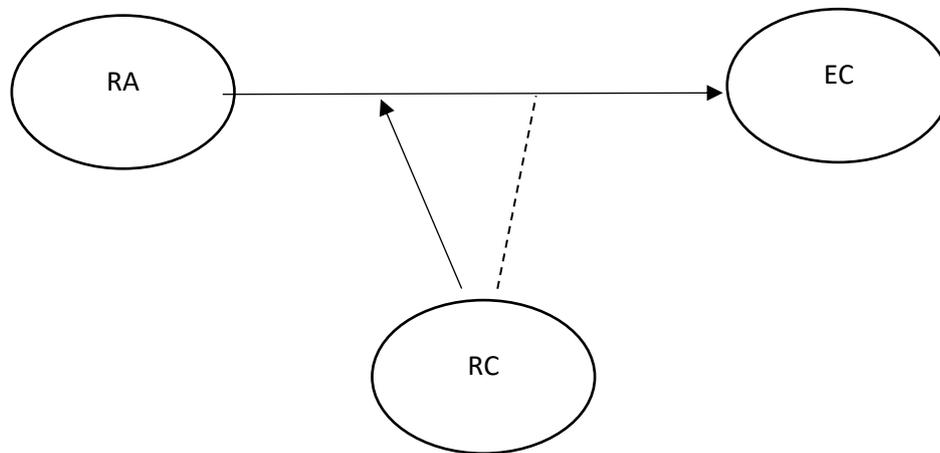
In previous research, according to (Amabile TM, 2010), it can be widely acknowledged that creativity is very important for competitive advantage and organizational survival. These researchers identified work environment factors that can increase or reduce employees' intrinsic motivation in an effort to increase individual creativity levels. The generally accepted concept of role ambiguity according to (Handoko, 2000) is that role ambiguity occurs when individuals do not have a clear definition of their role expectations. Role ambiguity can also be defined as a lack of requirements or methods to complete their job duties. (JR, 1970)employees can experience role ambiguity for various reasons. Employees often enter situations where there is no possibility of complete information, therefore it is difficult to receive clear instructions or apply the training received in certain situations. this lack of information may increase uncertainty regarding expectations associated with the role. Gupta and Jenkins (1985) in the absence of a clear definition as mentioned above, for this purpose, role ambiguity will be defined as ambiguity in work that occurs due to a lack of clear roles, expectations, requirements, methods, and information in situational experiences.

Research (Tamba, et al., 2020)shows that the Role Ambiguity variable can have a positive relationship and a significant influence on employee creativity. Different from research (Tamba, et al., 2020), this research adds the Role Conflict variable as a moderating variable which researchers can moderate the relationship between the Role Ambiguity variable and Role Conflict.

## **RESEARCH METHODS**

Roles that are ambiguous, do not have clear specifications and functions, along with role conflicts that often clash, researchers believe will increase employee creativity because employees must improve from the problems/conflicts they have so that their performance is good, the company's performance is good, and they can be trusted in many tasks / targets that a company has. Therefore, this study aims to analyze the influence of Role Ambiguity on Employee Creativity with Role Conflict as a moderating variable(Jonathan Sarwono, 2016). This research is a quantitative research (Asraf et al., 2023) & (Nugroho et al., 2022), with an explanatory approach

which researchers obtained from collecting questionnaires from Pegadaian insurance employees spread throughout Indonesia with the criteria of having worked for at least 1 year (Sugiyono, 2019). This data can also be called primary data. The data was analyzed using the smart PLS 4.0 analysis tool with the following research model:



**Figure 1: Model**

**Noted:**

- RA: Role Ambiguity
- EC: Employee Creativity
- RC: Role Conflict

**Hypothesis:**

- H1: The Influence of Role Ambiguity on Employee Creativity
- H2: Role Conflict can Moderates The Influence of Role Ambiguity on Employee Creativity

**RESULT AND DISCUSSION**

**Validity Test**

Based on the comprehensive explanation and description of the model above, it can be concluded that the researcher has a hypothesis that the Moral Reasoning variable can have a positive relationship direction and a significant influence on Employee Creativity and Role Conflict can moderate this relationship, the initial stage which must be passed is to test the validity by testing the items questions in a questionnaire to 300 pawnshop employees with the following results (Sarstedt et al., 2014):

**Table 1. Validity Test**

Variable	Question Item	Loading Factor
	Role amgiuity is a role that has no specifications	0.821
	Role ambiguity is a role that confuses employees	0.814

Role Ambiguity (X1)	Role ambiguity can make employees down and the company down as it gets better	0.822
	Confusion can increase employee creativity	0.818
	The pressure of having to move forward can force employees to think creatively	0.815
	Role Ambiguity can affect employee creativity	0.821
Employee Creativity (Y)	Employee creativity can be influenced by employee confusion	0.848
	Creativity can emerge when employees are in a pressing situation	0.851
	Creativity can be influenced by Pera Ambiguity	0.849
	Creativity can be influenced by role conflict	0.852
Role Conflict (Z)	Role conflict can make an employee's role more ambiguous	0.868
	Role conflict can make employees uncomfortable	0.879
	Role conflict can increase employee creativity	0.896
	Role conflict can make employees even more stressed	0.892

**Valid: > 0.70**

### Reliability Test

300 employees who have worked for at least one year have answered 14 question items consisting of 6 Role Ambiguity variable question items, 4 Employee Creativity variable question items, and 4 Role Conflict variable question items and as a result all question items are above the validation standard. The next stage is a reliability test with the following results (Ghozali, 2016):

**Table 2. Reliability Test**

Variable	Composite Reliability	Cronbach Alfa	Noted
Role Ambiguity	0.863	0.822	Reliable
Employee Creativity	0.889	0.850	Reliable
Role Conflict	0.941	0.899	Reliable

Reliable > 0.70

**Path Coefficient**

300 pawnshop employees who have answered all question items and have been in validation tests with valid results, as well as reliability tests which show that the Composite Reliability and Cronbach Alfa values are above the minimum reliability test value of 0.70, namely with an average above 0.880. Thus, it can be concluded that the data used in this research can be taken to the next stage, namely path efficiency to determine the direction of variable relationships and the significant influence of variables with the path coefficient results as follows.(Gujarati, 2013):

**Table 3. Path Coefficient**

	Variable	P-Values	Noted
<b>Direct Influence</b>	RA->EC	0.024	Accepted
<b>Indirect Influence</b>	RC*-> RA->EC	0.000	Accepted

Significant Level > 0.05

The researcher's hypothesis regarding employees who have ambiguous roles, do not have specifications, and so on can put pressure on employees to express their creativity in order to obtain a clear position so that the company trusts them and makes their performance stable and the company's performance stable. In line with this statement, the statistical results of table 3 of the path coefficients above show that the Role Ambiguity variable can have a positive relationship and a significant influence on Employee Creativity because the -Values value is positive and is below the 0.05 significance level, namely 0.024. This research is in line with (Tamba, et al., 2020) tam which shows similar results.

Apart from that, if an ambiguous role can make employees feel pressured and have to get up, then if an ambiguous role is accompanied by role conflict, the pressure on employees will be greater so that the feeling of wanting to rise and prove will also be greater. In line with the statement above, the results of table 3 of the path coefficient show that the Role Conflict variable can moderate the relationship between Role Ambiguity and Employee Creativity because the P-Values value is positive and has a value below the significance level of 0.05, namely 0.000, which is smaller than the direct test of 0.024. In this way, the two research hypotheses above can be accepted and proven comprehensively and scientifically.

## CONCLUSION

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