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**DIMENSIONS OF AMBIVALENCE AND THEIR RESPECTIVE RESPONSE: AN EMPIRICAL
STUDY OF EMPLOYEES CONFRONTING AMBIGUITY AND INCONSISTENCY IN BEHAVIORS
AND CORRESPONDING RESPONSES IN BANKING SECTOR OF PAKISTAN**

**DIMENSIONES AMBIVALENTES Y SUS RESPECTIVAS RESPUESTAS:
UN ESTUDIO EMPÍRICO DE LOS TRABAJADORES QUE ENFRENTAN AMBIGÜEDAD
E INCONSISTENCIA EN LOS COMPORTAMIENTOS Y LAS RESPUESTAS
CORRESPONDIENTES EN EL SECTOR BANCARIO DE PAKISTÁN**

Iram Bashir

Government College University Faisalabad, Pakistan

Muhammad Shahid Tufail

Government College University Faisalabad, Pakistan

Saira Ajaz

University of Central Punjab, Pakistan

Muhammad Shameer Malik

University of Central Punjab, Pakistan

Hafiz Waqas Kamran

University Utara Malaysia Sintok, Malaysia

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Abstract

The experience of simultaneous positive and negative feelings, thoughts and behaviors towards the orientation of person, goal, task and these may appears to be relatively diverse and mutual in organizations .Researchers develop a perspective on ambivalence in organizations that every single person confronts it nevertheless about the conditional and unconditional concerns. This research endorses the literary dimensional aspect of ambivalence by categorizing the components as cognitive, emotional and intentional. Participants from the banking sector of Pakistan were considered imperative for a clan results.

Keywords

Ambivalence – Cognitive – Emotional – Intentional – Creativity

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Introduction

Employees frequently formed groups in organizations to confront challenging and complex task such as coordination within an organization, promoting innovation and managing interdependencies. Organizational groups and teams are multifaceted socially, serving as the interconnection of individual drives and objectives, dyadic relationships and interactions, and group-level processes such as status contests and custom development¹. While working and communicating in these organizational groups workers behave differently in the same context due to multiple phrases of concepts encompasses through their mind at background. The explicit behaviors vary because of different state of mind. The opposed or mixture of positive and negative feelings termed as ambivalence. Although attitudes incline to escort attitude-relevant behavior, those held with combination of two opposite feelings tend to do so to a lesser extent. The less certain an individual is in their attitude, the more sensitive it becomes, hence making imminent actions less anticipated and/or less conclusive². Employees with dual feelings think more about attitude-relevant information which comprehend further in multiple circumstances. They also inclined to be more influenced by (compelling) attitude relevant information than those of employees with consistent feelings and behaviors³. Prevailing the same context of notion⁴ further yelled that the combination of two opposing attitudes are also more vulnerable to passing information (e.g., mood), which can result in a more soft evaluation. Inputs to the group have traditionally focused by different group of research (e.g., group resources and composition) and outputs from the group (e.g., decisions made, problems solved, quantity of output produced, etc.). Group members actively involved in actions and farm duties to achieve their goals, and through these actions and duties there is continual interplay – action and reaction. These actions and reactions are the outcome of some internal attitudes and feelings that is why individuals are inconsistent in their behaviours while working in groups and team.

Research Objective

The presence of simultaneous feeling known as ambivalence causes behavioural inconsistency. The prime objective of the forgoing research is to extend the notion of dual feelings and behaviors towards some directions and types which are under exploration and discussion. Further this anthology of feelings and emotions will scrutinize the diverse and multifaceted experiences of ambivalence from the array of disciplinary perspectives⁵.

Ambivalence and its dimensions

Experience of two (ambi) opposing forces (valence) literally termed as ambivalence. In Latin it is characterized as ambo and valere which means to be strong.

¹ K. K. Smith and D. N. Berg, *Paradoxes of group life: Understanding conflict, paralysis, and movement in group dynamics* (Jossey-Bass, 1987).

² N. LaRowe, *The Supreme Court, the news media, and public opinion: How people react to newspaper coverage of the Supreme Court*, Arizona State University. 2010.

³ G. R. Maio et al. "Ambivalence and persuasion: The processing of messages about immigrant groups", *Journal of Experimental Social Psychology* Vol: 32 num 6 (1996): 513-536.

⁴ V. M. Esses, "Ambivalence and response amplification toward native peoples", *Journal of Applied Social Psychology* Vol: 27 num 12 (1997): 1063-1084 y N. LaRowe, *The Supreme Court, the news media, and public opinion...*

⁵ C. T. Fong, "The effects of emotional ambivalence on creativity", *Academy of Management J.* Vol: 49 num 5 (2006): 1016–1030.

Although there have been some differences in how ambivalence has been defined, there relics a high degree of conjunction across definition in psychological research. Precisely, we defined ambivalence as positive and negative orientation simultaneously towards an object. At this stance orientation refers to the association of actor or position with regard to the object. Positive orientation earnings desirability or a pull toward it and a negative orientation reflects repulsion or a push away from it.

Most merely, ambivalence can be designated as the instantaneous and opposing emotional responses of employees towards their self and work: love-hate, like-dislike, good-bad and anger-sensitivity, pity- cruelty and satisfaction-dissatisfaction. It's a usual phenomenon that employees working with opposition to their own self, emotions and their work often feel their desires are directed against themselves. At the context one may confront a contradictory state of mind weather to leave or proceed. Ambivalence is at its puzzling height when they feel the instincts to both harm and protect, when the employees instantaneously have an aspiration of intimacy and distance relative to their work, to both abandon and nurture. However it would be simply a comprehensive thought driven from the for mention discussion that is nothing just emotional reaction. Ambivalence is a notion which forms the intention of the person who has to confront duality. In Accordance with the theory of reasoned action, if people evaluate the suggested behavior as positive (attitude), and if they think their significant others want them to perform the behavior (subjective norm), this results in a higher intention (motivations) and they are more likely to do so. Ambivalence is also an echo of wider social navies which intimate employees to be sovereign and energetic at the same time as simultaneously expressing us to be cherishing and passive. Now this duality of feeling becomes more inevitable as employment track which is highly contested surrounds with positioned set of practices traditionally, ethnically and factually. How employees respond to any organizational act can be complex. In practice they may find its implementation uncongenial. Sometimes such variance in response is referred as ambivalence. Here ambivalence is advocated as it implicates differences across the dimensional response to change like cognitive, emotional and intentional. Identifying how the interactions of these different dimensions can allow reconsidering the concept of resistance and responses to organizational change that is always doomed for growth and individual progression dynamics were also attached with. Further James and Raelin⁶ cited and instanced that an employee may be cognitively in favour of a change whilst being uncertain about the principled problem convoluted. A change may be virtuous for the business, but is it right? The query arises for managers and change agents when there is ambivalence between these dimensions whether it can be resolved by the individual and whether or not it is open to influence of the change interventions of managers.

The implication of the discovered dimensions of ambivalence (cognitive, emotional and intentional) is that evaluation of change may find workers intellectually induced about change, but emotionally or ethically defied by its implementation, and this allows the researcher to sight the effect of change as an nascent process in which individuals comes to rapport with apparent contradiction during change events at work. According to Piderit⁷

⁶ James R. Bailey and Jonathan D. Raelin. "Organizations Don't Resist Change, People Do: Modeling Individual Reactions to Organizational Change Through Loss and Terror Management". *Organization Management Journal* Vol: 12 num 3 (2015): 125-138.

⁷ S. Piderit, "Rethinking resistance and recognising ambivalence: a multidimensional view of attitudes towards and organizational change", *Academy of Management Review*, Vol: 25 num 4 (2000): 783-94.

manager and scholar both required to pay additional consideration to the vibrant process that aid to confess and withstand ambivalence without letting it impede. In this context, ambivalence may even be an opportunity for workers to reconsider how they vision their working life as they attempt to make sense. For researchers there can be an advantage in observing these dimensions of response to change overtime, reimbursing more devotion to the events that are apparent as vague and seeking to comprehend how ambivalent dimensions of response may mean that assimilation is either quite potential or, perhaps much less doubtful. Some of the incredible research works have shed light towards divergence between individual views as an opportunity to examine emergent change in detail. What becomes substantial to the researcher that emphasizes on such differences is the actors' talent to modify, reform and redefine the cultural tenets, recommendations, and contrivances about which they are ambivalent In the perspective of business organizations, for instance, ambiguity has sometimes been pronounced as a disparity between the conceptual content refrain of the organization and its practices at the departmental level. In this respect, departmental practice and organizational espoused tenets may deviate so ominously that the content refrain of the organization, envisioned to unite the people within the organization, is no longer sustainable. In such gears the perceived difference between the moralities espoused by managers and the day-to-day practices and extant contradictions to workers. The nitty-gritty of the debate tracked by the notion that three dimensions of ambivalence trigger to respond distinctively towards the compassion of divergent individual actor entitled as progression factors at idiosyncratic level. In sum, our paper seeks to deliver an organizational framework of responses to ambivalence: a structure that is appropriate at individual level of analysis and that clarifies the conditions under which each response is relatively more effective.

Structure of Study

To build the substance for these issues, we first discuss the ambivalence, what it meant for and then what are the dimensions which drive the individual to respond towards some of the outcome factors at individual level but eventually these have an impact on overall organizational productivity. The result is an integrative framework of ambivalence in organizations that signposts how this phenomenon is central to certain cognitive/emotional and intentional process of outcomes. Although earlier researches have acknowledged numerous defense and coping mechanism for responding to ambivalence, this study focus on exploring the inclination of ambivalence towards individual outcome factors advocated by Fong⁸.

Ambivalence includes cognition, emotion and intentions and it occurs when these dimension clash. Thus ambivalence is often described as “mixed feelings,” being “torn between conflicting impulses,” and being pulled in different directions. In accumulation ample research on the attitude-behavior relationship specifies that numerous elements may dampen the association between two, such as situational limitations and impression management apprehensions. Consequently it is claimed that behavioral inclinations and behavior itself as probabilistic outcomes of ambivalence. They conversed about the situation or model where there are multiple possible outcomes, each having varying degrees of certainty or uncertainty of its occurrence rather than a part of its definition. Eventually with some notable exceptions, the literature tends to view ambivalence as more or less dysfunctional for individuals. However authors of the study argued that ambivalence could be functional and dysfunctional, or perhaps not ironically both.

⁸ C. T. Fong, “The effects of emotional ambivalence on creativity...”

What drives ambivalence?

From the psychodynamic roots of ambivalence⁹ the first classification of definition of ambivalence is exclaiming that individuals may not be conscious of their ambivalence. Conversely, if even nonconscious then ambivalence may however affect individuals. Horney¹⁰ further leads the classification of ambivalence in second continuum and focus on substantive which drives later as intensity. To render the conceptualization of ambivalence at third continuum this classifies it in behavioral components. In the research context we focus exclusively on ambivalence as a cognitive-emotional constructs. Ambivalence, as it was originally coined in the early 1990s by Bleuler later –intentional construct have been added to literature cited by Ashforth et al.

It is considered to be imperative to comprehend where ambivalence derives from, aforementioned to construct a theoretical framework that delivers lucidity to such responses. Pratt¹¹ elucidates it as the key trigger of ambivalence in organizations and Fong¹² reveals that experience of ambivalence inclines to drawn-out across levels of analysis. Their contributive research works on organization expand the literature by signifying that ambivalence is experienced and acted upon by individuals.

The undecided emotions might be connected to malicious results which have been identified more extensively from look into informal communities all the. Starting in the 1970s, epidemiological investigations built up those positive characteristics of social ties upgrade physical and psychological well-being;¹³ scholars contended that social help and expanded inspiration to look after oneself may underlie these affiliations. Also, scholars take note of those cozy connections produce positive enthusiastic states that upgrade mental prosperity specifically and improve physiological prosperity in a roundabout way.

Literature review and hypothesis development

The experience of simultaneously positive and negative alignment towards somebody, assignment, goal, indication and such give the impression to be relatively mutual in organizations, but it is poorly understood. Research studies have established a multilevel perspective on ambivalence in organizations that validates the phenomenon is fundamental to certain cognitive, emotional and intentional process and important outcomes. Ashforth et al. offer an integrative framework of major response to highly intense ambivalence. They ascertain these responses as avoidance, domination, compromise and holism, which are applicable to actors at individual and collective level as well. Furthermore they likewise proclaim these responses were triggered by ambivalence cognitive and emotional mechanism. Their contributive exploration of positive and negative outcomes associated with each response and the conditions indicate under which each is most effective.

⁹S. Freud, *Beyond the Pleasure Principle* (New York: Liveright, 1950).

¹⁰ K. Horney, *Our Inner Conflicts: A Constructive Theory of Neurosis* (New York: W. W. Norton, 1945).

¹¹ M. G. Pratt, "The good, the bad, and the ambivalent: Managing identification among Amway distributors". *Admin. Sci. Quart* Vol: 45 num 3 (2000): 456–493.

¹² C. T. Fong, "The effects of emotional ambivalence on creativity..."

¹³ L. F. Berkman; T. Glass; I. Brissette & T. E. Seeman, "From social integration to health: Durkheim in the new millennium", *Social science & medicine*, Vol: 51 num 6 (2000): 843-857.

Correspondingly, distressful connections seem to have pernicious impacts. Confirmation from a longitudinal investigation of talented kids recommended negative connections filled in as a hazard calculate for mortality. Tricky characteristics of connections likewise were related with poorer emotional wellness in a huge national specimen¹⁴. Researchers recommend such impacts might be because of negative enthusiastic encounters in essential ties.

This investigation concentrated on intergenerational irresoluteness and considered whether the synchronous experience of positive and negative notions cheapens people's prosperity. Estimation of intergenerational irresoluteness warrants remark. Scientists measure relationship indecision either in a roundabout way, as a blend of constructive and antagonistic assessments towards a similar individual, or straightforwardly, as the subjective sentiment being torn. Analysts have commonly evaluated irresoluteness in a roundabout way, by requesting that members rate opposing sentiments or states of mind towards a question, and afterward joined the appraisals to make an inner conflict score. Numerous analysts have supported such backhanded methodologies since people may not know about their clashed sentiments.

Specialists likewise have discovered aberrant appraisals of inner conflict are related with coordinate evaluations and with prosperity. In an investigation of informal communities among understudies¹⁵ measured inner conflict in both behavior, and found a direct relationship. Further, they discovered irresolute ties measured as a blend of inclines were more exceptionally connected with depressive side effects than were exclusively negative ties. Furthermore, individuals who report having more irresolute system showed increased physiological reactions (e.g., lifted pulse and cardiovascular reactivity) to research center stressors¹⁶.

Ambivalence hence vibrant that the prevalence of dualistic behaviors and emotions confront in day today life experiences of every single person whether belongs to organizational life or to personal, social and professional life. Girardin et al.¹⁷ in later life, fluctuating circumstances related to wellbeing, company, and financial position may trigger not only sustenance but also conflict and ambivalence, with the subsequent renegotiation of personal ties. In a thematic analysis of qualitative interviews conducted with nurses by Unhjem Hem and Vante exposed that they experienced ambivalence about how they perceive the patients, their taxation of the dual relationships and how publics around the nurses counter to the relationships. Ambivalence was characterized by opposing and unstipulated thoughts and attitudes toward patients and dual relationships. Results

¹⁴ J. T. Newsom; K. S. Rook; M. Nishishiba; D. H. Sorkin & T. L. Mahan, "Understanding the relative importance of positive and negative social exchanges: Examining specific domains and appraisals". *The Journals of Gerontology Series B: Psychological Sciences and Social Sciences*, Vol: 60 num 6 (2005): 304-312.

¹⁵ R. Bellomo; D. Goldsmith; S. Uchino; J. Buckmaster; G. Hart; H. Opdam and G. Gutteridge, "Prospective controlled trial of effect of medical emergency team on postoperative morbidity and mortality rates", *Critical care medicine*, Vol: 32 num 4 (2004): 916-921.

¹⁶ K. L. Fingerman; L. Pitzer; E. S. Lefkowitz; K. S. Birditt & D. Mroczek, "Ambivalent relationship qualities between adults and their parents: Implications for the well-being of both parties". *The Journals of Gerontology Series B: Psychological Sciences and Social Sciences*, Vol: 63 num 6 (2008): 362-371.

¹⁷ M. Girardin; E. D. Widmer; I. A. Connidis; A. M. Castren; R. Gouveia & B. Masotti, "Ambivalence in later-life family networks: Beyond intergenerational dyads", *Journal of marriage and family* Vol: 80 num 3 (2018): 768-784.

specified that dual relationship decisions were multifaceted and extremely contextually dependent. Few revisions of ambivalence have been assumed in Sub-Saharan African surroundings, many of which are characterized by usually high potency norms that are swiftly, but haphazardly, varying as countries are entering into a demographic transition. At this point in the transition, many women and couples often face dilemmas of whether to follow to social and domestic compressions for a large family, or to have a comparatively small family to gain the educational, economical benefits and benefits of raising fewer progenies.¹⁸

A few people can settle on choices without being hindered by vulnerability¹⁹. They make them rapidly and with insignificant measures of nervousness and fussing about whether or not they settled on the wrong decision in any case. For others, regular choices, little or vast, can cause anxiety and stress²⁰. Their capacity to settle on any choice is left dead speechless by what is known as indecision. Inner conflict is the thing that we encounter when we have two contradicting sentiments all the while toward an individual, circumstance or protest. Albeit every one of us has encountered conflicted sentiments sooner or later, interminable sentiments of vacillation can be candidly weakening²¹. Irresolute intuition prompts evasion, lingering, represses enthusiastic development and development, and keeps us from achieving our maximum capacity²².

Conflicted masterminds efficiently finished assess all sides of a circumstance. They meticulously consider every potential choice and results yet stay unfit to decide. Undecided scholars additionally have an incredible dread of making a "wrong" or "awful" choice. This example of deduction adds to continually moving from one side of the choice fence to the next²³. A specific level of inner conflict is ordinary and sound. Actually, direct irresolute sages were believed to be candidly and mentally develop. Direct undecided scholars can perceive and value the world with every one of its complexities and blemishes.

Endless indecision, be that as it may, is the thing that meddles with our capacity to advance. Unending indecision brings about an unbending cycling design where we get ourselves always moving from one side of the choice fence to the next. At the point when this happens, inner conflict turns into a passionate and mental boundary to accomplishing certifiable joy²⁴. The prevailing conception intends to allow the managers to re-conceptualize their approach towards organizational attachment and identification by coping with dualistic behaviors. On the bases of above discussion this study may express the hypothesis as there is a significant relationship between mixed feelings and decision making. Managers intend to use this information to predict the nature relationship of

¹⁸ E. Wekesa; I. Askew & T. Abuya, "Ambivalence in pregnancy intentions: The effect of quality of care and context among a cohort of women attending family planning clinics in Kenya", PLoS ONE, Vol: 13 num 1 (2018) e0190473. doi.org/10.1371/journal.pone.0190473.

¹⁹ G. A. Klein, Sources of power: How people make decisions (MIT press. 1999).

²⁰ J. R. Hackman, Leading teams: Setting the stage for great performances (Harvard Business Press, 2002).

²¹ S. Tuber, Understanding personality through projective testing (Jason Aronson, 2012).

²² L. V. Reckson, Realist ecstasy: Enthusiasm in American literature, 1886–1938. (Princeton University, 2011).

²³ C. Mondin, A Multidisciplinary Perspective About Decision Making Under Uncertain and Risky Situations: an Application to Entrepreneurship. École Polytechnique de Montréal. 2016.

²⁴ R. Green, Decisions, Decisions: How to Get Off the Fence and Choose What's Best--for You! (Rowman & Littlefield, 2010).

ambivalence. Ambivalence as the inner conflict may impact some other organizational level construct like decision making and empowerment and proactivity ultimately that impact the individual behaviors as acknowledged²⁵. Researches have cited creativity as a crucial contributor to organizational success and organizational behaviorist have retorted to the growing significance of creativity by attempting to identify the factors that influence creative performances of employees. There are some of personal and contextual factors as Fong²⁶ acknowledged such as intrinsic motivation²⁷ work-related and non-work-related sources of support; supervisory style²⁸; and work environment features, such as job characteristics and organizational control have all been demonstrated to influence creative performance. Organizational creativity has been well-defined as “the product of novel and useful ideas”²⁹ and, as many organizational researchers have initiate, creative ideas often ascend from employees’ abilities to identify associations that others did not see. As Sutton³⁰ marked, creativity in the business world most often outcomes when employees convey old ideas to innovative people, endorsing “knowledge brokering”.

Workers inside organizations contributing their roles with ambivalent state of mind may reflect in individual performances. However conflict and debate regarding the exact nature of this relationship exist. With some researches demonstrating associations between the positive emotions and creativity and conversely some of researches have obtained the notion that creativity encompasses through negative emotions³¹. Furthermore some of researches diagnosed that the prevailing association depends on intervening factors.³²

Accordingly we proposed that ambivalence have a significant effect on creativity. Further we intend to explore the nature of the effect whether it is positive or it has negative concerns in our context. As researchers have argued that the ambivalence have categorized in three dimensions, however the intents leads towards the exploration of association with above mentioned dimensions separately. This may lead toward the derivation of hypotheses as:

Hypothesis 1: The experience of cognitive ambivalence has a significant relationship with creativity.

Hypothesis 2: The experience of emotional ambivalence has a significant relationship with creativity.

Hypothesis 3: The experience of intentional ambivalence has a significant relationship with creativity.

²⁵ N. B. Rothman & S. Melwani, “Feeling mixed, ambivalent, and in flux: The social functions of emotional complexity for leaders”, *Academy of Management Review*, Vol: 42 num 2 (2017): 259-282.

²⁶ C. T. Fong, “The effects of emotional ambivalence on creativity...”

²⁷ R. M. Amabile, “Creativityincontext” (Westview, 1996).

²⁸ N. Madjar; G. R. Oldham & M. G. Pratt, “There’sno place like home? The contributions of work and nonwork creativity support to employees’ creative performance”, *Academy of Management Journal*, num 45 (2002): 757–767.

²⁹ J. M. George & J. Zhou, “Understanding when bad moods foster creativity and good ones don’t: the role of context and clarity of feelings”. *Journal of Applied Psychology* Vol: 87 (2002): 687–697 y R. M. Amabile, “Creativityincontext...”

³⁰ R. I. Sutton, *Weird ideas that work: 11 1/2 practices for promoting, managing, and sustaining innovation* (New York: Free Press, 2002).

³¹ J. M. George & J. Zhou, “Understanding when bad moods foster creativity...”

³² J. M. George & J. Zhou, “Understanding when bad moods foster creativity...”

Results

This section deals with the analysis of data and the comprehensive results comes out through the data analysis. This study comprehends the results of data collected and explained the numerous discoveries through hypothesis testing. The process of data screening ensures the fact that all values enter in the SPSS and similar soft-wares is entered correctly and in a valid way. Beside the point it also ensures that there are no outliers in the data set to define the normal construct distribution. To go ahead with the structural equational modelling (SEM) in the present study data screening in a meaningful way is very much essential. Along performing the SEM, conforming normality is equally important as explained. Data was screened out for missing values; as there was no chance of missing values because the questionnaire items were constrained with compulsory answer in google forms. Hair et al.³³ confirmed the course of multicollinearity arise when the high correlation ($r \geq .90$) found between dependent variable and two or more independent variables (predictors) of the research. It is a crucial concern and needs to be addressed accordingly. For this concern normally Pearson's correlation was used to identify the multicollinearity issues. Tabachnick and Fidell³⁴ also second the notion persistent to the occurrence of multicollinearity issues these researchers confess the cutoff values of high and strong correlation that is greater or equal to .90, showing multicollinearity. The prevailing study result shows that correlation among variables ranges from .132 to .628, which helps to conform that the multicollinearity did not occur in this case.

Factor Analysis

All the assumptions were checked in the process of data screening to clean and fit the data for advance analysis. The exploration and then confirmation of data has been done by using Exploratory Factor Analysis (EFA) and (CFA) Confirmatory Factor Analysis techniques in the study.

The exploratory factor analysis (EFA) is in general conducted to scrutinize the items for loading of factors with cut-off values³⁵. In order to track EFA, it is essential to conduct Bartlett's test of sphericity and test for Kaiser-Meyer-Olkin (KMO) value. The KMO value is truly the extent of sample adequacy and used to certify that most of the zero order correlation is encouraging for data set. KMO values above 0.8 indicate the fact that all zero order correlations are positive and factor analysis would be convenient for the data set³⁶. Hence the KMO values bigger than 0.5 is deliberated to be acceptable. Whereas, the Bartlett's test of sphericity with value less than 0.05, it must be significant to proceed for exploratory factor analysis³⁷.

³³ J. F. Hair; R. E. Anderson; R. L. Tathan and W. C. Black, *Multivariate Data Analysis* (Oxford: Maxwell Macmillan. 2006).

³⁴ B. G. Tabachnick and L. S. Fidell, *Using multivariate statistics* (Pearson Education, 2007).

³⁵ J. F. Hair; R. E. Anderson; R. L. Tathan and W. C. Black, *Multivariate Data Analysis...*

³⁶ C. A. Cerny and H. F. Kaiser, "A study of a measure of sampling adequacy for factor-analytic correlation matrices, *Multivariate Behavioural Research*, Vol: 12 num 1 (1977): 43-47.

³⁷ J. Pallant, *SPSS Survival Manual* (London: University Press McGraw Hill Education, 2010).

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.870
Bartlett's Test of Sphericity	Approx. Chi-Square	2074.926
	Df	325
	Sig.	.000

Table 1
KMO values and Bartlett's test

According to the values in above table, the data is seems statistically effective for running exploratory factor analysis³⁸. Principle component analysis method was used to conduct the exploratory factor analysis. Factors were extracted by using promax rotation method. Tabachnick and Fidell³⁹ revealed that when components are correlated with each other with values greater than 0.32 promax rotation method is used in exploratory factor analysis. As the literature study had established three dimensions of ambivalence so researcher explore the data by fixing the number of components at value three for factor loadings.

Pattern Matrix^a			
	Components		
	1	2	3
A1	.559		
A2		.543	
A3	.332		
A4	.486		
A5	.573		
A6	.550		
A7	.582		
A8			.572
A9		.514	
A10	.460		
A11	.606		
A12			.596
A13			.436
A14			.731
A15			.402
A16	.547		
A17	.537		
A18		.442	
A19		.572	
A20		.517	
A21		.543	
A22			.639
A23	.695		
A24	.531		
A25		.753	

³⁸ J. Pallant, SPSS Survival Manual...

³⁹ B. G. Tabachnick and L. S. Fidell, Using multivariate statistics...

A26		.612	
Extraction Method: Principal Component Analysis.			
Rotation Method: Promax with Kaiser Normalization.			

Table 2
Pattern Matrix For Factor Loading in EFA

In social science researches the confirmatory factor analysis is conducted to comprehend the nature of measures of construct (s) and their significance towards amplification of conceptual models⁴⁰. The confirmatory factor analysis has been executed for central model comprising of all study constructs including outcome variable as creativity. The analysis is done with the help of AMOS version 21.

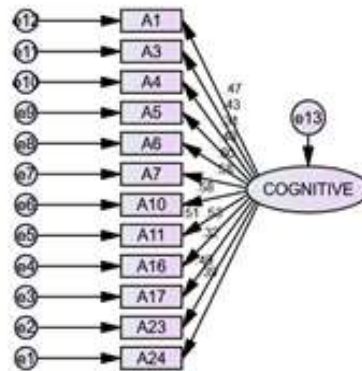


Figure 1
Factors loading for Cognitive Ambivalence, chi-square=935.84, p<.000

In case of cognitive ambivalence; the measurement model was tested for fit indices and the values were found as Goodness of Fit Index = .94, Normed Fit Index = .91, Comparative Fit Index = .89 and Root Mean Square Error of Approximation = .063 which were presenting as good and acceptable for current measurement model in this study. Factor loading at greater or equal to .5 were retained and remaining were removed from model for results accuracy.

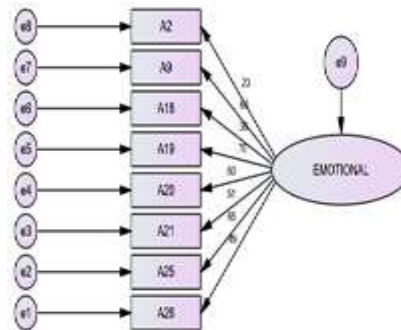


Figure 2
Factors Loading for Emotional Ambivalence, chi-square=80.137, p<.000

⁴⁰ J. Pallant, SPSS Survival Manual...

In case of emotional ambivalence; the measurement model was examined for fit indices and the values were found as Goodness of Fit Index = .969, Normed Fit Index = .934, Comparative Fit Index = .955, Tucker Lewis Index= .934 and Root Mean Square Error of Approximation = .060 which were depicting good and acceptable model for current measurement model in this study.

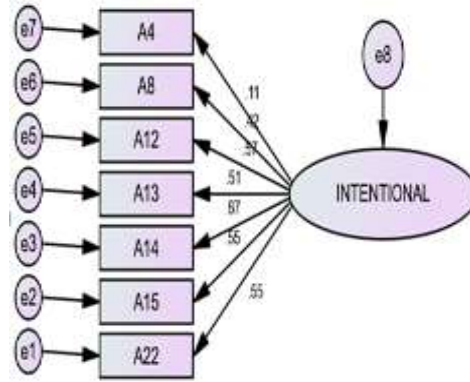


Figure 3
Factors Loading for Intentional Ambivalence, chi-square=26.621, p<.002

In case of intentional ambivalence; the measurement model was tested for fit indices and the values were found as Goodness of Fit Index = .976, Normed Fit Index = .952, Tucker Lewis Index= .933, Comparative Fit Index = .956 and Root Mean Square Error of Approximation = .054 which were screening good and acceptable model for current measurement model in this study.

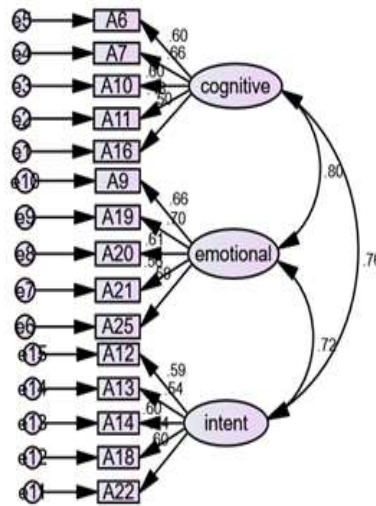


Figure 4
Measurement Model of the study, chi-square=200.216, p<.000

The complete measurement model was patterned for fit indices and the values were established as Goodness of Fit Index = .923, Normed Fit Index = .837, Tucker Lewis Index= .878, Comparative Fit Index = .899, and Root Mean Square Error of Approximation = .064 which were viewing good and acceptable model for current measurement model in

this study. All the items have revealed loadings ≥ 0.5 in this study. These factors so obtained after CFA for study constructs items with loading has been listed in figure 1 and reported in table 3.

Cognitive Ambivalence		Emotional Ambivalence		Intentional Ambivalence	
Factor	Loading	Factor	Loading	Factor	Loading
A16	.56	A25	.61	A22	.64
A11	.69	A21	.51	A18	.55
A10	.59	A20	.58	A14	.61
A7	.64	A19	.75	A13	.51
A6	.65	A9	.64	A12	.60

Table 3
Confirmatory Factor Analyses

The researcher examined the measurement model, values for study constructs were initiated to be ranged from 0.5 to 0.7 as mentioned by Chin⁴¹ which is good as well as acceptable. For construct validity and reliability researcher consider the regression weights of each item with respect to their respective components. All the factors have significant coefficients at desirable $P < .000$ as shown in the table below.

			Estimate	S.E.	C.R.	P
A16	<---	cognitive	1.000			
A11	<---	cognitive	1.041	.169	6.160	***
A10	<---	cognitive	1.371	.195	7.036	***
A7	<---	cognitive	1.328	.180	7.364	***
A6	<---	cognitive	1.277	.182	6.999	***
A25	<---	emotional	1.000			
A21	<---	emotional	.841	.109	7.719	***
A20	<---	emotional	.951	.116	8.209	***
A19	<---	emotional	1.096	.123	8.928	***
A9	<---	emotional	1.067	.123	8.662	***
A22	<---	intent	1.000			
A18	<---	intent	.613	.125	4.896	***

⁴¹ W. Chin, The partial least squares approach to structural equation modelling. Modern Methods for Business Research: Methodology for Business & Management series, pp.295-336, In G. Marcoulidis (ed.) (Lawrence Erlbaum Associates, 1998).

A14	<---	intent	.977	.127	7.669	***
A13	<---	Intent	.938	.130	7.217	***
A12	<---	Intent	.963	.127	7.585	***

Table 4
Regression Weights: (Group number 1 - Default model)

Confirmatory factor analysis for the case of second variable of the model that is creativity was checked and the factor loading was as below.

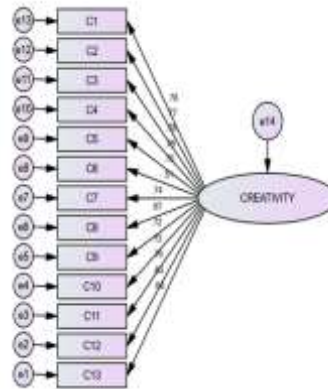


Figure 5
Factors Loading for Creativity, chi-square=142.052, P<.000

In case of the outcome variable that is creativity The measurement model was patterned for fit indices and the values were found as Goodness of Fit Index = .932, Normed Fit Index = .940, Tucker Lewis Index= .952, Comparative Fit Index = .963 and Root Mean Square Error of Approximation = .067 which were presenting virtuous and acceptable model for current measurement model in this study. All the factors loaded at above .5 which is considered pretty good and desirable.

Hypothesis Testing

The association among study variables and results initiated by using Pearson’s correlation and values are reported in Table 4. Table below present the correlation values of cognitive, emotional and intentional ambivalence and creativity of bank managers. Correlation values fluctuating from .01 to .29 are considered weak, moderate range from .30 to .49 and values greater than .50 are showing strong association⁴².

Correlations				
	Cognitive	Emotional	Intentional	Creativity
Cognitive	(0.819)	.628**	.624**	.170**
Emotional		(0.857)	.591**	.181**
Intentional			(0.834)	.132*
Creativity				(0.869)

Table 4
Pearson Correlation Matrix for variables

⁴² J. Pallant, SPSS Survival Manual... y J. F. Hair; R. E. Anderson; R. L. Tathan and W. C. Black, Multivariate Data Analysis...

Correlation is significant at the 0.05 level (2-tailed). Reliability values (Cronbach alpha) in parenthesis

For testing the relationships between interacting variables, the structural model was checked for fit indices and the values were found as Goodness of Fit Index = .826, Normed Fit Index = .944, Tucker Lewis Index= .912, Comparative Fit Index = .932 and Root Mean Square Error of Approximation = .069 which were presenting upright and acceptable model for current measurement model in this study.

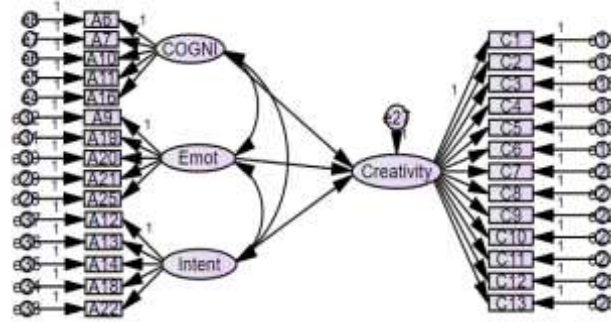


Figure 6
Structural Model—Direct Effect, chi-square=1033.527, P<.000

According to results there were found significant and positive relationship between cognitive ambivalence and creativity (path coefficient= .23, $p < .005$). The probability of getting a critical ratio as large as 3.414 in absolute value is less than 0.001. In other words, the regression weight for cognitive ambivalence in the prediction of Creativity is significantly different from zero at the 0.001 level (two-tailed).

For the relationship between intentional ambivalence and creativity; there were also positive and significant relationship established (path coefficient=.12, $P < .003$).). The probability of getting a critical ratio as large as 3.721 in absolute value is less than 0.005. In other words, the regression weight for intentional ambivalence in the prediction of Creativity is significantly different from zero at the 0.001 level (two-tailed).

Hence accepting the hypotheses H1 and H3 stating that the experience of cognitive ambivalence has a significant relationship with creativity and the experience of intentional ambivalence has a significant relationship with creativity. Furthermore emotional ambivalence was unable to establish a positive significant relationship with creativity (path coefficient= -.062, $p < .358$). In other words, the regression weight for emotional ambivalence in the prediction of Creativity is not significantly different from zero at the 0.05 level (two-tailed). This result rejected the hypothesis H2 stated that the experience of emotional ambivalence has a significant relationship with creativity. As the prevailing research intends to explore the nature of the relationship too, the positive values of coefficients shows the relationships tends to accelerate in case of cognitive ambivalence and intentional ambivalence. The prevalence of these indicators increase the tendency to perform more creatively whereas emotional ambivalence did not establish a significant relationship but negative value of its coefficient direct that it may influence the skills of bankers towards down.

			Estimate	S.E.	C.R.	P	Label
Creativity	<---	Cognition	.251	.074	3.414	***	Accepted
Creativity	<---	Emotional	-.062	.068	-.918	.358	Rejected
Creativity	<---	Intentional	.139	.081	3.721	.005	Accepted
A16	<---	COGNI	.659	.106	6.248	***	
A11	<---	COGNI	.760	.116	6.578	***	
A10	<---	COGNI	.961	.129	7.461	***	
A7	<---	COGNI	.921	.118	7.777	***	
A6	<---	COGNI	1.000				
C1	<---	Creativity	1.000				
C2	<---	Creativity	.973	.065	14.976	***	
C3	<---	Creativity	1.049	.069	15.160	***	
C4	<---	Creativity	.883	.060	14.673	***	
C5	<---	Creativity	.848	.065	13.075	***	
C6	<---	Creativity	.688	.074	9.243	***	
C7	<---	Creativity	.901	.064	14.151	***	
C8	<---	Creativity	.826	.067	12.282	***	
C9	<---	Creativity	.890	.068	13.125	***	
C10	<---	Creativity	.871	.065	13.447	***	
C11	<---	Creativity	.841	.059	14.289	***	
C12	<---	Creativity	.701	.060	11.600	***	
C13	<---	Creativity	.740	.060	12.332	***	
A25	<---	Emot	1.000				
A21	<---	Emot	.741	.102	7.257	***	
A20	<---	Emot	.878	.101	8.701	***	
A19	<---	Emot	1.148	.109	10.507	***	
A9	<---	Emot	1.000				
A22	<---	Intent	1.000				
A18	<---	Intent	.605	.128	4.717	***	
A14	<---	Intent	1.018	.129	7.885	***	
A13	<---	Intent	.887	.127	6.992	***	
A12	<---	Intent	1.000				

Table 5
Regression weights of all variables and factors

Taken composed results of the above study indicate that the workers who are feeling, thinking and behaving dual may enhance creativity. As it is the tool to ponder the performances that excel ones progress. Furthermore the results provide evidence that ambivalence is not always bad to performance. It may consequently leverage the creativity in workers but this shed light towards some of the negative consequences of ambivalence when it occurs in emotions, this may effect or not to the creativity but the effect would be negative as perceived by the individual.

Discussions

The objectives of the study were twofold. The first was to signify the dimensions of ambivalence which were factorized by exploratory factor analysis factors and then results were confirmed by confirmatory factor analysis. The study makes several important contributions, first it extend the current discussion of ambivalence and categorized in three dimensions endorsed from literature. The scale adopted here was signified with dimensions whereas prior researches were piloted through physical experiments. Second these results advanced the emerging study of mixed feeling, emotions, thoughts and behaviors in organizations by empirically examining the effects on an organizationally relevant outcome of ambivalence. One expected implication of the study is that managers should attempt to induce ambivalence in their employees to enhance creativity. At the fact, this entitlement may be hasty. More researches are needed to explore whether the experience of ambivalence in form of cognitive, emotion and intention might have negative effect for either organizations and for well-being of employees⁴³.

Managerial Implications

Drawing on Cognitive Dissonance Theory, conflict between the positive and negative elements of an ambivalent attitude is thought to arouse psychological discomfort, which motivates an individual to resolve their internal conflict. These results would suggest that employees would be more creative while being ambivalent at cognition, emotion and intentions. Thus managers would get benefited by their ambivalent thoughts, emotions and intentions by knowing them all and by scheduling the creative task at the time when ambivalent forces up high. The interesting implication of the study for improving creativity of employees in the workplace as well as in their daily life routine matters too. Managers who wish to enhance upward the creative output of their employees might benefit from following in the footsteps of companies such as marketing and advertising companies. Hence ambivalence may aid employees to refine their aptitude to come up with unique and innovative ideas.

Limitations and Future Research

Unique and strong suit of this research was it provides a sculpture on scale development and conformation of its design for further and future studies. The reliance on the pilot study leads toward the validation of construct. Further this research mostly focuses on the ambivalence at individual level and responses. However this may be examined at collective level as ones ambivalent feeling, emotions, thoughts and behaviors may contradict with organizational task and performances. Here ambivalence was tested at a general form in which workers of banks confronting as routine. Thus the data of the study was unable to speak about the conditional and unconditional effect of ambivalence.

Methods and measures

Before the collection of final data, it is very much necessary to conduct the pilot study as it provides the direction either the selected items in the questionnaire are measuring the required information. At second step it also helps to answer the question that all the items in the questionnaire are very well understood and answered. It also helps to detect that weather there is a need for the item reduction/addition in the questionnaire.

⁴³ C. T. Fong, "The effects of emotional ambivalence on creativity..."

Once the pilot study confirmed the survey questionnaire through the reliability analysis, it was clear to go for actual data collection. Instruments to measure comprehension of variables for this study will be adopted and up to some extent adapted too as for the requirements. Adaptation of instruments will be possible through pilot testing on above mention participants sample set consisted on 30 to 50 employees. Subsequent to pilot testing and a somewhat clear assessment of scale the study precedes for final data collection and analysis. In this section final construct of the study is presented which dealing with the Structure Equation Model (SEM) of the study and its key findings. Acceptance or rejections of developed hypotheses are also discussed here. The survey of this study comprised of measures; these were designed to hold the various aspects of the concepts being investigated in this study. All the items against each variable were measured on five point Likert scale given under every measure described. See (Appendix A)

Context and Participants

The data analyzed in this study were collected from employees working in banks both public and private sector located in Pakistan. Convenience sampling practice was used to select the banks and Experience sampling method was adopted to choice the bank employees as study participants as well respondent. Within the case of each bank, those employees were carefully chosen as study participants that have an experience of at least 1 year or more on other. This working tenure to present job was taken as condition for the respondents to collect the data. This time period was used to admittance that they have some experiences and incidents which verbalize their belief, thoughts and behaviors. We have conversed to employees about the undergoing study purposes and its importance to their professional as well as personal life too. Moreover researchers assure them that their responses would be kept confidential. The questionnaire was developed through Google Forms which helps to generate a browser link. Researchers personally contacted to targeted workers of banks who fall in the above defined criteria and request to answer forthcoming positive results of pilot testing were derived from 37 participants among 50 contacted. The study intended to be conducted in Pakistan where cultural, demographical and contextual domains are different. So on the bases of SPSS condition "if item deleted" and respondent's views and suggestions some of items were discarded which did not fitted to the organizational context of Pakistan alpha values were improved.

Data Collection and Analysis

The questionnaire link was forwarded to the branch managers of different banks selected randomly and employees who fulfil the criteria were asked to respond and the questions are clear and understandable which might lead to minor adjustments to the wording of a few of the items. Branch managers were assigned responsibility to further forward the link through their domain networks to their colleagues. The sample selection process was continued for one month with regular intimations to branch managers. After that the data entries reaches at 314 researchers precede the data for analysis. Some of factors like age, gender, working tenure and income presumed to be controlled.

Subsequent phase after data collection is screening of data which provides the useful information about the response rate, missing data and its direction. After dealing with missing data, analysis procedure is presented here which provides the outcome for the major multivariate assumptions like linearity, Homoscedasticity and normality of data set. Before going to inferential statistics, it is very much significant to check the trend of

data through set of diagnostic test. After checking the multivariate assumption, demographics characteristics of various respondents are provided in this section.

Next to data assessment EFA (Exploratory Factor Analysis) was done, showing adequate KMO value and Bartlett's test. Under the section of conformity factor analysis (CFA) is conducted to explore the factor loadings for the study constructs. After checking the reliability of content and construct as well along with construct validity and discriminant of data, the measurement model and structural model were developed and analyzed for model fit indices and cut-off values. For the measurement model, confirmatory factor analysis (CFA) has been conducted to check the internal validity and reliability. According to Afthanornhan, Ahmad and Mamat reliability and validity of the model is very much necessary to finalize the structural equation model of the study.

For this purpose, present study has continued with to develop the construct to explain the information quality in terms of factors structures in which various dimensions are under observation. For advance analysis structural equation modeling (SEM) was practiced to find out the estimates along with their critical ratio. The significance of prevailing estimates for independent variables against creativity plays the role of dependents variable in the fundamental model of the study. According to Byrne⁴⁴ structure equation modeling is a very refined quantitative technique repeatedly used in social science researches. SEM is consisting of two models termed as measurement model and structure model. Prior to run any type of analysis measurement and structural models are essential to examine complete fit. These models were then check for direct effects between the predictor (exogenous) variables on outcome (endogenous) variables. It is equally imperative to determine the fit indices for the model to track the analysis. The researcher operationalized the analysis with the AMOS version 21 to examine the fit indices. The criterion was comprised of Goodness of Fit Index (GFI), Normed Fit Index (NFI), the Comparative Fit Index (CFI), the Tucker Lewis Index (TLI), the Root Mean Square Error of Approximation (RMSEA) and Chi-Square value (CMIN/df). The recommended cut-off value for RMSEA must be equal to or less than .07 whereas, the values for GFI, CFI, and TLI are $\geq .90$, to have good model fit⁴⁵.

Measures

Respondents were asked to answer based on their past or present experience of ambivalence. The construct was examined by using a scale of 5 items. Scale of intense ambivalence with 58 items was originally designed and after pilot testing scale comprises on 26 items adapted after some amendments. The reliability of the scale was measured though Cronbach Alpha which is 0.813. Yahya revealed that Cronbach's alpha of above 0.70 internal reliability of the construct is valid.

For creativity a well-defined scale of 13 items designed⁴⁶ was adopted to inculcate the analysis for the indication of ambivalence towards creativity. The reliability of the scale was measured though Cronbach Alpha which is 0.902. For significant and substantial

⁴⁴ B. M. Byrne, Structural equation modelling with Amos: Basic concepts, application, and programming (Mahwah: Lawrence Erlbaum Associates, 2001).

⁴⁵ J. F. Hair; R. E. Anderson; R. L. Tathan and W. C. Black, Multivariate Data Analysis...

⁴⁶ J. M. George & J. Zhou, "When openness to experience and conscientiousness are related to creative behavior: An interactional approach". Journal of Applied Psychology, Vol: 86 num 3 (2001): 513-524.

results some of items were ignored and discarded from the questionnaire. Cronbach's alpha has based to check the internal consistency of items. Current study has considered time duration of two weeks approximately to get the responses from targeted respondents for the pilot testing. The inter-correlations of the tested items increases resultantly the value of chronbach's alpha increases and this referred to internal consistency estimation of reliability test scores.

Conclusion

This research plugs many avenues for interesting future researches. Perhaps most importantly this research illuminate the utility of studying the ambivalence wholly and it is clearly necessary for researchers to gain more knowledge regarding any possible positive or negative consequences of ambivalence. A ground study could use in sampling technique in which employee described their cognitive, emotional and intentional ambivalence throughout the day to deliver cherished data regarding both the prevalence of ambivalence and its likely antecedents. Likewise Ashforth et al offered a framework of ultimate responses of ambivalence at individual level. These responses were avoidance, domination, compromise and holism. This paper attempts to evaluate some of the other individual/employee concerned factors that are organizational concerns too. We explore how the dimensions of ambivalence influence the creativity, this comprehension may tested further in different corners of population in different context. Moreover the eventual responses of ambivalence works at background of dimensions declared above. It may further intend to evaluate the dimension and signify which responses were working at backend in the given explored model. As ambivalence relies on inconsistency of behaviors and feelings so a longitudinal study is recommended to conduct for future indications and students and white collar managers would be the expected study groups to ponder on the research inferences.

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