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### Sources of Creativity Through Happiness and Role Conflict

Victor Paskah Kalawat Lengkong , Olivia Syanne Nelwan ,  
Regina Trifena Saerang , Silvy Lefina Mandey ,  
Johan Reineer Tumiwa , Tamás Mizik

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**Title of Manuscript:****Sources of Creativity Through Happiness and Role Conflict****Author's Details:****First Author**

Full Name : Victor Paskah Kalawat Lengkong  
Affiliation : Faculty of Economics and Business, Sam Ratulangi University  
Department : Management  
City : Manado  
Country : Indonesia  
Email Address : [vpk.lengkong@unsrat.ac.id](mailto:vpk.lengkong@unsrat.ac.id)  
ORCHID ID : <https://orcid.org/0000-0001-7976-967X>

**Second Author**

Full Name : Olivia Syanne Nelwan  
Affiliation : Faculty of Economics and Business, Sam Ratulangi University  
Department : Management  
City : Manado  
Country : Indonesia  
Email Address : [olivianelwan@gmail.com](mailto:olivianelwan@gmail.com)  
ORCHID ID : <https://orcid.org/0009-0008-9916-5425>

**Third Author**

Full Name : Regina Trifena Saerang  
Affiliation : Faculty of Economics and Business, Sam Ratulangi University  
Department : Management  
City : Manado  
Country : Indonesia  
Email Address : [reginasaerang@gmail.com](mailto:reginasaerang@gmail.com)  
ORCHID ID :

**Fourth Author**

Full Name : Silvy Lefina Mandey  
Affiliation : Faculty of Economics and Business, Sam Ratulangi University  
Department : Management  
City : Manado  
Country : Indonesia  
Email Address : [silvyamandey@gmail.com](mailto:silvyamandey@gmail.com)  
ORCHID ID : <https://orcid.org/0009-0003-6992-6346>

**Fifth Author**

Full Name : Johan Reineer Tumiwa  
1. Affiliation : Faculty of Economics and Business, Sam Ratulangi University  
Department : Management  
City : Manado

Country : Indonesia  
Email Address : [johantumiwa@unsrat.ac.id](mailto:johantumiwa@unsrat.ac.id)  
2. Affiliation : Faculty of Economics and Business, University of Debrecen  
Department : Institute of Applied Economics  
City : Debrecen  
Country : Hungary  
Email Address : [johantumiwa@unsrat.ac.id](mailto:johantumiwa@unsrat.ac.id)  
ORCHID ID : <https://orcid.org/0000-0002-3246-0453>

**Sixth Author**

Full Name : Tamás Mizik  
Affiliation : Faculty of Sustainable Development, Corvinus University of Budapest  
Department : Agricultural Economics  
City : Budapest  
Country : Hungary  
Email Address : [tamas.mizik@uni-corvinus.hu](mailto:tamas.mizik@uni-corvinus.hu)  
ORCHID ID : <https://orcid.org/0000-0003-4328-0631>

## Sources of Creativity Through Happiness and Role Conflict

**Abstract:** Creativity is increasingly recognized as a critical capability that enables individuals and organizations to adapt and innovate in dynamic environments. Recent studies highlight that creativity does not emerge solely from cognitive abilities but is also shaped by affective states such as happiness and contextual factors like role conflict. Happiness, as a positive psychological state, broadens thinking and strengthens intrinsic motivation, thereby fostering innovative behavior. At the same time, role conflict traditionally seen as a stressor can, under certain conditions, stimulate reflection and drive unconventional solutions, serving as a potential source of creative insight. This research adopts a Systematic Literature Review (SLR) approach, following a structured process of identification, screening, eligibility, and inclusion to synthesize findings from selected journal articles. The analysis integrates descriptive and thematic methods to explore how happiness and role conflict jointly influence sources of creativity. The results provide a clearer understanding of these interrelated factors and offer practical implications for organizations seeking to cultivate environments that support emotional well-being while leveraging role dynamics to stimulate creativity.

**Keywords:** *Creativity; Happiness; Role Conflict; Sources of Creativity; Systematic Literature Review; Organizational Innovation*

## INTRODUCTION

### Background

Creativity is widely acknowledged as a fundamental capability that enables individuals and organizations to adapt, thrive, and maintain competitiveness in environments characterized by volatility, uncertainty, complexity, and ambiguity. Scholars increasingly argue that sources of creativity are multidimensional, encompassing not only cognitive intelligence and technical expertise but also affective states, social contexts, and organizational dynamics (Brunoro et al., 2020; Kulophas & Hallinger, 2023; Pathak & Goltz, 2021). In knowledge-intensive settings, creativity serves as the engine for problem-solving, innovation, and continuous improvement, making the understanding of its antecedents an important area of inquiry (GoelGoel & SinghSingh, 2023; Latan et al., 2020).

One significant affective driver that has received growing attention is happiness. Positive affective states, such as happiness, have been found to broaden an individual's thought-action repertoire, fostering cognitive flexibility and enhancing the ability to generate diverse solutions (Bui et al., 2025). When individuals experience happiness at work, they are more likely to feel intrinsically motivated, resilient in the face of challenges, and open to exploring novel ideas. Recent studies in organizational behavior suggested that happiness not only enhances individual well-being but

also acts as a catalyst for creative output by stimulating proactive engagement and reducing psychological barriers to innovation (Liu et al., 2023; Nijkamp et al., 2024).

In contrast, organizational environments often present stressors such as role conflict, which arises when employees face incompatible demands or expectations from different stakeholders or job roles (Ho et al., 2024). Traditionally, role conflict has been viewed as a hindrance that undermines performance and job satisfaction. However, emerging perspectives indicated that under certain conditions, role conflict can stimulate critical reflection, encourage the reassessment of existing approaches, and ultimately drive innovative problem-solving (Kashdan et al., 2023). The cognitive dissonance created by conflicting demands may push individuals to think beyond conventional frameworks, thereby serving as an unexpected source of creativity when appropriately managed (Gonella et al., 2019).

### **Problem Statement**

Creativity is essential for innovation and organizational success, yet the combined influence of emotional well-being and contextual pressures on creativity remains unclear. While happiness is known to enhance cognitive flexibility and idea generation, role conflict arising from overlapping or incompatible demands can either hinder or stimulate creative thinking. Existing studies often examine these factors separately, leaving a gap in understanding how they jointly shape the sources of creativity. This gap makes it important to explore how happiness interacts with role conflict to influence creativity, providing insights for organizations seeking to foster innovation amid complex role expectations.

### **Research Objectives, Research Significance and Scope**

In line with the research background and problem statement, this study aimed to provide a deeper understanding of how emotional well-being and role pressures contribute to creative processes within organizations. To achieve this purpose, the following research objectives were formulated:

1. To examine the influence of happiness on the sources of creativity in organizational settings.
2. To analyze the effect of role conflict on the sources of creativity among employees.
3. To investigate the interaction between happiness and role conflict in shaping the sources of creativity.

This study is expected to contribute both theoretically and practically to the field of organizational behavior and creativity studies. From a theoretical perspective, this research offers a deeper understanding of how happiness and role conflict jointly influence the sources of creativity. From a practical standpoint, the findings of this research can serve as guidance for managers, leaders, and human resource practitioners in designing work environments that nurture

creativity. By understanding the positive role of happiness and the complex impact of role conflict, organizations can develop strategies to enhance employee innovation while managing competing demands effectively.

This study focuses on the organizational context, particularly within knowledge-based and dynamic work environments where emotional well-being and role expectations significantly impact creativity. The analysis is based on a dataset of 30 systematically selected journal articles published between 2015 and 2024, offering a robust yet bounded understanding of the topic

## METHOD

### Data Collection

The article selection process, guided by the PRISMA framework, ensured a systematic and rigorous approach to identifying relevant studies. The PRISMA-guided approach guarantees methodological transparency and replicability, reducing bias in article selection (Mengist et al., 2020). The process is outlined in four stages:

|                      |   |  |
|----------------------|---|--|
| Data bases selection |   | Included : Science Direct<br>Excluded : Other databases.                                     |
| Identification       | Keyword and syntax search<br>“happiness, source of Creativity, role conflict” | Included : 2,287 documents<br>Excluded : non-related documents from Science Direct databases |
|                      | Document type: Articles   | Included : 2,287 articles<br>Excluded : other document type                                  |
| Screening            | Language: English   | Included : 1,682 articles<br>Excluded : non-English articles                                 |
|                      | Year of publication: 2014 - 2024  | Included : 1,413 articles<br>Excluded : articles before 2020                                 |
| Eligibility          | Title and Abstract Alignment (TAA): Organizational Environment                | Included : 30 articles<br>Excluded : articles do not align with our research objectives      |
| Included             | 30 articles are included in the analysis.                                     |  |

**Figure 1** Data Selection and Inclusion Criteria

Source: Authors data analysis, 2025

**Identification:** The initial search, using the keyword “Source of Creativity, Happiness, Role Conflict” retrieved 2,287 documents from the Science direct database. Non-related documents and documents from other databases were excluded. This step established the foundation for narrowing the dataset to articles aligned with the research focus.

**Screening:** The retrieved documents were then screened using specific inclusion criteria. First, only articles were included, resulting in 1,682 entries, while other document types were excluded. Next, only English-language articles were retained to ensure accessibility and consistency, leaving 2,287 entries. Finally, only articles published between 2015 and 2024 were included, further narrowing the dataset to 1,413 entries and ensuring that the selected studies were recent and relevant.

**Eligibility:** The final eligibility assessment involved checking Title and Abstract Alignment (TAA) with the research focus on the Organizational Environment. This step refined the dataset to 30 articles by excluding those that did not align with the research objectives.

**Included:** Ultimately, a total of 30 articles were included in the analysis. This concise dataset reflects a targeted selection, ensuring that the studies are directly relevant to the research questions.

### **Procedure**

This study adopted a Systematic Literature Review (SLR) approach to ensure a structured and transparent process in analyzing the selected studies. All retrieved records were organized with reference management software, and duplicate entries were removed before proceeding to the next stage (Tran et al., 2025). Non-relevant materials such as book chapters, proceedings, and non-peer-reviewed sources were excluded. Titles and abstracts were reviewed to confirm alignment with the research focus, and full-text articles were then examined to finalize the dataset for analysis. The included studies were analyzed descriptively to capture publication characteristics and thematically to identify patterns linking creativity, happiness, and role conflict (Ravina-Ripoll et al., 2022; Vass et al., 2014). This structured process ensured that the analysis was comprehensive and aligned with the objectives of the study.

## **RESULTS**

### **Descriptive of the Analyzed Articles**



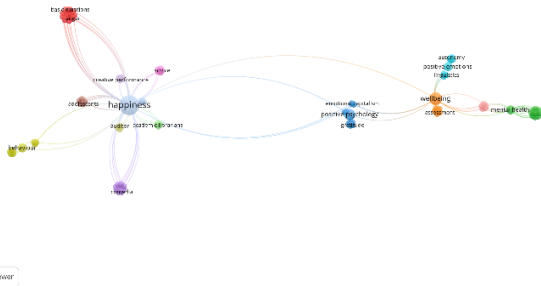
*Figure 2. Analyzed Article Descriptive Result*  
 Source: Author data analysis, 2025

The metadata analysis provides a structured overview of the research landscape concerning happiness and creativity. A total of 30 articles were examined, covering a time span from 2017 to 2024, which reflects both the early academic interest and its ongoing relevance. Within these publications, 265 distinct keywords were identified, indicating a broad thematic scope across interdisciplinary domains. The authorship profile reveals 109 different authors, demonstrating active collaboration in this field. However, 3 articles were found to be written by single authors, suggested a limited portion of independent work. In terms of institutional representation, there are 85 unique affiliations, reinforcing the contribution from a diverse range of academic and research institutions. These articles were published across 28 sources (journals or conference proceedings) and disseminated by 21 different publishers, illustrating the academic community's interest and the widespread dissemination of the topic across various platforms. Moreover, contributions originated from 19 countries, showcasing the international appeal and cross-cultural dimension of the subject matter.

### **Test for Clustering and Mapping**

To explore the relational structure among frequently co-occurring terms, keyword clustering and co-mapping techniques were conducted using bibliometric analysis tools. This process enabled the identification of conceptual linkages among happiness, role conflict, and creativity within the selected studies. The clustering map revealed several thematically interconnected keyword groups, indicating that discussions of happiness often intersect with topics such as psychological well-being, emotional regulation, and job satisfaction. Meanwhile, role conflict tended to cluster with

constructs such as stress, work–life balance, and organizational behavior. The convergence of these clusters highlights the dynamic interplay between affective experiences and professional demands in shaping creative outcomes in workplace settings.



**Figure 4.** Keywords Network Visualization  
Source: Author data analysis, 2025



**Figure 3.** Word Cloud Visualization  
Source: Author data analysis, 2025

To explore the interplay among the keywords and reveal the thematic clusters within the analyzed literature, a co-occurrence analysis was conducted using VOSviewer. A threshold of minimum three co-occurrences was set to determine the inclusion of keywords into the visualization. Out of 265 identified keywords, only those meeting the threshold were mapped, generating a comprehensive visual of keyword networks and thematic concentration. The word cloud reveals dominant research focuses with terms like “Creativity”, “Happiness”, “Positive”, “Well-being”, and “Emotion” standing out as central themes (Bae et al., 2023; Becchetti et al., 2020; Bhuiyan & Ivlevs, 2019; Hidellaarachchi et al., 2025). These keywords reflect an overarching interest in psychological well-being and its role in enhancing individual and organizational creativity. Other noticeable terms such as “Learning,” “Entrepreneurial,” “Innovation,” and “Leadership” suggested that the discourse also extends to educational and workplace contexts, where emotional intelligence and innovation are central (Allison et al., 2022; Deroncele-Acosta et al., 2024; Háša & Houdek, 2024; Mielly & Peticca-Harris, 2022). The network cluster map further refines these themes by grouping related keywords into visually distinct clusters. The blue cluster, centered on "happiness", connects to terms like *positive psychology*, *emotional capitalism*, and *gratitude*, highlighting the psychological mechanisms behind happiness and its implications in both individual and societal contexts (Bukchin & Kerret, 2020; Romání Rivera et al., 2024; Solanes et al., 2021). The orange cluster focuses on "well-being", incorporating links to *positive emotions*,

*autonomy*, and *mental health*, showing how emotional states influence assessments of quality of life and personal development (Ensari et al., 2016; Moss & Wilson, 2015).

Meanwhile, the red cluster captures the interplay between basic emotions like *anger*, and constructs such as *creative performance* and *adolescence*, pointing toward the emotional dynamics that influence creativity across developmental stages (Cortina & Fazel, 2015; Han, 2024). Additional smaller clusters connect happiness to specific social identities and domains such as *comedy*, *academic librarians*, and *advice* suggesting the breadth of contexts in which emotional well-being and creativity are explored (Villagran & Martin, 2022). This mapping supports the interpretation that happiness and creativity are not isolated constructs but are deeply embedded within complex emotional, psychological, and social systems. The findings emphasize the multidisciplinary nature of this research field and its potential for generating practical applications in education, organizational behavior, and mental health.

### **Descriptive Analysis**

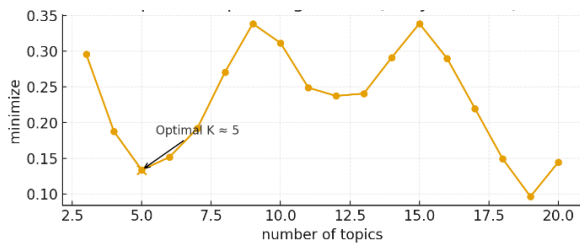
The journals that hosted these studies are diverse and cover multidisciplinary areas, including psychology, education, business, and Islamic thought. Among them are the *Journal of Business Research*, *Creativity Research Journal*, and several regionally significant journals such as *Jurnal Psikologi Islami* and *Philippine Journal of Psychology*. This variation highlights the intersection of creativity studies with both secular and religious perspectives (Okyere-Manu et al., 2022). In terms of research design, qualitative approaches dominated the sample, comprising 18 out of 30 studies. These include case studies, interviews, content analysis, and literature reviews. Quantitative studies accounted for 10 articles, primarily using survey methods, while 2 studies applied mixed-method designs to enrich the interpretation of complex variables. As for data sources, the studies mainly utilized interviews, surveys, and secondary literature, depending on the focus and scope of the research.

Overall, the selection showed that creativity is widely recognized as a multidimensional construct influenced not only by cognitive and contextual factors but also by emotional states, like happiness and conditions of tension, such as role conflict (Huang et al., 2025). The diversity in geographic settings, disciplinary backgrounds, and methodological approaches reflects the complexity and global relevance of creativity studies in today's dynamic environments. (The full metadata of the reviewed studies is provided in Supplementary Table S1.)

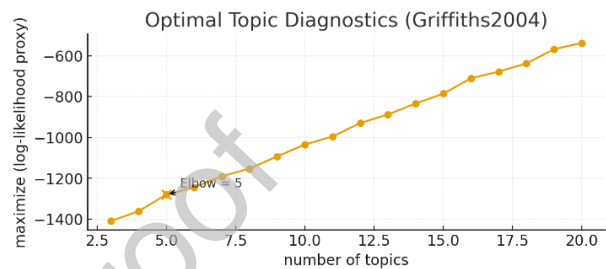
### **Thematic Analysis**

Following the descriptive synthesis, a thematic analysis was conducted to identify recurring patterns across the 30 selected articles. The results revealed three major thematic clusters that consistently emerged from the literature: (1)

happiness as a driver of creativity, (2) role conflict as a complex trigger for creative processes, and (3) the dynamic interaction between emotional well-being and contextual pressures. To validate the model configuration and determine the most representative number of latent topics, two complementary diagnostics were employed—the CaoJuan2009 index, which identifies topic compactness by minimizing similarity between topics, and the Griffiths2004 log-likelihood measure, which assesses model fit by maximizing predictive coherence. The resulting trend lines for both metrics are illustrated in Figures 5a and 5b.



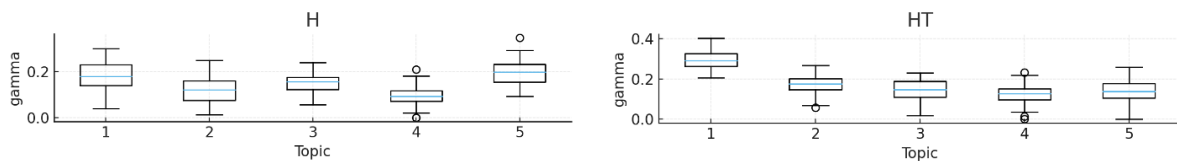
**Figure 5a.** Optimal Topic Diagnostics (minimize)

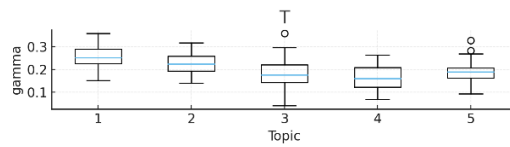


**Figure 5b.** Optimal Topic Diagnostics (maximize)

The CaoJuan2009 curve fluctuates across topic counts, with a clear local minimum observed near  $K = 5$ , indicating optimal topic separation and minimal redundancy between topics. In contrast, the Griffiths2004 metric rises sharply up to  $K = 5$  before gradually leveling off, marking an inflection point where additional topics yield diminishing improvements in model likelihood. Together, these trends suggest that five topics ( $K = 5$ ) provide the most balanced and interpretable model configuration for this study.

To further interpret the thematic structure of the topic model, the resulting documents were grouped into three main clusters—H (Happiness), HT (Happiness–Tension), and T (Tension)—based on dominant topic probabilities (gamma values). Each cluster represents a distinct pattern of association between happiness and role conflict in the creativity literature. Figure 6 presents the distribution of topic contributions across these clusters, visualized through separate boxplots for each group.





**Figure 6.** Dominant Topic Probabilities (gamma values)

The H cluster (Figure 6a) demonstrates relatively balanced topic weights, though Topic 5 shows the highest median gamma, suggesting that this cluster emphasizes emotional well-being and positive psychological states as primary sources of creativity. In the HT cluster (Figure 6b), Topic 1 dominates with the largest median and spread, indicating that papers in this group link creativity to both happiness and moderate role tension, reflecting constructive emotional interplay. The lower variance in Topics 3–5 implies narrower thematic concentration within this cluster. Finally, the T cluster (Figure 6c) exhibits slightly higher medians for Topics 1 and 2, revealing that this group’s literature primarily discusses creativity as emerging from conflict, role stress, and adaptive coping mechanisms. Topics 3–5 show stable but modest gamma values, indicating secondary relevance within the cluster. Together, these patterns highlight how emotional tone and contextual tension jointly shape the conceptual landscape of creativity research.

First, several studies emphasized the positive impact of happiness on individual and organizational creativity. Happiness was described not merely as an emotional state, but as a psychological condition that fosters openness, cognitive flexibility, and intrinsic motivation (Festa & Carfora, 2025). Authors such as Chen & Tseng (2021), Ryff (2019), and Solanes (2021) found that employees who experience joy and satisfaction in their work are more likely to generate original ideas and engage proactively in problem-solving. Second, role conflict, often seen as a workplace stressor, was reinterpreted in many articles as a potential catalyst for creativity when managed constructively. Rather than always inhibiting performance, conflicting demands were found to prompt reflection, re-evaluation of routines, and creative adaptation. Scholars such as Śmieja et al. (2025), Jungaberle (2018), and Nyathi et al. (2025) highlighted how psychological tension could activate new ways of thinking, particularly when supported by psychological safety or adaptive leadership. Third, a number of studies explored how happiness and role conflict intersect to shape creative output. In some cases, happiness acted as a buffer that mitigated the negative effects of role tension. In others, the presence of moderate conflict when combined with a strong sense of purpose or emotional resilience led to higher levels of innovation. Mixed-methods studies like those of Bauer (2020) and StJean et al. (2022) illustrated that this

relationship is highly contextual, influenced by leadership, culture, and individual coping strategies. (The full metadata of the reviewed studies is provided in Supplementary Table S2 and S3)

## **DISCUSSION**

### **Descriptive Overview of Selected Articles**

This subsection provides a descriptive synthesis of the 30 articles selected through a systematic literature review, focusing on the relationship between happiness, role conflict, and creativity. The analysis aimed to capture key patterns in terms of publication year, authorship structure, journal source, geographical distribution, and methodological orientation (Jungaberle et al., 2018; Kumar et al., 2020). This overview serves as a foundation to understand the academic landscape of the topic before delving into deeper thematic analysis. The 30 selected articles were published between 2015 and 2024, reflecting a growing academic interest over the past decade in the intersection between emotional states and creative processes. The peak publication occurred in 2021 and 2022, indicating that the topic gained notable traction, especially during and post-COVID-19 pandemic, when mental well-being and innovation became central discussions in workplace and organizational settings. In terms of authorship, a majority of the articles were written collaboratively, with only 3 articles authored by a single researcher. This indicated a strong tendency toward interdisciplinary and multi-institutional collaboration when addressing complex psychological and organizational themes like creativity and happiness (Guimarães et al., 2019). The highest number of co-authors per paper was six, while the average hovered around three authors per study.

Geographically, the research was globally distributed, although a concentration was observed in studies originating from Western contexts, particularly the United States, the United Kingdom, Canada, and several EU countries. Nevertheless, a significant number of contributions also emerged from Asian nations such as China, South Korea, and India, reflecting a widening international discourse. Interestingly, despite cultural and organizational differences, similar patterns emerged regarding the effects of positive affect and role strain on creative outputs.

### **Happiness as a Psychological Catalyst For Creativity**

Happiness, traditionally viewed as a positive emotional experience, has gained increasing attention in recent psychological and organizational literature as a key enabler of creativity (Haleem et al., 2024). In the context of this study, happiness is not merely treated as a fleeting emotion but rather as a sustainable psychological state that

significantly influences cognitive processes, motivation, and interpersonal behavior all of which are essential ingredients in the creative act (Wu et al., 2025).

These findings affirm the Broaden-and-Build Theory (Fredrickson, 2001), which posits that positive emotions broaden the scope of attention and cognition, thereby building enduring personal and intellectual resources (Sheppard & Williams, 2016). More specifically, happiness contributes to mental plasticity the ability to consider multiple perspectives, connect seemingly unrelated ideas, and take intellectual risks (Wei et al., 2025). In creative tasks, this means happier individuals are more likely to venture beyond conventional thinking and challenge normative constraints. This psychological safety, when combined with emotional positivity, lays a fertile ground for experimentation and imagination.

In several qualitative and mixed-methods studies within the reviewed corpus, participants who reported higher levels of life or job satisfaction also expressed greater psychological freedom to express ideas, take initiative, and collaborate with others creatively. This was particularly evident in research settings that examined team-based innovation, where shared emotional states of happiness often served as a collective catalyst that energized group dynamics and fostered co-creation. Importantly, happiness was not only associated with output but also with sustained creative engagement over time. Individuals who derive meaning and enjoyment from their work tend to persist longer in solving complex problems, refine their ideas more patiently, and bounce back from failures more resiliently. This endurance termed creative grit in some of the literature is often overlooked yet crucial in long-term innovation processes.

### **Role Conflict as a Constructive Disruptor**

Traditionally, role conflict has been perceived as a disruptive factor that hampers job performance and psychological well-being. In many organizational studies, conflicting demands between tasks, roles, or expectations are associated with stress, burnout, and reduced work engagement. However, a closer thematic analysis of the selected articles challenges this notion by positioning role conflict not merely as a liability but as a catalyst for creativity particularly when navigated with adaptive strategies and supportive environments. Multiple studies in the review highlight that when individuals are confronted with incompatible expectations or ambiguous roles, they are often forced to re-evaluate assumptions, think divergently, and seek novel pathways to resolve tension. This cognitive reappraisal process is inherently creative. Rather than rigidly adhering to prescribed norms, individuals in role-conflict situations are nudged to improvise and reinterpret their boundaries, which can lead to breakthrough ideas or unconventional problem-solving strategies.

For instance, in the studies authored by Jungaberle (2018), Nyathi et al. (2025), and Śmieja (2025), role conflict was not merely documented as a stressor but was reconceptualized as a disruptive force that stimulates reflection and adaptive action. These articles revealed that employees or team members facing conflicting responsibilities were more likely to break from routine thinking and explore alternative methods to fulfill competing expectations. This aligns with the concept of “creative abrasion,” where tension and disagreement when managed constructively generate richer ideation than uniform consensus. Moreover, the effectiveness of role conflict as a constructive disruptor is moderated by contextual factors, such as leadership style, psychological safety, and organizational culture. Environments that encourage open communication, tolerate ambiguity, and support risk-taking tend to transform role conflict from a stress-inducing dilemma into a space of opportunity for creative transformation. Conversely, rigid or punitive structures often suppress the creative potential inherent in conflictual experiences. In some cases, role conflict acts as a motivator for skill acquisition and boundary spanning. Employees who encounter overlapping or contradictory expectations are often compelled to expand their competencies or collaborate across departments, leading to a broader perspective and enhanced creative performance. This is especially relevant in agile or dynamic work settings, where flexibility and innovation are essential for survival and growth.

Additionally, the review indicated that the timing and intensity of role conflict play crucial roles. Moderate levels of conflict, when experienced intermittently rather than chronically, can serve as optimal triggers for creative activation. These manageable disruptions activate alertness and engagement without overwhelming the individual. However, persistent high-conflict situations without institutional support tend to reverse this effect, leading to fatigue and withdrawal.

### **Synergistic Dynamics: When Happiness Meets Conflict**

The intricate relationship between happiness and role conflict does not always follow a linear or opposing pattern. Instead, emerging literature suggests a synergistic dynamic and a nuanced interaction in which happiness and conflict coexist, influencing creativity in complex yet potentially constructive ways. This thematic intersection surfaced repeatedly in the analysis of the 30 selected articles, particularly in research that embraced a contextual and process-oriented view of creativity. While happiness is often positioned as a facilitator of cognitive openness and role conflict as a disruptor of routine, the co-presence of these states

can lead to enhanced creative potential but only under specific conditions. Articles by Bauer (2020), StJean (2022), and D'Souza (2019) highlighted that moderate levels of role tension, when coupled with emotional well-being, can

stimulate deeper reflection and imaginative problem-solving. In these cases, happiness serves as a psychological buffer, enabling individuals to engage with conflict constructively rather than defensively.

The dynamic becomes especially significant when viewed through the lens of adaptive leadership and psychological safety. When employees or individuals feel secure and valued (a condition often correlated with happiness), they are more likely to interpret conflict not as a threat, but as a challenge to be addressed creatively. This is particularly visible in team-based environments, where emotional positivity facilitates open communication, even amid conflicting roles or expectations. Moreover, happiness contributes to emotional resilience, allowing individuals to navigate role ambiguity and cognitive dissonance without falling into avoidance or burnout. Conflict, in such scenarios, is no longer a paralyzing obstacle but an impetus for change. When happiness is present, individuals are more willing to explore unconventional paths, tolerate uncertainty, and even reinterpret their roles in innovative ways thus catalyzing a type of creative disruption that is both meaningful and sustainable.

Some mixed-methods studies within the reviewed corpus reported that creativity peaked in environments where emotional satisfaction and structural tension were balanced. For example, participants in Bauer's (2020) study described moments of creative insight emerging not from comfort alone, but from the productive tension between expectations and inner purpose what the study called the "creative paradox." This paradox implies that too little conflict leads to complacency, while too much conflict without happiness leads to distress. The optimal zone, then, lies at the intersection of positive affect and moderate disruption (Frasco et al., 2025).

In addition, studies showed that happiness can modulate the effects of conflict across time. Initial role conflict may generate emotional discomfort, but when happiness remains stable, grounded in intrinsic motivation or personal meaning, individuals often reinterpret the conflict as an opportunity for growth. This perspective shift aligns with the concept of post-adversity growth in positive psychology, where emotional well-being contributes to a reframing of challenges as creative fuel. Culturally, the interaction between happiness and conflict varies. In collectivist cultures, role conflict often arises from obligations to group harmony, but happiness drawn from relational trust can ease the tension and encourage dialogue-based innovation (Bawardi et al., 2022). Conversely, in individualist contexts, role conflict may stem from autonomy demands, yet happiness tied to self-fulfillment can inspire independent creative breakthroughs even amidst structural constraints (Gallo et al., 2020; M. A. Runco, 2023a). In educational and organizational settings, this synergy holds significant implications. Facilitating environments that cultivate both emotional well-being and constructive conflict may be more effective than solely promoting harmony or minimizing

tension. This approach requires leaders and educators to understand the dual role of happiness as both a source of energy and a stabilizer and to recognize conflict as a potential catalyst for reconfiguration, not merely a problem to be solved (Mahipalan & S, 2019).

### Limitation

While the study highlights the interaction between happiness and role conflict as drivers of creativity, it does not fully account for individual differences such as personality traits, cultural variables, or organizational structures beyond the reviewed literature. In addition, the reliance on secondary data from prior studies may limit the generalizability of the findings. Future research is encouraged to incorporate primary data collection and explore contextual moderators such as leadership styles, organizational culture, and sector-specific conditions to deepen and validate these insights.

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