ROLE AMBIGUITY AND ROLE CONFLICT ON ORGANIZATIONAL PERFORMANCE IN TELECOMMUNICATION SECTOR: TAKING JOB SATISFACTION AS A MEDIATOR

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Abstract

This paper investigates the role of ambiguity and conflict on organizational performance. Its very important to identify how these factors impact on organizational performance on such a sector where results or outcomes are very important. In this study the industry that was taken is telecommunication industry. Out of 410 questionnaires 228 were received and 186 were found usable. Convenience sampling, non-probability sampling technique was used. PLS-SEM software was used in the data analysis. The study therefore arranges and settles the significance of organizational performance to the organization that as long as the organizational employees take organizational performance seriously and should not let any odd or negativity impact their performance otherwise it will impact the performance of the organization. The more employees

concentrate and work hard neglecting the odds in the organization, the more organizational performance will be rendered.

Introduction

In today's contemporary world, it is extremely difficult to work under stress as employees have horrendous and numerous responsibilities to cover up or perform. One way or the other they have to in any way performs or do their duties and report. But one thing is very apparent and important to know and consider is that despite being talented and experienced or someone who knowns the complete work still has to suffer lots of criticism and disparagement. Is there something wrong from the employee's point of view or is there something went erroneous and apparently confusing from the employer's point of view. Merely this has rarely been decided and everything continues notwithstanding mistakes until the anticipated results are accomplished. But one must understand that under this perspective how much time is wasted. Perceptibly, lot of time, energy and even resources are wasted. So is it preferably good. There are reasons that may be due to role ambiguity and role conflicts, certain problems transpire.   The occurrence of role ambiguity and role conflict is occasionally defined as the confusion that occurs due to the misunderstanding of the job responsibilities assigned in job description or confusion between two things are responsibilities.   Here managers don't give space to allow the individual or employees to ask for resolution of any ambiguity or any doubts or any conflict in roles. Therefore, managers must be helpful there but due to fear that resides inside employees makes them not to ask and sometimes the manager or leader shows cold shoulder for not guiding. The academic contributions of De Clercq, D. and Belausteguigoitia, I. (2017), narrated that in actuality the role ambiguity progresses and advances the intentions of turnover. But on the other hand, they also demonstrated that its impact eradicates at the superior levels of such people who have innovative inclination or behaviors as they trust and have their goodwill in the organization. Hill, K., Chênevert, D. and Poitras, J. (2015), demonstrated that the higher the rate of role ambiguity the higher will be the intentions of employees leaving the organization.

Literature Review

Role ambiguity

Amiruddin, A. (2019), explained that the impact of role ambiguity brings about work stress. When employees are confused about their responsibilities or clarity of what they are supposed to do in job or in a particular task then there will be a rise in stress. Employees can't work in stress and therefore there will be decline in accomplishments as well since there in confusion and stress will arise.   Kuvaas, B. and Buch, R. (2019), described that the leaders who have high role ambiguity should be provided role clarification.   Employees and leaders can't suffer role ambiguity unless and until they are clear on their directions with respect to their role and their duties and responsibilities.   Harris, E.G. and Fleming, D.E. (2017) designated their findings to investigate productivity propensity has an impact on role ambiguity. The results proved that as long as an employee has a behavioral style of productivity in the organization, role ambiguity will have no effect. June, S., & Mahmood, R. (2020) examined that there is a significant relationship between role ambiguity and employee performance. In this way it can be declared that as long as the role ambiguity increases the employee performance will decrease. Tarrar, O. K. J.., & John, J. A. (2020) observed that role ambiguity has a substantial consequence on intention to quit. Moreover, the reason why employees get coerced to make the intention of

abandoning the organization is due to this intent that they suffer role ambiguity and it ends up in making the intention of quitting from the organization. It's very understandable that in most organizations the employees start making their intentions to quit the organization due to lack of clarity and intensification in role ambiguity. Wenjun Li et al (2020) demonstrated that role ambiguity and role conflict is a real predicament problem and issue in China with respect to completion of job related tasks and their responsibilities. Widyaningrum, S., & Nora, E. (2020) investigated that there is a significantly negative direct relationship between ambiguity about the role in job as well as employee satisfaction. On the other hand, they also found and analyzed that there is a significantly positive relationship between role ambiguity and job stress. Which means that whenever there will be role ambiguity there will be stress confronted by the employees. In this way job stress brings a negative impact on employee job satisfaction. Role ambiguity is a major issue that is suffered in most organizations as a matter of fact. It keeps on prevailing in an organization and many employees do not have the courage to ask for clarity due to segregated types of leadership. In few places there are toxic leaders who tell the task once and expect positive results without question. Such organization or department suffer due to one's behavior. Many leaders explain that leaders are supposed to make employees realize for how important they are to the organizations. Then why do there are such leaders dwelling and residing who put down employees again and again and not clarifying their roles and responsibilities in the organization. Role clarity is very important if the organization wants to enjoy great accomplishments and success. Understanding the role ambiguity issues are very important. It must not reside in an organization or even an employee. If it does not it needs to be tackled one way or the other.

Role Conflict

Gunnarsdóttir, H.M. (2014), established that the effect of gender was significant when its controlled for the sector of economics and the managerial levels. According to their findings it revealed that the role conflict can be occurred by the discrepancy between internalized and the gender role related expectations as in the same way in managerial role related expectations. Elloy, D.F. and Smith, C.R. (2003), demonstrated that the dual career couples exercised higher levels of stress, work and family conflict as well as overload compared to the single career couples. In dual career couples there are many chances that both might be depending on each other on a few perspectives. This may lead to an argument or even a conflict in which both may be repudiating their particular roles. This kind of incident can lead to failures and even increase in the stress levels. In the same way or on the contrary if the example of a single career couple is concerned, there the singular person knows very well that everything has to be done by the single person. So, there are no major conflicts that arise here. Therefore, they suggested that the human resource managers must investigate and create a system or potential for those who are dual career couples working for supporting themselves and the family. There could be certain policies that could be manufactured by the managers that can aid and assist in destressing employees. Teh, P., Yong, C., Arumugam, V. and Ooi, K. (2009), found that it was reported by the human resource that according to their focus there is a significantly negative relationship between TQM practices and role conflict. Ahmad, Z. and Taylor, D. (2009), discovered through their results that role conflict is apparently negatively related to commitment to independence. It's very apparent that role conflicts play a very negative role with respect to organizational gains and achievement. But it needs to be figured out that how can this particular thing eradicated in order to get what is expected. In today's contemporary world people are encapsulated and surrounded

by horrendous and numerous roles and responsibilities. This confuses and employees get a lot of stress. A single employee has various roles in an organization and then in the same way has additional roles at home with respect to family. This particular situation directs employees towards role ambiguity. It difficult to produce organizational performance in the presence of role ambiguity. But still there could be a way to produce organizational performance in role ambiguity situations and conditions.

Organizational Performance

Ahn, S., Cho, C.K. and Cho, T.S. (2020), revealed and investigated a promotion focus would definitely improve and progress the degree of growth related strategic change. If employees are given the guarantee that they will be promoted if they work very appropriately and in the right direction then the organization will achieve success and greatly perform. With this those employees will be liable for a promotion. Chen, M.Y.-C., Lam, L.W. and Zhu, J.N.Y. (2020), found and declared that human capital and social capital mediate the relationship between the human resource development practices and organizational performance improvement. Perceptibly it has been derived that the employees and groups that are dwelling in the organization improve and encourage organizational performance in the organization. Khdour, N., Masa'deh, R. and Al-Raoush, A. (2020), revealed and demonstrated that they have found a significant and apparent impact of organizational learning, change management, corporate culture, change management, training and development and leadership and also explained that they all had positive relationship with organizational performance. It is ostensible that organizational learning will change and bring organizational performance. In the same way a change in management will also bring an impact in organizational performance. Likewise, training and development as well as leadership has a direct relationship in bringing change positively on organizational performance. Hasani, T. and O'Reilly, N. (2020), explained with their findings that there is a positive effect of technological and environmental physiognomies on the organizational performance of start-up businesses. It was also revealed that the venture capitalists support has a constructive impact on organizational performance and social customers relationship management. Alosani, M.S., Yusoff, R.Z., Al-Ansi, A.A. and Al-Dhaafri, H.S. (2020), investigated the impact of six sigma and innovation culture on organizational performance and found that innovation culture partially mediates the impacts of six sigma on organizational performance. Whenever there is innovation or whenever the organization works on innovation or brings innovative product then apparently the performance of the organization starts increasing. Zack, M., McKeen, J. and Singh, S. (2009), investigated that Knowledge Management practices were directly associated to organizational performance which in no ambiguity would encourage and give rise to financial management. As long as knowledge is managed appropriately there will be no issues or predicaments in organizational performance. Organizational performance is a necessity of the organization. Without it organizations can't survive. There are various ways in which organizational performance could be rendered. For achieving organizational performance its very imperative that employees have clarity of their work and responsibilities. Ambiguities should not be residing or dwelling otherwise there are chances of decrease in organizational performance. Organizational performance is a necessity and a requirement for every organization if it wants to prevail. Organizations who do not ensure good performance suffer the most. By ensuring organizational performance does not mean that the leaders of the organization have to get straight or become toxic or rude with employees. Every behavior carries a consequence. Either its rude, toxic or good behavior will result in a

consequence. The organization has to be very wise and cautious while administering a particular strategy to ensure organizational performance. In many cases even employees get upset with management observing them. Therefore, the organization's top management must think very carefully for what strategies could be used in order to ensure great organizational performance. Here it's necessary to understand that employees are a very valuable asset for the organization and for the organizational performance.

Job Satisfaction

Wahyono, , Prihandono, D. and Wijayanto, A. (2020), investigated that the impact of work place spirituality has a positive relationship and impact on job satisfaction. When employees work in an organization where there is peace enough that spirituality could be felt, then employees will without a doubt show job satisfaction. When employees will have the capacity to see and feel things positively at work then they can exercise workplace spirituality. In this situation employees not only benefit peace but they also accomplish job satisfaction. Pfister, I.B., Jacobshagen, N., Kälin, W. and Semmer, N.K. (2020), demonstrated that appreciating employees made the employees achieve the feeling for success and job satisfaction. In the contemporary world employees continuously work and accomplish their goals with this they are given another task and are never appreciated for what good or benefit they are providing to the organization. A simple sentence or even a word of appreciation goes a great mile. In work appreciation is a necessity if the organization or an employer wants continuous accomplishments from employees. Wong, C., Walsh, E.J., Basacco, K.N., Mendes Domingues, M.C. and Pye, D.R.H. (2020), examined that authentic leadership style demonstrated job satisfaction directly. When the leader himself is presenting himself as a symbol of trust and encouraging it upon his employees then definitely employees will positively show job satisfaction seeing the leader as a symbol that he displays of himself. Sembiring, N., Nimran, U., Astuti, E.S. and Utami, H.N. (2020), identified that emotional intelligence had a significant and apparent impact on job satisfaction. When employees feel capacitated to display an understanding of emotions, how to control and manage them in order to get rid of any issues and problems or impending predicaments, then employee will be satisfied with his job displaying job satisfaction consistently.

Kalliath, P., Kalliath, T., Chan, X.W. and Chan, C. (2020), investigated that the perceived supervisor support associated the relationship between work family enrichment and job satisfaction. The support of supervisors is mostly needed by employees or people working in the organization. This support comforts and satisfies the employees and so they get satisfied with their jobs. The study of Dhir, S., Dutta, T. and Ghosh, P. (2020), discovered that person job fit, person organization fit and perceived supervisor support had a significantly positive impact on job satisfaction. In other words, if the person is right for the job, the person is fit for the organization and will get support from the supervisor as well. Then there is no chance that employees will not be satisfied with the job. They will exhibit job satisfaction. Álvarez, G. and I. Sinde-Cantorna, A. (2014), described that those with self-employment or own business experienced autonomy and freedom and so enjoyed their work and displayed job satisfaction. There are many businessmen who display satisfaction due to the autonomy they enjoy as they are not supposed to report any one and they have the freedom to decide everything rather than taking order or giving orders. They have to do everything by themselves and they do it with ease and freedom. Job satisfaction is a necessity for every employee or person who is working and doing job or business. Otherwise stress and tension from the organization and employer's side degrades

and bring disgrace to employees. Even if the employees want to show loyalty and want to work sincerely fail to do it as they are suffering from dissatisfaction. Job satisfaction helps the organization to grow to the extent that it can generate great profits and market share. This can provide the organization opportunities for expansion. Sometimes the organization ignore very petty things that can lead to great disaster like shut down periods and even great losses. Like there are situations in which the organization had great prospects but just because of not taking care of employees and following ethical standards that encapsulates employee rights and their wellbeing, lead to a situation in which the organizational lost tragically. Organizations especially in today's contemporary world must concentrate, focus and think on tactics and strategies that ensures job satisfaction by the employees working in an organization.

Role Theory

Correspondingly as scrutinized, that role conflict, Kahn et al. (1964) hypothesized that role ambiguity ought to intensify the likelihood that an individual or an organizational employee will display his or her level of dissatisfaction or discontentment on his or her part, will also exercise anxiety, will misrepresent authenticity and genuineness and so would definitely guarantee poor performance and effectiveness at work. Kahn et al (1964) further enlightened and reverberated that role ambiguity exists and upsurges when organizational complications surpass an individual's level of capacity of understanding. Therefore, the segment of role conflict and role ambiguity to job performance can be best represented by the role theory.

Social Exchange Theory

There are various authors who have substantiated and observed that there is a positive correlation between job satisfaction and organizational performance (Chan, Gee, & Steiner, 2000; Ellinger, Ellinger, Yang, &Howton, 2002; Huselid, 1995; Koys, 2001; Latif et al., 2015; Mafini&Pooe, 2013). Additionally, Ostroff (1992) added that organization which had more satisfied employees were more effective, compared to the organizations possessing dissatisfied employees. Which clearly determines that an organization's performance depends on the level of satisfaction employees display with their jobs. In this respect this segment or study will cater the Social Exchange Theory. Social exchange theory is to get maximum benefit with minimum cost.

Methodology:

Sample

A survey was organized in which the questionnaires were distributed among the employees of telecommunication industry that comprised of Mobilink, Telenor, Warid and Ufone. The sample size was 384 according to kerijice and morgan 1970. 410 questionnaires were distributed and only 228 were received. After data screening it was found that 186 were use-able, and therefore the response rate was 48%. The sampling technique that was used in this process was convenience sampling, non-probability sampling. With respect to the analysis of the data the software that was used was PLS-SEM. Respondents were from the telecommunication industry and were all permanent employees. In the questionnaire structured questionnaires with 5-point Likert scale was used in the survey.

Measurement Scale

In order to prove the model a survey was conducted. With a structure questionnaire. The questionnaire comprised of statements on the constructs that were selected in the arrangement of rating scales. The scales used to measure are consistent since they were used to measure the precise constructs, and they are appropriate for our study. On the other hand, they have been extensively tested and they show suitable psychometric properties (Hui and Yee, 2015). The following is the description of each scale.
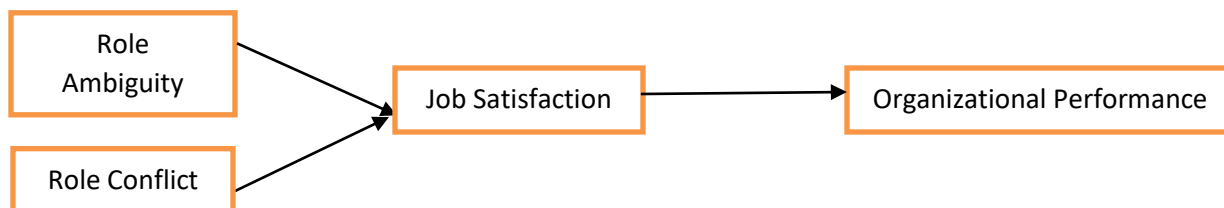
Role Ambiguity

There were 6 items adapted from the constructs developed by Rizzo et al. (1970) to test the role of ambiguity in the organization. The first item beginning from I feel certain about how much authority I have. The item verifies and explains the level of clarity the employees working in the organization have regarding their role and authority. Whether work with clarity or not and they are aware of what authority or position or power they can exercise.

Role Conflict

In order to measure role conflict there were 8 items adapted from the construct developed by Rizzo et al. (1970). The first item to check role conflict is that an employee has to do things differently. Which means that there is a conflict between what others are doing and what the employee has to do. This explains that an employee is being given unusual work in the organization. What employee is supposed to do is different from what an employee is supposed to do.

Job Satisfaction

The constructs developed by Hackman, J.R et al. (1980) was adapted which comprised of 6 items to test the level of job satisfaction in the organization. The first item starting from," My opinion of myself goes up when I do this job very well. Which explains that when an employee knows that they have done something great then their morale gets higher.

Organizational Performance

To measure the organizational commitment 5 items were adapted from the constructs developed by Drew S. et al (1997). The first item starting from the understanding that the employee's company is much successful than the competitors. This will eventually tell for what the level of the organizational performance of an organization is.

Data Analysis Technique

The model that has been proposed in this paper has been tested by PLS algorithm. Furthermore, the model was subjected to covariance-based structural equation modelling(SEM) that shows and

examines the exceptional understandings with respect to factorial data. The Smart PLS was Software was used for the analysis of SEM indices. The exceptional advantage of using this method is that it handles the real encounters in the nature of data such as the data noise, missing data and skewness.

Results and Data Analysis

Testing Measurement Model

Here in the table it has been proved that the model is acceptable with all figures of reliability to be greater than 0.7 for the purposes of confirmatory as it has been suggested by (Chin, 1998; Hock and Ringle, 2006). Now as for as the average variance is concerned is basically used to measure for convergent validity in PLS, and therefore should preferably be more than 0.5(Chin, 1998; Hock and Ringle, 2006). In this study if the average variance is more than 0.5 then this is a signal that the determinants are capacitated in translating and exemplifying at least partial the variance of their individual indicators.

Table I: Construct Reliability & Validity

	Cronbach's Alpha	Composite Reliability	Average Variance
JS	0.570	0.712	0.356
OP	0.968	0.975	0.885
RA	0.880	0.909	0.625
RC	0.898	0.916	0.582

The Table II and III show the correlation that is among the latent variables and also the path coefficients, congruently. Secondly, in the table II, verifies all the values to be adequate of discriminant validity. The table III explicates, the path coefficients are not only positive but significant as well except for Role Ambiguity – Job Satisfaction that is 0.15 which is greater than ($p < 0.05$). The rest of the hypothesis are accepted as seen in the table. Job Satisfaction's impact with Organizational Performance is 0.000($p < 0.01$). Which explains that if the employee is satisfied with his or her job then it will definitely impact the organizational performance positively. As discussed above that role ambiguity has a negative impact on job satisfaction. Since its 0.15 and is greater than ($p<0.05$). which clearly states that when employees face ambiguity then it will negatively impact the Job Satisfaction. On the other hand, it was seen that the Role ambiguity has a positive impact on organizational performance. This may mean that despite Role Ambiguity there is still positive impact on organizational performance due to this reason that employees do not stop working even if there is a conflict. Conflicts do take place in organizations but because of its presence there is no negative impact on organization performance. Since its 0.000($p < 0.01$). Thirdly, it was examined that Role Conflict gave positive results on job satisfaction. Since 0.000 ($p < 0.01$) that can mean in such cases that even if there are conflicts, employees do not display any dissatisfaction with their work or organization and they continue doing their work in the organization. Lastly, the results proved that notwithstanding being the presence of role conflict there is still a positive impact on organizational performance. Which clearly states that even if there is a presence of role conflict, organizational performance cannot be compromised at any cost. Since the telecommunication sector was taken and they have an environment where everyone is a goal-oriented institution and

its taken seriously. That's why the presence of negative factors in 3 situations there was still positive impact on organizational performance and job satisfaction 0.000 (P < 0.01)

Table II: Discriminant Validity

	JS	OP	RA	RC
JS	0.597			
OP	0.795	0.941		
RA	0.696	0.651	0.791	
RC	0.868	0.797	0.645	0.763

Table III: Path Coefficient

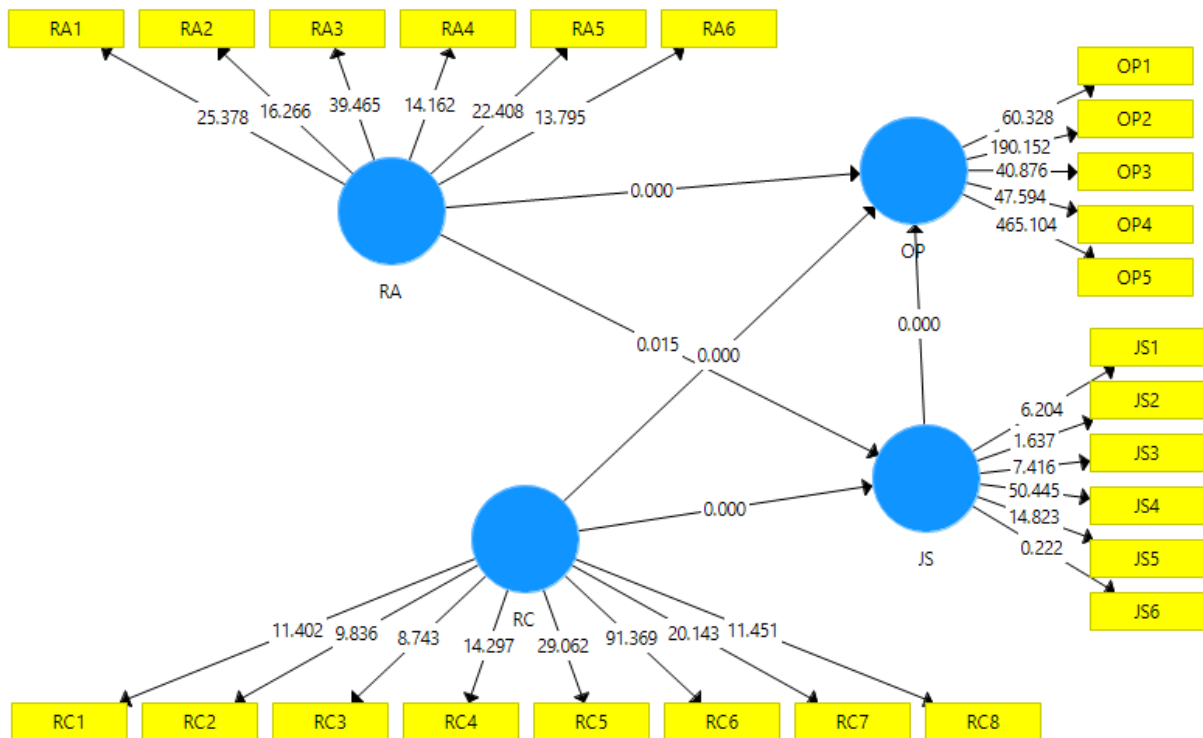|	P Values	
JS – OP	0.000	Supported
RA – JS	0.15	Not Supported
RA – OP	0.000	Supported
RC – JS	0.000	Supported
RC – OP	0.000	Supported

The Table IV below shows and states that the mediation effect was very successful and completely supports the model. As seen in the table that the mediation of Job Satisfaction between role ambiguity and organizational performance is less than (P < 0.05) and similarly the mediation effect of Job satisfaction between Role Conflict and Organizational Performance is less than (P < 0.01). This clearly states that both the mediation is supported in the model. This clearly states that in organization even if people have Role Ambiguity and Role Conflict but they are displaying Job Satisfaction then Organizational Performance can still be guaranteed.

Table IV: Specific Indirect Effects

	P Values	
RA – JS – OP	0.041	Supported
RC – JS – OP	0.000	Supported
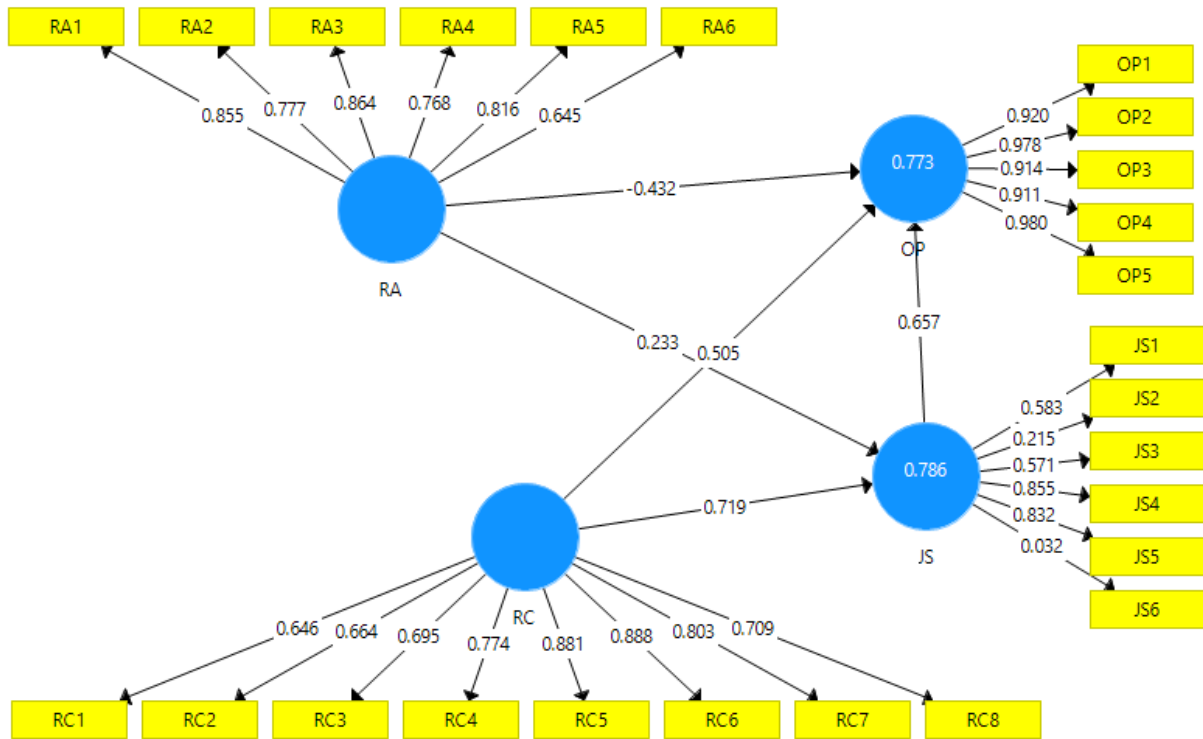
Testing Structural Model:

R Square

	R Square	R Square Adjusted
JS	0.786	0.781
OP	0.773	0.766

Multiple Collinearity Inner VIF Values

	JS	OP	RA	RC
JS		4.668		
OP				
RA	1.711	1.964		
RC	1.711	4.121		

Discussion

The discriminant value of Job Satisfaction is (0.597) and it can be clearly seen that its less than the correlation value (0.795) that is between Job Satisfaction and Organizational Performance. This shows and proves that the Organizational Performance is linked and connected with Job Satisfaction. On the other hand, Table III displays that out of 5 hypotheses, 4 are accepted and they support the model. The path coefficients explain and illustrate the correlation between Job Satisfaction and Organizational Performance is highly accepted with P < 0.01. This clearly states

that as long as employees display job satisfaction they will render organizational performance. In the same way, the correlation between Role Ambiguity and Organizational Performance is also highly accepted since $P < 0.01$. This explains that even if there is a presence of role ambiguity, organizational performance still prevails. Thirdly, the Role Conflict also positively supports and accepts Job Satisfaction with $P < 0.01$. Here it validates that role conflict can still produce job satisfaction. Employees can still display job satisfaction with role conflict. Lastly, Role Conflict also has a high acceptance with Organizational Performance with $P < 0.01$. This examines that the role conflict will still produce organizational performance.

Study Limitations and future research directions

In the paper the research has been done on telecommunication sector. Which means that the study could be rendered on other sectors and they can be studied as well. It was a cross sectional study and no temporal effects were used. The replication of this study in the light of longitudinal data can validate the relationship between what has been tested and proposed. Various samples can oversimplify the findings.

Conclusion

Organizational performance is a priority for every organization small or large corporate organizations. Whatever organizations do, their main dependence is on the organizational performance and what it obtains at the end. It has been justified that good corporate organizations like the telecommunication sector has no negative impacts on the organizational performance regarding the role ambiguity and role conflict. This may be the reason to demonstrate how mature an organization is that it does not let any negative variable to impact on the performance of the organization. Here organizations should very professionally train their employees that whatever issues are, whether its role ambiguity or role conflict, it must not impact negatively on the organizational performance. Here is the telecommunication sector that has been taken but other sectors should also demonstrate such professionalism that any type of negativity should not impact badly on the organization. Secondly, the employees should also understand and think about working in the organization with this mindset that they have to produce results for the organization and they should not have any sort of contentions or tussle due to any factor and keep working to achieve a better organization goal as the performance of the organization depends on all the individuals working in the organization.

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