

## **Role Conflict, Role Ambiguity and Job Performance among Supervisors: With Special Reference to Selected Apparel Companies in Sri Lanka**

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### **Abstract**

The apparel industry takes a more significant position than other industries that contribute to major income sources in Sri Lanka. Apparel firms mostly rely on the performance of their workforce. However, the problems with regard to job roles are reducing the job performance of the operational level employees, including supervisory employees. They engage in most of the activities that are beyond their responsibility, which results in role conflict and role ambiguity that directly affects their own job performance. Thus, this research study aimed at identifying the relationship and impact of role conflict and role ambiguity on job performance among supervisors in the selected apparel industry in Sri Lanka. The research model was developed from the existing literature regarding the study area. The data were collected from 75 operational level employees-supervisors in three apparel firms using simple random sampling method. Primary data collection was done by using a self-administrated questionnaire, which included 31 statements in terms of role conflict, role ambiguity, and job performance with a Five-Point Likert Scale. The dataset was analyzed based on descriptive statistical analysis, correlation analysis, and regression analysis through SPSS. The findings revealed that supervisors in the selected three apparel firms experienced a high level of role conflict and role ambiguity, and that both role conflict and role ambiguity variables are positively correlated with job performance. Furthermore, role conflict and role ambiguity positively impact on job performance. Future researchers may assess some other variables that can have an impact on employee job performance.

**Keywords:** Apparel Industry, Role ambiguity, Role Conflict, Job Performance, Supervisors

### **1. INTRODUCTION**

Human resources are the most important and valuable resource to achieving organizational major goals and competitive advantages. The terms of human resources refer to the tangible assets, but they are with

capabilities identified as intangibilities (knowledge, skills, creative abilities, talents, values, and benefits) of an organization's workforce environment. The competitors can create other resources like physical materials, technological

methods, practices and strategies but human resources are unique to each organization. Therefore, organization can't achieve the objectives without good motivated workforce. It needs to be workers' good job performance to achieve those goals. When consider the job performance, it highly affects to manufacturing sector workers.

In manufacturing sectors, there is a need for skilled workers to produce goods. To achieve a great performance level, any organization should have a business environment that helps employees adapt to a dynamic and changing environment. It has a significant impact on employees within businesses.

New skills are required to adopt with new budget cuts and downsizing, frequent organizational change and technological development (Levitt & March, 1988). In addition, networks across traditional boundaries are increasingly necessary to develop innovative solutions for complex problems. As a result, changes have a significant impact, particularly on organizational operational level workers, and they create role ambiguity and role conflict among employees. Thus, employees may have experience that are lack of understanding of their role (role ambiguity) as well as difficulties in attempting to satisfy conflicting or incompatible job demand (role conflict). As per Jackson & Schuler (1985), Research that focuses on cognitive and motivational processes reveals that there is a negative relationship between role ambiguity, role conflict, and job performance. Therefore, the aim of this study is to identify the impact of role conflict and

role ambiguity on job performance among supervisors in three selected apparel firms in Sri Lanka.

### **1.1 Problem Background**

When referring to different types of industries, the apparel industry takes a significant position compared with other industries that contribute to major income sources in the Sri Lankan economy (EDB Sri Lanka, 2022). It is a significant contributor to the economic development in Sri Lanka. Apparel firms have to develop their workforce properly by improving their knowledge, skills and attitudes to meet global competition. To increase those things, there is a need to motivate employees. Therefore, firms try to keep motivated workforce because job performance can be achieved through them (Nabi et al., 2017). There is a major challenge to the development and maintenance of the required manpower for apparel firms in Sri Lanka (Welmilla, 2020). The inefficiency of the workforce is affecting the firm's growth and productivity (Vosloban, 2012).

There should be efficiency among all levels of employees to achieve the common goal of the firm. The operation level has the responsibility of dealing with the firm's manufacturing. Job performances are the apparel firm's expected outcomes through their employees. And also, job performance can be seen through positive people because they always try to increase their performance level (Greeno, 2002). However, the problems with regard to job roles are reducing the job performance of the operational level employees, such as apparel supervisors. When it comes to

supervisory employees' job roles, there are some problems regarding job roles, such as role conflict and role ambiguity. Himmet, Ünal & Cuhadar (2008) and Engin & Serdar (2021) found that role conflicts and role ambiguity seem significant in determining the level of job performance of employees. Most of the time, supervisors are replaced by several job roles, especially when the organizations receive high orders. They engage in most of the activities that exceed their responsibility. Sometimes they are unable to understand what should have to be done. In those kinds of situations, role conflict and role ambiguity can occur. Thus, role conflict and role ambiguity may have direct implications on their own job performance.

Muis et al., (2021) revealed in their study that role conflicts have a significant negative impact on female employees. According to a study conducted by Abramis (1994), assessing the impact of role ambiguity on employees' job performance. The results suggested that role ambiguity significantly and negatively affects the performance of employees. But some scholars have found contradictory results of role conflict and role ambiguity on employees' job performances, as Bedeian, Mossholder, & Armenakis (1983) found different weak correlations between role ambiguity and employee job performance at different times from the same study sample. Since some studies stated that workers who encountered role conflict might stimulate an impulse to resolve the issue and maintain their performance, the impact of role conflict on

employee performance is also uncertain (Rahayu & Hidayat, 2021). Some studies found role conflict did not significantly affect job performance (Wu & Zheng, 2019).

Based on the available evidence, due to both variables of role ambiguity and role conflicts reporting contradictory results and different magnitudes, there is a curiosity to find out the actual results of role ambiguity and role conflicts on job performance of employees. On the other hand, due to the limited studies conducted by combining both role ambiguity and role conflicts on assessing the impact of supervisory job categories, especially in the Sri Lankan apparel industry, this study aimed to identify the impact of role conflict and role ambiguity on job performance among the supervisors of selected apparel firms in Sri Lanka.

## **2. LITERATURE REVIEW**

### **2.1 Role conflict**

Employees face role conflict when they are expected to meet demands and expectations that are irreconcilable (Celik, 2013). Role conflict is defined by different philosopher's in different ways. According to the (Katz & Kahn, 1978) defined role conflict as "the occurrence of two or more role outputs or role requirement that the performance of one of them makes the performance of the other is become more difficult". According to Nayad (2017), "role conflict is inability to perform the role due to incompatibility of different tasks in the same role, arising when the requirements of one system come into conflict with the requirement of the other system. Ahmad, et al. (2021) distinguishes

between two types of role conflict. The first is when a single norm represents a group activity that is immoral, inappropriate, and unethical by the second's norms standard. The second sort of role conflict is one in which two people are competing for the same position is the incapacity of people to do two things at once.

## **2.2 Role ambiguity**

Role ambiguity is defined as “the result of a lack of information with regard to work evaluation about the opportunities to progress, rules and responsibility and superior’s expectations regarding the role of an employee in an organizational position” According to Eys & Carron (2001), role ambiguity is “the lack of a clear set of instructions for guiding one’s actions in a particular setting or to reach a specific goal” According to role theory, “Role ambiguity refers to the lack of specificity and predictability for an employee’s job or role functions and responsibility” (Tang & Chang, 2010). According to Kabiri et al., (2012). Role ambiguity simply define as the focal person doesn’t know what he/she is supposed to do.

## **2.3 Job performance**

Job performance is defined as the total expected value for the organization of the discrete behavioral aspects that an individual carries within standard period of time (Motowidlo & Kell, 2012). And also it can be defined in terms of the incumbent's success in carrying out the tasks that are included in a set of occupational standards (Fleishman & Quaintance, 1984). Job performance can be recognized as employee’s work achievement after

taking required effort on the job which is associated through generating a meaningful work, engaged to profile (Nunez & Frezatti, 2016). Individual work performance refers to an employee's actions that are intended to achieve organizational goals. According to Parker & Turner (2002), individual performance also differs from that of groups and organizations. Some studies, however, show that certain forms of individual performance can contribute to performance results in units of analysis other than the individual level, such as for groups and organizations

## **2.4 Relationship between role conflict and job performance**

As noted by Jackson & Schuler (1985), the literature examining this relationship does not continuously support these contentions. Primary studies in the 1970s and 1980s are failed to find significant correlations between role conflict and job performance. However, in other studies the results indicated that role conflict were significantly and negatively related to job performance.

Role conflicts are issues which are occur due to the mismatch between expectations of job roles in individual within the organization with other inside and outside of the organization (Tsui & Shis, 2005). The potential effect of role conflicts is more sensitive, both for employee or organization in terms of emotional consequences, such as high level of work pressure, job dissatisfaction and lower job performance. Role conflict can be occurred due to discomfort at work and lower motivation. This

condition leads to a negative impact on the employees and would decrease their overall job performance (Amilin, 2017). Sometimes, Role conflict shows positive relationship with the job performance (Kumarasinghe & Deegahawatura, 2021)

### **2.5 Relationship between role ambiguity and job performance**

As per Jackson & Schuler (1985), there is a negative relationship between role ambiguity and job performance can be explained through research that focuses on cognitive and motivational processes. As an example, role ambiguity can be identified as a lack of knowledge of effective job behaviors, when role conflict occurs, due to conflicting information, the individual is unable to do expected things. When comes to cognitive perspective, role ambiguity should result in lower levels of performance since they represent a lack of information and information overload, respectively. From a motivational view, performance should be negatively related to role ambiguity as effort-to-performance and performance-to-reward expectancies. (Tubre & Collins, 2000)

Tubre & Collins (2001) identified a negative relationship between role ambiguity and performance among employees whose roles are characterized by the high level of task interdependence compared to employees who work done independently. When the role ambiguity is high, there are sufficient rooms to interpret the job requirements, leading to different standards of performance among

similar group of individuals and reduced performance

Fried, et al., (1998) found that role ambiguity influenced supervisor performance and those employees with high levels of role ambiguity are associated with lower levels of performance effectiveness. Fisher (2001) also indicated that role ambiguity was negatively related to job performance of the individuals.

### **2.6 Research Framework**

The research framework mainly represents the relationship between the independent variables (role conflict and role ambiguity) and the dependent variable (job performance). Research framework is developed based on the literature. The research problems are conceptualized for the purpose of identifying the operational definitions of the concepts. According to Parvaiz, et al., (2015) role conflict is undesirable job requirement from the employee either he is performing single role or different roles and these requirements generate negative emotions to the person because of the incompatibility of job. According to Eys & Carron (2001), role ambiguity is the lack of a clear set of instructions to guide a person's actions in a particular setting or to achieve a specific goal. Job performance is defined as the total expected value to the organization of the behavioral actions that an individual carries over a standard period of time (Motowidlo & Kell, 2012). Based on the literature review, the research framework is developed as indicated by figure 1. and figure 1 indicates the research framework of the variables.

Following hypothesis can be derived based on the research framework.

1. H<sub>1</sub> - The present level of role conflict exists among supervisors of selected apparel firms is high.
2. H<sub>2</sub> - The present level of role ambiguity exists among supervisors of selected apparel firms is high.
3. H<sub>3</sub> - There is a significant negative relationship between role conflict and job performance among supervisors of selected apparel firms.
4. H<sub>4</sub> - There is a significant negative relationship between role ambiguity and job performance among supervisors of selected apparel firms.
5. H<sub>5</sub> - There is a significant impact of role conflict on job performance among the supervisors of selected apparel firms.
6. H<sub>6</sub> - There is a significant impact of role ambiguity on job performance among the supervisors of selected apparel firms.

### 3. METHODS

#### 3.1 Study design

There are several variables that can impact the job performance of employees. However, in this study, the researcher chose the two variables of role ambiguity and role conflict as the independent variables and conducted the research study in a natural setting (non-contrived setting). This research is based on cross-sectional studies. Since, the data has been collected at one given point in time from operational level employees

(supervisors) through the distribution of a questionnaire. And also, the unit of analysis was the individuals which represent 75 respondents in the sample. The sample frame of this study was 75 supervisors of the selected firm. The sampling technique of this study was simple random sampling which is coming under the probability sampling method.

#### 3.2 Measures

The variables in the research model were measured through questionnaires with Five-Point Likert Scales and demographic factors measured through nominal scale which were completed by the respondents themselves appropriately as they perceived respond to each and every questions. Personal information of Apparel firm supervisors was measured through questionnaire, which was developed by the researcher.

The questionnaire was developed based on two parts namely; Part 1 - Personal information and Part 2 - Research information from 75 samples which represented to the supervisors of three apparel firms in Sri Lanka. Part 1: Personal information included 06 Statements. It consisted of the information regarding the, Gender, Age, Education, Experience, Position and How many employees of the supervision. In Part 2 - Research information included 31 statements related to three research variables. Dimensions and indicators were used measure those variables. Operationalization of variables has shown in Table 1.

### 3.3 Validity and Reliability

Content validity ensures that the measure includes an adequate and representative set of items that tap the concept (Sekaran, 2003). In this study, the researcher was provided careful definition of the research through the literature and also researcher used pool of individuals to measure questions in the questionnaire. And also, independent variables and hypotheses are taken from existing literature and similar studies. Criterion-related validity is concerned with the ability of the measures (questions) to make accurate predictions (Saunders, Lewis, & Thornhill, 2016). Therefore, researcher used correlation analysis. Construct validity refers to how well the results obtained from the use of the measure fit the theories around which the test is designed (Sekaran, 2003). Hence, researcher developed questionnaire by using structured questions.

To measure internal consistency, Cornbrash's Alpha ( $\alpha$ ) measures was used. The recommended value of 0.7 was used as a cut off of reliabilities. The results were provided in the Table 2. According to table 2, all the variables were in accepted level in this study. Variables were greater than 0.7. Therefore, this study's variables have the level of reliability and validity.

### 3.4 Techniques of data analysis

Collected data were analyzed using the computer based statistical data through SPSS version 23.0 for validity, reliability and hypothesis testing.

## 4. RESULTS

Personal information analyzed and presented with the frequency distribution. Under the personal information, the researcher measured gender, age, education level, experience of supervisors and number of employees under one supervisor. Gender distribution of supervisors indicated females were represented higher proportion of the sample 57.3% (43) and males were only represented 42.7% (32). Study investigated that majority of sample are representing by the age level between 31-35 years (34.7%). And also between 20-25 years, there were 9 supervisors (9.3%) and between 26-30 years, there were 17 supervisors (22.7%). There were 25 supervisors (33.3%) above 35 years according to the sample collected.

There were three categories of education qualification that are represent in the sample. Majority of the sample were represented the G.C.E A/L and it is 47 (62.75%) and it represented G.C.E O/L as 26 (34.7%). And also other qualifications represented only 2 (2.7%). And also majority of respondents had between 6-10-year experience and it was 35 (30.7%) and 11 (14.7%) of the respondents had the experience level between 2-5 year, and 26 (34.7%) of the respondents had the experience level above 10 years. The least number of respondents had below 2-year experience level and it was 3 (4%) of the sample.

According to frequency distribution of the number of employees under one supervisor, majority of sample represented the number of employees above 35 and least number of

employees under one supervisor were between 16-25 employees.

There should be normality of data for further analysis. The normal distribution of data is the main assumption for running the regression. Skewness and Kurtosis were used to show the normal distribution of data.

Table 3 shows all the skewness and kurtosis statistics. All the items have maintained an appropriate level of skewness in the range of -0.055 to -0.534 and appropriate level of kurtosis in the range of -0.108 to 0.282. These statistics shows that data are normally distributed.

The first objective of the study was to identify the present level of role conflict exists among the supervisors of selected apparel firms in Sri Lanka. Hypothesis was developed as mentioned previously as H<sub>1</sub>. The variable of role conflict had high level at its supervisors in selected apparel firm in Galle district (Mean = 3.94). As the high level of mean value, >3.5 was used as a cut off mean value for high level. Most of the respondents expressed the common opinion regarding the variable of role conflict (SD = 0.450). It is also noted that about 84% of respondents have high level of role conflict, while 16% of respondents had moderate level respectively. Therefore, H<sub>1</sub> can be accepted. Values are indicated through table 4. The second objective was to identify to identify the present level of role ambiguity exists among the supervisors of selected apparel firms in Sri Lanka. Hypothesis was developed as H<sub>2</sub>. The variable of role ambiguity had high level as it is supervisors in selected apparel firms

(Mean = 3.98). As the high level of mean value, >3.5 was used as a cut off mean value for high level. In addition, most of the respondents expressed the common opinion regarding the variable of role ambiguity (SD = 0.424). It is also noted that about 75% of respondents have high level of variable attribute, while only about 25% of respondents had moderate level respectively. Therefore, this hypothesis can be accepted. These results are represented in table 4.

Pearson's Correlation coefficient with two-tail test of significance was used to identify the relationship between the independent variables and the dependent variable.

The third objective was to identify the relationship between role conflict and job performance among supervisors in selected apparel firms in Sri Lanka. Hypothesis was developed as H<sub>3</sub>. Therefore, correlation analysis was used. The fourth objective was to identify the relationship between role ambiguity and job performance among supervisors in selected apparel firms in Sri Lanka. Hypothesis was developed as H<sub>4</sub> as mentioned previously. Table 5 shows the results generated from correlation analysis.

According to the Table 5, significant value of the relationship between role conflict and job performance is 0.000 which is lower than 0.01. This is highly significant even at 1% level of significance. The correlation between role conflict and job performance is 0.660 which is in between +1 to -1. Therefore, there is a strong positive correlation between role conflict and job performance of operational level employees in selected organizations.



So the alternative hypothesis ( $H_3$ ) was rejected as the findings indicated a positive significance relationship between the two variables.

The correlation between role ambiguity and job performance is 0.597 which is in between +1 to -1. Therefore, there is moderate positive correlation between role ambiguity and job performance of operational level employees in selected organizations. So the alternative hypothesis ( $H_4$ ) was rejected as the findings indicated a positive significance relationship between the two variables.

Regression analysis was used to identify the impact of role conflict, role ambiguity on job performance. The fifth objective is to identify the impact of role conflict on job performance among supervisors in selected apparel firms in Sri Lanka. The hypothesis developed as  $H_5$ . And also the sixth objective is to identify the impact of role ambiguity on job performance among supervisors in selected apparel firms in Sri Lanka. The hypothesis was developed  $H_6$ . Table 6 shows those results.

According to the Table 6, 43% of the variance in the role conflict can be predicted from the job performance. And also, the value of R-square was 0.43 while the value of Adjusted R-square is 0.42. There is not greater difference between R-square and Adjusted R-square. There is a positive impact of role conflict on job performance can be identified. Therefore,  $H_5$  was rejected.

This study found that 35% of the variance in the role ambiguity can be predicted from the job performance.

And also, the value of R-square was 0.356 while the value of Adjusted R-square is 0.347. There is not greater difference between R-square and Adjusted R-square. There is a positive impact of role ambiguity on job performance. Therefore,  $H_6$  was rejected.

## 5. DISCUSSION

First objective of the research was addressed to identify level of role conflict exists among the operational level employees (supervisors). According to hypothesis developed based on literature review, the present level of role conflict exists among supervisors of selected apparel firms in Sri Lanka is high. Descriptive frequencies were used to analyze the data and come to the conclusion. According to the descriptive frequency results, the average value (mean value) showed as 3.94 and 0.450 as standard deviation. Based on the decision criteria which presented in chapter five, the average value of the role conflict in indicates there is a high level because highest role conflict has a supervisor in selected apparel firms.

Previous research finding the stated that there is high level role conflict. Schuler, et al. (1977), using the descriptive statics technique in a sample of 362 manufacturing employees of a Midwestern manufacturing firms provided evidence of a high level role conflict has a manufacturing employees (Mean=3.79, SD= 1.21)

Second objective of the research was addressed to identify level role ambiguity among the supervisors. According to hypothesis developed

based on literature review, the present level of role ambiguity exists among supervisors of selected apparel firms in Galle district is high. Descriptive frequencies were used to analyze the data and come to the conclusion. According to the descriptive frequency results, the average value (mean value) shows as 3.94 and 0.424 as standard deviation. The mean scores imply that there is a high level of role ambiguity among supervisors in apparel firms.

Previous research finding the stated that there is high level role ambiguity. This finding is mostly matches with the findings of Thessaloniki & Goulmaris (2014), in the study examines role conflict, role ambiguity and job satisfaction in physical education teachers in Greek with a sample 61 physical education teachers were employed in Greek sport for all programs which shows a high level role ambiguity has a physical education teacher (Mean = 6.07, SD = 1.15).

According to the survey result, the correlation between role conflict and job performance was 0.660. It means that the 66% of job performance depends on the selected variables of role conflict. Therefore, there is a strong positive correlation between role conflict and job performance of operational level employees in selected apparel firms. The hypothesis which is developed as there is a negative relationship between role conflict and job performance among supervisors in selected apparel firms in Sri Lanka was rejected. And also there is a positive impact among those variables as beta value is the 0.660 ( $\beta=0.660$ ) which represents the

average amount the role performance increases when the role conflict increases. Therefore, the hypothesis which is developed as there is a negative impact of role conflict on job performance among supervisors in selected apparel firms in Sri Lanka was rejected.

Previous research finding also stated that there is positive relationship between role conflict and job performance. Behrman & Perreault (1984) identified a positive relationship between role conflict and job performance. Chang (2007) also came to the same conclusion for identify the relationship between role stress (role conflict) and job performance. This study provides evidence of positive relationship between role conflict and job performance among sales person employed by travel agents ( $r= 0.278$ ,  $P< 0.001$ ) significant correlate source as a moderate positive relationship between role conflict and job performance. And also this study found that there is a positive impact of role conflict on job performance ( $r = 0.278$ ). Further, this study found that those sales persons willing to take different job roles by challenging tasks. Therefore, these apparel firm supervisors may have the similar situation.

According to the survey result, the correlation between role ambiguity and job performance was 0.597. It means that the 59% of job performance depends on the selected variables of role ambiguity. Therefore, there is moderate positive correlation between role ambiguity and job performance of supervisors in selected apparel firms. The hypothesis

which is developed as there is a negative relationship between role ambiguity and job performance among supervisors in selected apparel firms in Sri Lanka was rejected. And also, there is positive impact of role ambiguity on employee job performance as regression coefficient or the beta value is the 0.597 ( $\beta=0.597$ ) which is significant at 0.1 significant level which represents the average amount of job performance increases when the role ambiguity increases. The hypothesis which is developed as there is a negative impact of role ambiguity on job performance among supervisors in selected apparel firms in Sri Lanka was rejected. There were no research findings on this type of relationship. These selected supervisors may like to experience the level of role ambiguity when they performing tasks.

## **6. CONCLUSION**

The hypotheses testing provided statistical answer for research objectives of the relationship between role conflict and role ambiguity (independent variable) and job performance (dependent variable) in selected three apparel firms in Sri Lanka. According to the findings of this study, it is substantiated that there are high levels of role conflict and role ambiguity among supervisors. According to the correlation results, there is a positive relationship between role conflict and job performance among supervisors and there is a positive relationship between role ambiguity and job performance among supervisors in apparel firms in Sri Lanka. And also regression analysis represented that there is a positive impact of role conflict on job

performance among supervisors in apparel industry and there is a positive impact of role ambiguity on job among supervisors in apparel firms in Sri Lanka

## **7. RECOMMENDATIONS**

The finding of the study revealed that perception of role conflict, role ambiguity and job performance. Thus in order to maintain the level role conflict, role ambiguity and increase further job performance, recommendations can be suggested as the managers of apparel firms should provide appropriate resources, task and feedback in order to maintain current the level of role conflict and role ambiguity among supervisors. Because in this level, supervisors perform in better way to increase their job performance.

To increase job performance further, managers can provide training and development opportunities for the supervisors, to make working environment as their expectations. The current level of role conflict and role ambiguity increase the job performance. If those are increasing further, job performance may be decreased. Organization can improve another factors which are affect to job to increase level of job performance.

## **8. IMPLICATIONS AND LIMITATIONS**

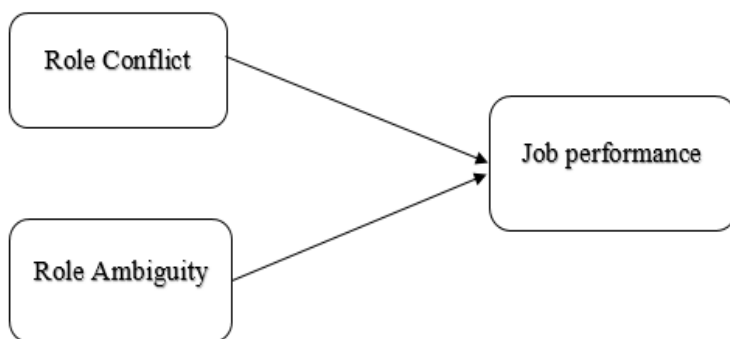
These findings are very important to decision makers in identifying key workplace issues in order to develop strategies to address and improve the quality of working conditions in an organization. Furthermore, findings of this study would be a better guideline for those who are managers, students,

policy makers, decision makers and other relevant organization.

Moreover, there are some limitations on this study. This research study only focus on role conflict and role ambiguity. Adding other variables would be high reliable than use of

existing variable for the research study. And also this study only covered three apparel firms in Sri Lanka. Expanding the scope beyond the research area would be very effective and useful.

**APPENDIX**



**Figure 1: Research framework**

**Table 1: Operationalization of the variables**

	Variable	Dimensions	Indicators	Q.N	Source
1	Job performance	Task performance	Task proficiency	19	Sonnentag, S., Volmer, J. & Spsychala, A., (2008). Job performance. Volume 1, pp. 427-447.
2			Collaboration	20	
3			Task management & administration	15,16 17	
5			Work issues	18	
6			Extra activities	21	
7		Contextual performance	Enthusiasm to perform task	25	
8			Challenging tasks	22,24	
9			Creativity & build solutions	23,28	
10			Seek improvement opportunities	26,27	
11		Adoptive performance	Adoptability	29,30	
12			Learning	31	

1	Role conflict	Internal values and standards conflict	Differentiation of tasks and conditions	1	Rizzo, J. R., House, J. R. & Lirtzman, I. S., (1970). Role conflict and ambiguity in complex organizations . pp. 155-157.
2			Unnecessary things	2,8	
3		Capability and resources conflict	Capabilities and materials	7	
4		Incompatible behavior	Work group	4,6	
5		Conflicting expectations	Incompatible request	5	
6			Rules and policies	3	
1	Role ambiguity	Level of clarity of role expectations	Clear goals and objectives	9	Schuler, S. R., Aldag, R., & Brief, A.P., (1977). Role conflict and ambiguity: A sacle analysis. <i>Organizational behavior and human performance</i> , 20(1), pp. 111-128.
2			Time management	10	
3			Clarity of duties and responsibilities	11,12, 14	
4		Degree of uncertainty	Certain about authority	13	

Table 2: Reliability Analysis for the Variables

Variables	Cronbach's Alpha value
Role Conflict	0.767
Role Ambiguity	0.702
Job Performance	0.802

**Table 3: The Shape of Data Distribution Based on Skewness**

<b>Statistics</b>			
	Role_Conflict	Role_Ambiguity	Job_Performance
Skewness	-.280	-.534	-.055
Kurtosis	-.260	.282	-.108
Minimum	2.88	2.83	2.59
Maximum	5.00	4.83	4.59

**Table 4: Level of Role Conflict and Role Ambiguity**

Criteria	Decision Attributes	Frequency of role ambiguity	Percentage	Frequency of role conflict	Percentage
$1 \leq X \leq 2.5$	Lower level	0	0%	0	0%
$2.5 < X \leq 3.5$	Moderate level	19	25%	12	16%
$3.5 < X \leq 5$	High level	56	75%	63	84%
<b>Total</b>		<b>75</b>	<b>100%</b>	<b>75</b>	<b>100%</b>
		<b>Mean: 3.98 SD: 0.424</b>		<b>Mean: 3.94 SD: 0.450</b>	

**Table 5: Correlation Analysis of Role Conflict, Role ambiguity and Job performance**

Role Conflict & Job performance	Pearson Correlation	.660**
	Sig. (2-tailed)	.000
	N	75
Role Ambiguity & Job Performance	Pearson Correlation	.597**
	Sig. (2-tailed)	.000
	N	75

**Table 6: Regression Analysis of Role Conflict, Role ambiguity and Job Performance**

<b>Coefficients<sup>a</sup></b>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.236	.323		3.820	.000
	Role_Conflict	.612	.081	.660	7.509	.000

R Square: 0.436
Adjusted R Square: 0.428
F-value (p-value): 56.390 (0.000)
a. Dependent Variable: Job_Performance

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.307	.371		3.525	.001
	Role_Ambiguity	.588	.092	.597	6.352	.000
R Square: 0.356						
Adjusted R Square: 0.347						
F-value (p-value): 40.349 (0.000)						
a. Dependent Variable: Job_Performance						

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