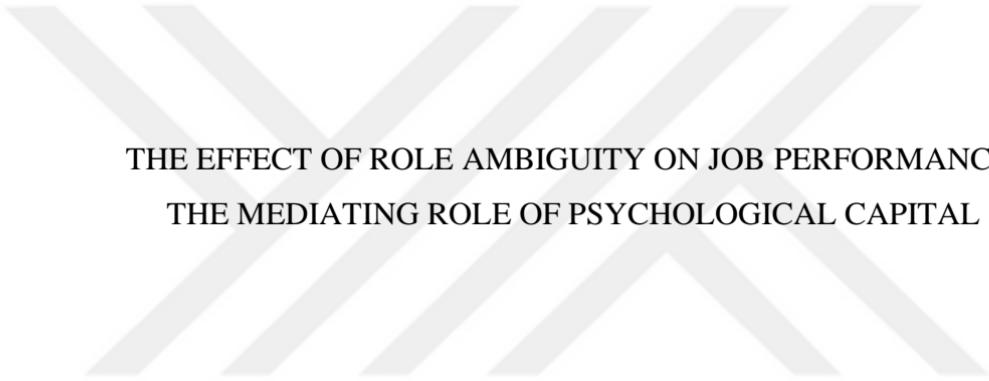


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THE EFFECT OF ROLE AMBIGUITY ON JOB PERFORMANCE:
THE MEDIATING ROLE OF PSYCHOLOGICAL CAPITAL

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The Effect of Role Ambiguity on Job Performance: The Mediating Role of Psychological Capital

Rol Belirsizliğinin İş Performansına Etkisi: Psikolojik Sermayenin Aracı Rolü

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ABSTRACT

The employees' performance in business life is essential regarding their contributions to the organization and their success. Employee job performance is affected by various circumstances, both positively and negatively. One of these is role ambiguity, which harms job performance. Role ambiguity refers to the employees' uncertainty about their roles, duties, and authority in the organization. One of the factors that have a positive effect on job performance is psychological capital. Psychological capital is the internal factor that enables a person to resist difficulties and manage negative situations effectively. Psychological capital is discussed in four dimensions: hope, optimism, self-efficacy, and resilience. This study aims to investigate the effect of role ambiguity on job performance in a sample of white-collar employees from different sectors and to determine whether psychological capital acts as a mediator on this effect. In this direction, the Role Ambiguity Scale, Psychological Capital Scale, and Job Performance Scale were applied to 132 white-collar employees. Participants were collected to control their effects on this relationship. The study's findings showed that role ambiguity affects job performance negatively, while psychological capital affects it positively. In addition, it was concluded that psychological capital mediated the reduction of the adverse effects of role ambiguity on job performance. When the mediation effect of the sub-dimensions of psychological capital was tested, similar results were obtained with the participants' general psychological capital levels.

Key Words: Role Ambiguity, Job Performance, Psychological Capital

ÖZET

İş hayatında çalışanların gösterdiği performans içinde bulundukları organizasyona sağladıkları katkılar ve kişisel başarıları açısından önem taşımaktadır. Çalışanların iş performansını olumlu ve olumsuz yönde etkileyen birçok etken bulunmaktadır. Bunlardan birisi iş performansı üzerinde olumsuz etkiye sahip olan rol belirsizliğidir. Rol belirsizliği, çalışanın örgüt içindeki rolü, görevleri ve yetkileri konusunda hissettiği belirsizliği ifade eder. İş performansı üzerinde olumlu etkiye sahip olan faktörlerden birisi de psikolojik sermayedir. Psikolojik sermaye, kişinin zorluklar karşısında dirençli olmasını ve olumsuz durumları etkili biçimde yönetebilmesini sağlayan içsel faktörlerdir. Psikolojik sermaye kavramı umut, iyimserlik, özyeterlilik ve dayanıklılık olmak üzere dört boyutta ele alınmaktadır. Bu çalışmanın amacı farklı sektörlerden, beyaz yakalı çalışanlardan oluşan bir örnekleme rol belirsizliğinin iş performansı üzerindeki etkisini araştırmak ve psikolojik sermayenin bu etki üzerinde aracılık görevi üstlenip üstlenmediğini tespit etmektir. Bu doğrultuda 132 tane beyaz yakalı çalışana Rol Belirsizliği Ölçeği, Psikolojik Sermaye Ölçeği ve İş Performansı Ölçeği uygulanmıştır ve katılımcıların demografik bilgileri de bu ilişkideki etkilerinin kontrol edilmesi amacı ile toplanmıştır. Çalışmada sonucunda elde edilen bulgular rol belirsizliğinin iş performansını olumsuz yönde, psikolojik sermayenin ise olumlu yönde etkilediğini göstermiştir. Ayrıca psikolojik sermayenin, rol belirsizliğinin iş performansı üzerindeki negatif etkilerin azalmasına aracılık ettiği sonucuna ulaşılmıştır. Psikolojik sermayenin alt boyutlarının aracılık etkisi test edildiğinde ise katılımcıların genel psikolojik sermaye düzeyleri ile ilgili elde edilen bulgular ile paralel sonuçlara ulaşılmıştır.

Anahtar Kelimeler: Rol Belirsizliği, İş Performansı, Psikolojik Sermaye

INTRODUCTION

The way we live is changing. Employee performance and duties are changing daily in today's developing and dynamic corporate world as new organizational structures emerge. Organizations that cannot adapt to rapid change and transformation may not develop due to the increased complexity and uncertainty. People are required to participate in various disciplines and jobs in addition to their core responsibilities in today's chaotic environment, where business life has become more flexible. While these advances allow individuals to gain experience in several fields, they also create ambiguity in the roles that they must perform. This rapid change in today's world is also reflected in organizations, and white-collar or non-white-collar people working in various sectors have difficulty keeping up with the pace of change in the organization they work for.

People have to maintain various roles in their lives. Individuals can take on different family, social, and business roles. There are some features, duties, responsibilities, and authorities brought by every role it undertakes. The same is true for the organization the individual is in. In addition to their professional role in the organization, they also fulfill some duties and responsibilities to fulfill this profession and benefit the organization. It also has certain powers to fulfill these duties and responsibilities. Combining all these factors creates the role of the person in the organization. In order to effectively complete the role attributed to the person, all the requirements associated with the role must be clearly predetermined. However, when these are not predetermined, the person starts to get confused about their role, indicating role ambiguity. In summary, role ambiguity is the uncertainty of one's role, duties, and authority in the organization.

People encounter various positive and negative situations in their daily lives. How to behave, especially when faced with negative situations and obstacles, is also related to people's psychological states. Some people cannot adapt to negative situations or have negative expectations about the future. However, some have a more developed capacity to adjust and have positive expectations about life. People's reactions to situations in the organization also come from these internal

characteristics of people. The ability to manage the negative situations encountered in the organizational sense is called positive psychological capital. The components of psychological capital are self-efficacy, hope, optimism, and resilience. Individuals with high self-efficacy are confident in their abilities to succeed, hopeful individuals believe that it is temporary under challenging situations, optimistic people focus on the positive aspects of any situation they encounter and improve conditions, and resilient people stay strong in difficult situations and do not give up.

Today, organizations tend to increase their profits, and the efficiency they receive from their employees is also an important factor in increasing profits. Accordingly, the organization expects employees to reveal their full potential and work efficiently with high performance. In this context, the person's capacity to fulfill the tasks assigned to him generally refers to job performance. The performance of individuals in the organization is influenced by many factors like personality traits, organizational structure, and colleagues. In order to determine the factors affecting job performance and to understand which factor affects how much, many studies have been carried out on the factors that increase or decrease job performance.

Many studies claim that role ambiguity has a direct positive or negative link with employees, while discussion over various tools and methodologies for measuring the consequences of role ambiguity continues. One of the subjects that are subject to research in the organizational field has been psychological capital. Psychological capital is an important concept for the growth of organizational and personal factors, including job performance. The effects of role ambiguity and psychological capital on job performance have been researched in the literature and generally agreed on how their effects are. However, the effect of these two concepts on job performance has been the subject of research independently of each other.

This article aims to examine how the concept of psychological capital affects performance in people with role ambiguity while examining the effect of role ambiguity on job performance. In this context, the current study will test the

hypothesis that “psychological capital reduces the negative impact of role ambiguity on job performance.” In addition, sub-dimensions of psychological capital will be tested separately, the effects of role ambiguity and psychological capital on job performance will be tested separately, and the effects of demographic characteristics on their variables will be controlled. By reviewing the literature, this article will help integrate our understanding of the concept and relationship between role ambiguity, job performance, and psychological capital. Finally, future research directions for role ambiguity and job performance research are outlined.



CHAPTER 1

LITERATURE REVIEW

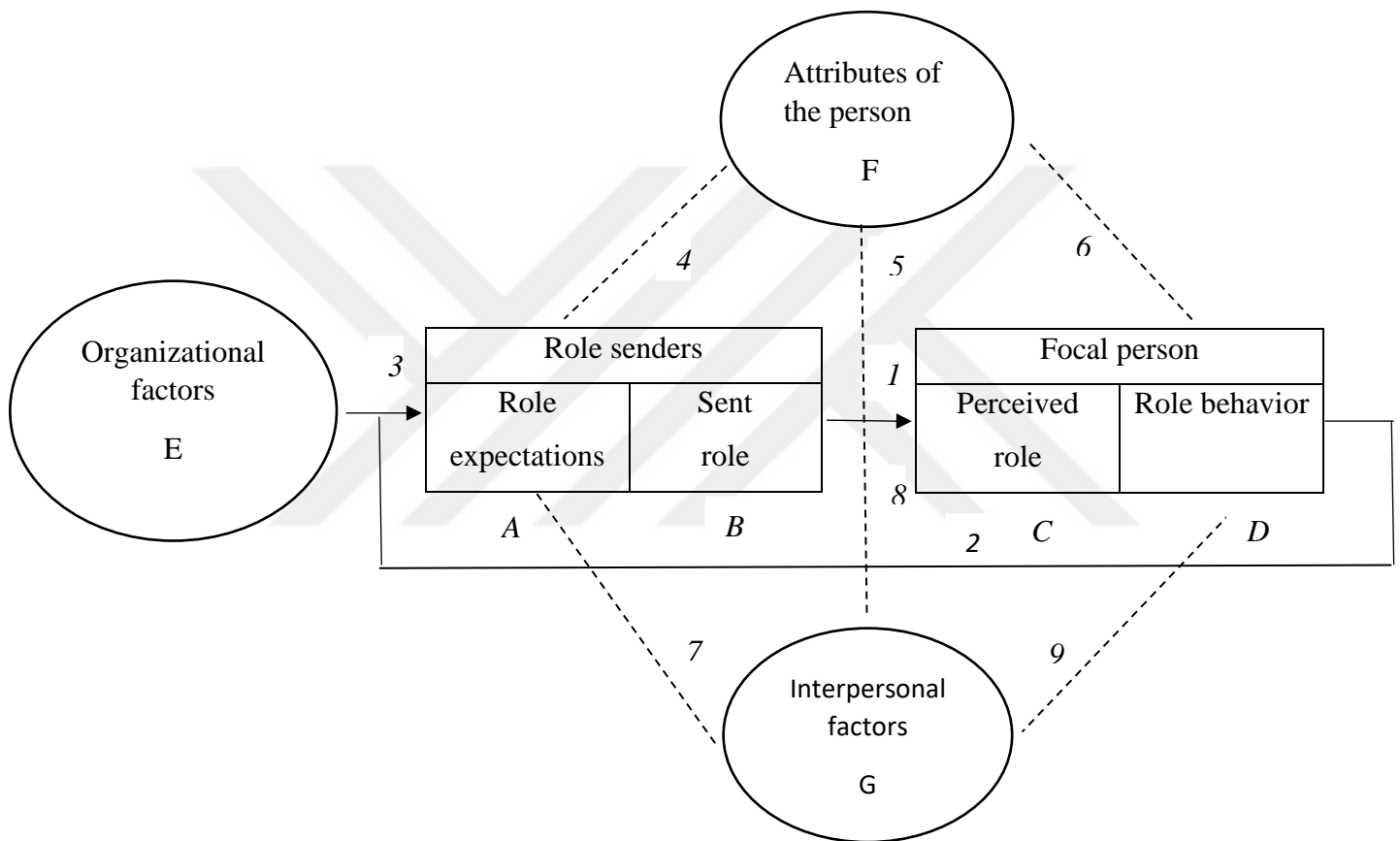
This study aims to find out more about the job performance of white-collar employees in the face of role ambiguity, the sub-dimensions of the psychological capital and their interactions with job performance in the face of role ambiguity, and analysis of the relative and corresponding interactive environment of the psychological capital in the climate of different demographic variables and the resulting task performance at the end. Before thoroughly examining the available literature on the topics mentioned above, the definitions of the key terms covered in the above sentences and the terms essential for a complete grasp of this study will be introduced.

1.1. Role Ambiguity

In order to understand the phenomenon of role ambiguity and its importance, it is crucial to understand the origin of the concept of priorities role. In general terms, the role is expected of a person to behave in line with predetermined norms, which are shaped according to the person's status (Seçmen, 2022). On the other hand, Tezcan expresses the person's position in society; an area it covers in organizational terms; it means the position that arises from the need for division of labor (Tezcan, 2022). The concept of role in an organizational sense; on the other hand, briefly refers to the duties expected from a person in any job, and the process that creates these job expectations also includes the competence of the person regarding the role (Özbozkurt, 2018; Seçmen, 2022). In this context, a role is assigned to a person in a particular process, the assigned role is notified to the relevant person, and the person concerned understands and accepts the role assigned to them and begins to reveal the behaviors related to that role (Özbozkurt, 2018). As long as people have more precise information about the behaviors expected from them due to the role required by their status, they will not experience stress arising from uncertainty (Tezcan, 2022). However, when the duties and responsibilities in an organization are not clear and unambiguous, people experience difficulties and

stress in fulfilling their duties by remaining in confusion and dilemma, so the concept of role is essential for the welfare of organizations and employees (Özbozkurt, 2018). Figure 2.1 shows the process of individuals taking a role in organizations.

Figure 1.1.Theoretical Model of Role Taking in Organizations



Source: Gürtner and Krichbaum, 2022

Role ambiguity situation, when the person does not fully understand the role attributed to them, when they hesitate about which resources they should use to fulfill the expectation if they know what is expected from them; when they receive unclear feedback from their colleagues and managers about their role, or when they are asked about the consequences of fulfilling the expected role. It is a situation that occurs when one cannot be sure (Özbozkurt, 2018). This uncertainty experienced by the person arises when the role expected from him and the duties, responsibilities

related to the role, and what is required to fulfill them successfully are not clearly stated (Seçmen, 2022). McCormack and Cotter (2013) define role ambiguity as the condition in which the lack of clarity combined with the lack of a clear definition and predictability experienced by an employee in a job. The same authors suggest that the primary reasons causing the role ambiguity could be either a poorly defined task description and unclear organization-wide goals or both. According to McCormack and Cotter (2013), one of the most typical characteristics of employees suffering from role ambiguity is a lack of clarity about the job scope and the standards that must be reached in order to complete the job correctly. In addition to that, McCormack and Cotter (2013) also state that role ambiguity results in the misplacement of priorities in the workplace. Moreover, Colligan and Higgins (2006) report that role ambiguity also acts as a two-way street leading to unclear performance expectations from the employees, which enhances the role ambiguity in the overall organizational environment. Colligan and Higgins (2006) mention that the uttermost remedies for avoiding role ambiguity in the workplace include postponing structured job descriptions and crystal-clear communication principles and practices.

Role ambiguity arises from two primary sources: organizational and personal factors (Tezcan, 2022). While organizational elements mean that the employee is not adequately informed about their role, personal factors are the personal characteristics of the employee that cause the perception of the role to be shaped (Tezcan, 2022). In parallel with the sources of role ambiguity, objective uncertainty is classified as environmental and subjective uncertainty from personal reasons (Tezcan, 2022).

Various aspects of the concept of role ambiguity are examined. These dimensions include process ambiguity, goal/expectation/responsibility ambiguity, priority ambiguity, and behavior ambiguity (Voter, 2022). The first one, goal/expectation/responsibility ambiguity, refers to the uncertainty experienced in defining a person's role. In this case, the person cannot find an answer to the questions of what the goal is to reach and how to reach it (Voter, 2022). Process

uncertainty means that the processes created for the job to be performed and the steps to be followed are not apparent in the context of the role given to the person. In this case, the person experiences indecision about the path to be followed (Voter, 2022). Priority ambiguity is the uncertainty that a person faces when putting these jobs in order of importance when there is more than one job (Seçmen, 2022). On the other hand, behavioral ambiguity covers a dimension of role ambiguity that occurs when extraordinary situations require the person to go beyond specific behavioral patterns required by their role (Seçmen, 2022).

Apart from these classifications, role ambiguity is considered under two types: task ambiguity and social-emotional ambiguity (Şeren, 2019). Job ambiguity arises because the manager responsible for assigning his current role to the employee does not clearly explain the authority and responsibilities he has to that employee. In this case, the employee does not know what expectations he should meet and prioritize (Şeren, 2019). On the other hand, social-emotional uncertainty occurs due to the employee being subjected to a precise, objective evaluation after fulfilling the duties assigned to him. In this case, the employee cannot be sure of the evaluation criteria of the contribution of his work to the organization and the progress towards the target (Şener, 2019).

1.2. Job Performance

The concept of job performance is an essential factor in today's competitive world. Job performance expresses how far the person has traveled in line with the determined purpose and how well s/he meets the organization's expectations (Özbozkurt, 2018). In this context, if work performance is considered a measurable value, the measurement criterion is the contributions provided to the organization's interests (Saygi, 2022). The definition of job performance could be captured through Motowidlo (2003), which is explained as the sum of the expected value that an individual employee could or would bring to the value of the overall organization through different behaviors and actions in a predefined and specific period. On the other hand, Campbell (1990) correlates job performance to the direct action of executing a job. Moreover, Campbell (1990) describes job performance

as a set of goals and targets within a specific organization to reach a desired work-related outcome. However, Campbell (1990) reiterates that the results or consequences directly related to a job could not be considered under the definition of job performance.

Three sub-dimensions are defined for job performance: contextual performance, task performance, and counterproductive behaviors (Öztürk, 2021). Job performance, situations that are included in the job descriptions of the employee and that have an impact on the products and services of the enterprise; contextual performance, situations of the employee that are not included in the job descriptions and that do not have an impact on the company's products or services; Anti-productive behaviors include behaviors such as mobbing, gossip, theft, non-compliance with working hours and job delivery times, which negatively affect the work performance of the person, the company and his colleagues (Öztürk, 2021). Job performance is related to the service or product that is put forward to complete the predetermined goals and responsibilities of a job, so the professional competence of the person, having a suitable working environment, and clear job descriptions are effective in the high or low job performance of that person (Jan 2018). Contextual performance, on the other hand, includes behaviors such as being willing to work extra hours, participating, cooperating with, and helping coworkers, and voluntarily performing behaviors that contribute to job performance even if they are not listed in the job descriptions of employees who have no direct impact on the product or service. (Bulut, 2019). While task performance contributes directly or indirectly to the organization, contextual performance only indirectly contributes to the organization.

Contextual performance is examined in two dimensions: citizenship behavior towards the organization and citizenship behavior towards colleagues (Bulut, 2019). Citizenship behavior towards the organization refers to providing benefits to the organization with behaviors such as obeying the rules, working hard, and using initiative (Jan 2018). On the other hand, citizenship behavior towards co-workers refers to helping and cooperating with co-workers, newly recruited

individuals, and managers (Bulut, 2019). On the other hand, anti-productive behaviors are actions that reduce an individual's and his colleagues' performance by engaging in counterproductive work behaviors that harm the organization and other people and institutions associated with it. (Jan, 2018). Anti-productive work behaviors are discussed in four dimensions: deviation from production, property deviance, political deviation, and personal aggression (Jan, 2018).

So far, studies have revealed many factors that affect job performance, such as compensation, security, promotion, leadership, choice making, management style, role clarity, working conditions, friendly environment, appreciation, and the job itself (Büyüköztürk, 2013). The characteristics that affect the performance of the targeted job are analyzed by dividing the administrative elements into individual and environmental elements. In this context, administrative elements are management style, communication, friendly environment, the feeling of appreciation, wage, promotion, motivation, and stress; individual factors such as age, gender, marital status, education level, and culture; environmental factors can be listed as the physical characteristics of the work environment, the adequacy of work tools and equipment, and the regulations affecting the work (Büyüköztürk, 2013).

1.3. Psychological Capital

Psychological capital and its sub-dimensions also play an important part in this study. Hence, an extensive literature review outlines the interaction between the psychological capital, its sub-dimensions, and the role ambiguity covered in the latter sections of the literature review. Cavus and Gökçe (2015) define psychological capital as the interactive process affected by positive actions, feedback loops, and criticism-based contributions that enhance the functional, organizational, and developmental conditions of an individual, group, or firm. Cavus and Gökçe (2015) also outline that one of the most important traits of psychological capital contains a combination of measurable, developable, and checkable actions that are directly correlated to the potential of the human resources within a firm or in a more general sense, in an organization.

In the literature, psychological capital is regarded as a positive concept that contributes to an individual's performance and is referred to as positive psychological capital. (Özata, 2020). Positive psychological capital is the evaluation of positive psychology in the organizational context and expresses positive organizational behaviors (Özata, 2020).

- a) Confidence that you will make the necessary effort to accomplish complex tasks,
- b) Demonstrating determination and willingness to achieve goals,
- c) Positive expectation of success now and in the future,
- d) Achieving success without giving up despite difficulties

Elements such as these are attitudes that show the existence of positive psychological capital (Özata, 2020).

Cavus and Gokcen (2015) also mention that there are four fundamental concepts of psychological capital, which can namely be presented as hope, self-efficacy, resilience, and optimism. Self-efficacy is described by Bandura (1977) as an individual's belief in their ability to successfully perform necessary processes or actions for the production of a set of preset performance outcomes and results. Individuals become more moderate towards complex tasks thanks to self-efficacy; they have the necessary courage and self-confidence to overcome them, they do not avoid situations that require hard work, and they do not give up on their perseverance (Topaloğlu, 2013). People with high self-confidence;

- a) They set high goals for themselves and undertake challenging tasks,
- b) They welcome and succeed in challenges,
- c) They have high intrinsic motivation,
- d) They make the necessary effort to achieve their goals,
- e) They persevere when faced with difficulties (Topaloğlu, 2013).

People with high self-efficacy and self-confidence do not avoid complex tasks in the organization thanks to these features that distinguish them from other

people, and it is a natural expectation of them to be successful as a result of their work (Topaloğlu, 2013).

Snyder et al. (1991) define hope as a state related to positive or favorable terms on the condition of a feeling of being completely determined to reach a goal successfully and the availability of a plan to meet these goals. Hope believes that when faced with difficult times, these difficulties will be resolved, and continuing to try all the ways that they can try to reach their goals (Annakkaya, 2022). While people with a high level of hope fulfill a task;

- a) Keeping their motivation and self-confidence at a high level,
- b) To act decisively,
- c) To reach a solution by making alternative plans,
- d) They increase their performance by using personal qualities, such as not being afraid of difficulties (Annakkaya, 2022).

Hopeful individuals contribute to the organization and increase their job satisfaction, and performance; as they spend their energies developing various plans to achieve success (Annakkaya, 2022). Hope is also;

- a) Determining challenging targets,
- b) Developing various alternative plans in the face of difficulties,
- c) Considering the ideas of the employees and including them in the decision-making processes within the organization,
- d) It contributes toward realizing fair rewards (Annakkaya, 2022).

Optimism is defined by Carver et al. (2010) as a difference that could be observed at the individual level, and that signals the extent and the limits to which the individual would hold generally favorable and positively-inclined outcome expectations for the upcoming future actions and events. Carver et al. (2010) also report that elevated levels of optimism reflect generally signal better subjective well-being for an individual, especially during adverse events or in times of difficulty. Optimism is a positive psychological capital that is beneficial, especially

in challenging times, because it focuses on solving problems and positive thinking (Zengin, 2022). Optimistic people;

- a) do not wait for good things to happen to them,
- b) seeing the world as full of potential opportunities,
- c) seeing the future of opportunities,
- d) differ from pessimistic individuals in their features, such as waiting for positive results, even in cases where there is a possibility of negative results (Zengin, 2022).

In the organizational context, optimistic employees perform better than pessimistic employees (Zengin, 2022).

The term resilience is defined by the American Psychological Association (APA, 2004) as the process in which the individual can cope and adapt even in the face of adverse events such as traumas, tragedies, threats, or even in the times that provide an enhanced level of stress. Resilience means that individuals take action and progress decisively per the determined purpose. The person can quickly adapt to the difficulties encountered on this path and overcome these difficulties (Düveroğlu, 2022). These individuals do not get tired in the face of the obstacles encountered; on the contrary, each obstacle makes them more robust for the next. They do not hesitate to leave their comfort zone thanks to the strength they have, and continue to feel safe when they leave (Düveroğlu, 2022).

1.4. Job performance of white-collar employees in the face of role ambiguity

In order to provide a methodology to understand the job performance of white-collar employees in the face of role ambiguity, it is essential to refer to the currently available literature that is also deep diving into similar areas of interest.

To start with, Abramis (1994)'s meta-analyses that focused on three sets of research questions could be taken as a starting point. That study analyzed if role ambiguity is related in a meaningful way to job performance and job satisfaction;

if they are related, what are the possible and dominant indicators of relationships, and if not, what is the rationale behind it?

As a result of a comprehensive meta-analysis, Abramis (1994) concluded that the level of correlation between role ambiguity and performance is negative. In addition, Abramis (1994) also identified that if the data analyzed under the increasing number of job performance evaluations as a result of self-evaluation, the power and magnitude of the above-mentioned negative relationship would also go up simultaneously. Furthermore, the author highlighted that the availability of actual variance is statistically essential, especially in the independently measured job performances, while the same level of variance was not obtained from the results gathered from self-assessment-based job performance.

Abramis (1994) also studied the relationship between role ambiguity and job performance and offered two possible reasons for that relationship. The possible reasons were named as the moderators and the correlated errors. Abramis (1994) analyzed that the increasing level of individual competence of the employee would enhance the negative correlation author explains the reasoning behind this finding by referring to the value of the situational constraints on the employee performance compared to the understanding that the ability leads to adaptability. Regarding variables that impact the relationship between job performance and role ambiguity, Abramis (1994) reported inter-organizational variance in communication, formalization, and supervisory behaviors as the three main dominant factors.

The current literature review also yielded high-quality studies that related high-performance work practices in the face of work and role ambiguity. For example, Naeem et al. (2019) started their research by first outlining the critical elements of a manager in the workplace. The author listed fierce competition among employees and other competing firms, a theoretical-based job, and a dynamic and ever-accelerating workplace as the significant elements that force a manager to make critical decisions affecting the employees and their job performance.

In addition to the above, Naeem et al. (2019) also dug deeper into the minds of the managers of the modern world to capture their current way of doing business. The authors state that the current goals of managers in the workplace are to do the right things for their business and to operate flawlessly. As a whole organization, to follow the manager and do the rights right in an ideal and harmonized way, the distribution of roles within the organization should be precise. However, according to the authors, the distribution of the roles in a correct manner is not adequate for reaching peak performance within the organization. On top of the proper distribution, the organization's members should know how to do their jobs to meet the expectations. As a result, the longer time horizon contributes to the reduction of role ambiguity in the workplace and enhances job performance. Hence, Naeem et al. (2019) provide that in the lack of proper guidance to operate effectively and without crystal-clear guidance from the upper management, the corresponding role ambiguity would yield lower-than-expected job performance for the employees. Hence, this study reinforces the idea of straightforward job procedures outlining expectations clearly.

Furthermore, Naeem et al. (2019) also support the current literature that claims that role ambiguity is one of the significant factors affecting employee job performance. In this study, Naeem et al. (2019) also utilized research to support further that organizational goals are the key to superior performance in the overall organization. As a result, Naeem et al. (2019) also state that the organizational-wide adoption of the employees' self-development procedures and practices would also yield a high-performance workplace.

After outlining the study's hypothesis for high-performance work practice, Naeem et al. (2019) utilize correlational design to find a meaningful relationship between the high-performance workplace and role ambiguity. The authors define high-performance work practice as combining selective staffing, intensive training, extensive compensation, career development, performance appraisal, and employee participation. The data for Naeem et al. (2019)'s study was collected through an online survey sent to the employees of a service-based firm. Their research findings

indicate an inverse correlation between role ambiguity and high-performance work practices.

Naeem et al. (2019)'s central hypothesis, which was also supported by their research findings, was that selective staffing would be inversely related to role ambiguity. Although the authors state that role ambiguity is reduced through selective staffing, they mention that there could be other potential reasons behind this relationship, such as the reduced ambiguity perceptions based on the jobs and the kind of roles that the employees assume inside a particular organization. Furthermore, Naeem et al. (2019) study also yielded a remarkable inverse relationship between extensive training and role ambiguity. Hence, Naeem et al. (2019) recommend using a comprehensive training program if the organizations aim to reduce role ambiguity. Moreover, the authors also concluded that the truthful applications of high-performance work practices would foster a collaborative environment within the organizations, resulting in enhanced job performance.

In addition to improving job performance by reducing role ambiguity in the workplace, high-performance work practices are also observed to remove errors and wrongdoings within the organizations, resulting in improved employee performance. Naeem et al. (2019) conclude their study by strongly supporting that high-performance work practices are one of the key players that are proven effective in reducing role ambiguity in the workplace and enhancing overall job performance.

Another critical study in the analysis of the relationship between role ambiguity and performance was conducted by Manas et al. (2018). Manas et al. (2018) utilized a JD-R model framework to present their research finding that the level of role ambiguity within an organization is one of the essential elements that could be used for guessing the status of employee affective engagement within an organization. As proven extensively throughout the research, the authors conclude that role ambiguity is associated with negative job performance due to a reduced level of extra-role performance.

In their study, Manas et al. (2018) start by outlining their hypothesis that role ambiguity has an extensive negative effect on affective engagement within an organization, which would also be expected to correlate positively with the minimal level of extra-role performance. Manas et al. (2018) prove their hypothesis by clearly showing that with the increasing level of role ambiguity within an organization, the extra-role performance quality drops significantly within the corresponding organization.

Manas et al. (2018) showed that role ambiguity reduces the job performance of the organization's members and also analyzed the contributors in the workplace that enhance and increase the corresponding job performance. The authors concluded that the right combination of open and clear job roles and affective engagement would yield the desired level of job performance due to reduced role ambiguity. Manas et al. (2018) link this finding to the reasoning that the workforce could better utilize the available work resources inside the organization in the light of clear job definitions and affective engagement. Hence, Manas et al. (2018)'s study also reinforces the idea that a clear organization-wide goal is required to convince and pursue the employees to perform well to reach that goal. Furthermore, the authors also provide a guideline for the industry professional by stating that the availability of comprehensive performance evaluation criteria would significantly improve the employees' job performance. Manas et al. (2018) claim that a clear and effective monitoring and evaluation of job performance could only be achieved by an effective leadership style, which is one of the key drivers to enhancing job performance according to the study.

Tubre and Collins (2000) revisited the famous Jackson and Schuler (1985) study to analyze further the relationships between role ambiguity, role conflict, and job performance. Tubre and Collins (2000) reached a similar finding in their study, along with Jackson and Schuler (1985), stating that role ambiguity is inversely correlated with job performance. The same study also supports the empirical findings that match relatively well with the currently available theories on cognitive and motivational theories related to job performance. Tube and Collins (2000)

connect the relationship mentioned above by observing that role ambiguity is mainly represented by the lack of information and the guideline regarding expected behaviors found helpful within an organization. Hence, the authors conclude that role ambiguity is a link breaker between effort-to-performance and performance-to-reward contingencies.

On the other hand, Tube and Collins' (2000) study presents an existing finding compared to the other available studies in the literature. The study states that the relationship between job performance and role ambiguity depends upon several conditions and that those conditions are difficult to define in the initial phases of job performance evaluation activities. Hence, Tube and Collins (2000) also concluded that effective methods for decreasing role ambiguity within an organization are expected to affect the corresponding job performance significantly. The authors acknowledge that with the increasing level of complexity in the job with the same level of the job description for the employee, adverse outcomes that result from role ambiguity also increase and are a natural part of those uniquely complex jobs. Tube and Collins (2000), similar to the findings covered in the initial parts of the literature review, found the inverse relationship between role ambiguity; and job performance increased in the light of self-assessment-based studies. The authors claim that one of the reasons for that kind of finding could be attributed to the correlated measurement errors. In that case, the correlation measurement error would most likely be linked to the actual role ambiguity and the person's perceived level of role ambiguity. Hence, further research is required to develop a method that can objectively evaluate the difference between the current and perceived levels of role ambiguity faced by a white-collar employee to better grasp the role ambiguity effect on job performance. Further research can serve as an industry guideline that could measure the job performance of white-collar employees independent of the self-assessment results of their performance evaluations.

In order to capture the interactive relationship between role ambiguity and job performance, Fried et al. (1998) could serve as the most comprehensive resource. To start with, Fried et al. (1998) assumed that role conflict and role

ambiguity are independent factors that affect job performance. Fried et al. (1998) wanted to test if one of the stressors of the study, namely role ambiguity and role conflict, would increase and result in the increased negative correlation between job performance, role ambiguity, and role conflict. The authors hypothesized that decreasing job performance would be highly correlated to the increasing levels of role ambiguity and role conflict. Fried et al. (1998) presented a comprehensive and convincing dataset along with a high-quality result that supported and proved correct that hypothesis.

Fried et al. (1998)'s study also recommended further research ideas that provided a foundation for the development of this thesis. The authors suggested that additional research is required to evaluate the individual contributions of role ambiguity and role conflict on job performance when both of these negative contributors affect the employee at the same time. Furthermore, Fried et al. (1998) also mentioned that further research is essential to understand the dynamic effects of changing levels of role ambiguity and role conflict simultaneously. Lastly, the same study also explains that an objective and quantitative job performance criterion should be developed and set as the mainstream source in modern workplaces to capture and evaluate the employees' job performance most honestly and effectively-currently possible.

Srikanth and Jomon (2013) conducted their study to understand the factors contributing to the development of an able workforce in an organization. Their study mainly focused on the interactive relationship between role ambiguity and job performance as a unique approach,

As expected and matching the results of the other similar studies in the available literature, Srikanth and Jomon (2013) also concluded that role ambiguity negatively correlated with job performance. Furthermore, Srikanth and Jomon's (2013) study also revealed that the as the time spent in a company or at an organization increases, the role ambiguity decreases similarly.

As indicated in the previous paragraph, the increasing tenure (time spent in a firm or an organization) also reduced the role ambiguity since Srikanth and Jomon (2013) believed that those individuals utilized the feedback-seeking behavior to perform the tasks defined in their role of responsibilities much more effectively and hence reached a more incredible job performance. Moreover, the authors also found that feedback-seeking behavior reduced the adverse consequences of role ambiguity on job performance. Therefore, Srikanth and Jomon (2013) concluded that feedback-seeking behavior from managers and colleagues was positively correlated to job performance and negatively to the level of role ambiguity.

Srikanth and Jomon's (2013) research also identified how role ambiguity could be reduced to enhance an employee's job performance. Their study mentioned that the feedback-seeking mechanism had been proven to improve job performance in an organization where the role definitions are unclear. In addition, Srikanth and Jomon (2013) concluded that the feedback-seeking behavior obtained from managers or supervisors has been more effective in reducing role ambiguity and hence enhances job performance compared to the feedback-seeking behavior obtained from colleagues. The authors attributed that behavior by mentioning that since the employees' direct managers conduct the performance reviews, their feedback-seeking behavior tended to be more focused on improving the employee's job performance.

Srikanth and Jomon (2013) also had significant limitations on their findings. First, they conducted their research by focusing on a single organization. Hence the study has to be repeated to come up with more comprehensive conclusions about the interactive relationship between feedback-seeking behavior, role ambiguity, and job performance. Furthermore, Srikanth and Jomon (2013) do not consider the variables such as the frequency of feedback and feedback-seeking mechanisms effort to evaluate their results. Hence, a study focusing on the effects of feedback-seeking behaviors on a multi-variable basis would enhance the conclusions offered by Srikanth and Jomon (2013).

1.5. Sub-dimensions of the psychological capital and the impact of role ambiguity and job performance

This thesis is going to focus on the effects of the individual contributors of psychological capital on job performance. An extensive literature review regarding sub-dimensions of psychological capital and the impact of role ambiguity and job performance is performed to develop a unique and novel theoretical and experiential framework for conducting this study. The following will outline the essential findings and information from the current literature and present them to capture the various viewpoints and conclusions related to the research topic of concern.

Luthans et al. (2008)'s study analyzed the mediating role of psychological capital in the supportive organizational climate and employee performance relationship. In this study, the researchers concluded that psychological capital perfectly correlates with job performance. In addition, Luthans et al. (2008) also found that psychological capital positively correlates with job satisfaction and commitment to the current role. Furthermore, the authors indicated that their most important finding in that study was that the role of the psychological capital in the connection related to the positive and fruitful organization-wide job climate and job performance. Hence, the main takeaway from Luthans et al. (2008) is that a supportive and collaborative work environment combined with a high level of psychological capital is highly expected to increase the corresponding job performance of the workers.

Luthans et al. (2008) also reinforce this thesis because it has taken the service and high-tech manufacturing industries as its main area of study. The study outlines that the workers that experience an elevated level of the supportive environment within their organization yielded higher levels of psychological capital. Furthermore, the authors also concluded that this elevated and enhanced level of psychological capital acts as an accelerator in job performance in a positive way.

The remarkable study by Luthans et al. (2008) concludes that psychological capital could be utilized as a nearly perfect predictor for the evaluation and the level of job performance within organizations. The supportive climate in the organization is found to enhance the level of psychological capital of the employees, which in the end resulted in higher levels of job performance and added benefits for the organization.

Another study that focused on a real-world application was performed by Jang and Choi (2018). That study has successfully analyzed the influence of role ambiguity and psychological capital on the job stress of nursing assistants.

As covered throughout the literature review, every job has specific characteristics that require special consideration and a unique evaluation methodology for measuring job performance and stress. For example, as in the case of Jang and Choi (2018)'s study, the corresponding job stress and job performance with changing psychological capital have been studied. Furthermore, the authors indicate that job stress heavily influences nursing assistants, especially in the healthcare industry. As a result, that affects the job performance and the quality of service that the nursing assistants offer patients. Therefore, Jang and Choi (2018) state that workers in specific industries such as healthcare are directly affected by their job stress, and hence their cognitive abilities required to perform their jobs well are negatively influenced by the increasing stress level in the workplace.

To move forward in their research, Jang and Choi (2018) studied the individual correlation of role ambiguity, emotional labor, and positive psychological capital to the job stress of hospital workers. Jang and Choi (2018) supported the intuitive understanding that positive and increasing psychological capital lowers stress levels and indirectly enhances nursing assistants' job performance. The critical reason that Jang and Choi (2018) attribute to this finding is that positive and increasing psychological capital lowers stress since it can pave the way for the nursing assistant to tackle various possible hardships on the job. Furthermore, the researchers also concluded that positive psychological capital also

increases the personal confidence of the nursing assistant, which also acts as a positive accelerator for improving the quality of the job they undertake.

Jang and Choi (2018) also summarize their fundamental research findings. For example, in addition to finding out that job stress had a direct correlation with the number of employees in the workplace, they also found out that a positive psychological capital is in a heavily inverse correlation with job stress. As a result, this study is also the foundation of this thesis, at least for constructing the initial hypothesis for evaluating the role ambiguity in the workplace composed of white-collar employees and its corresponding relationship with the individual elements of the psychological capital.

In addition to the currently available literature that is analyzing the effects of changes in the workplace on the employees, a recent study by Kirrane et al. (2017) studied the performed link between the employees' readiness for change in the mediating role of psychological capital also serves as an important element in the construction of this literature review.

Kirrane et al. (2017) started their study by stating that currently available literature mainly focuses on the significant and direct effects of various variables on the availability and willingness to change. Hence, Kirrane et al. (2017) motivated their study to analyze the mediating role of psychological capital in capturing the relationship between management support for workplace revolution and readiness for change.

Kirrane et al. (2017) constructed their study on four different hypotheses. First of all, the authors found that positive management support perceived by the employees in times of change was found to be positively correlated to psychological capital. The enhanced level of readiness for change is an essential factor because change usually happens with an improved level of ambiguity in the workplace. In a standard work setting, that role ambiguity would yield lower job performance due to job definition and overall work climate uncertainties. However, with the increasing psychological capital, even during times of significant changes in the

workplace in the same timeframe, improved management support is proven to avoid the adverse effects of this change in the workplace. Hence, it can be concluded that Kirrane et al. (2017) support the theory that under supportive management conditions, the employees' psychological capital also enhances and yields improved or decreased work performance under increasingly ambiguous environments such as an extensive change in the workplace. Through this approach, Kirrane et al. (2017) underline that the psychological capital affected by managerial decisions is a perfect indicator of the quality of response of the employees given to a change in the organization.

Kirrane et al. (2017) contribute to the current literature of knowledge in the field of organizational change. To start with, the authors form a solid guideline for securing the success of a change approach in the organization. Kirrane et al. (2017) reiterate that the perceptions of management support go a longer way than direct and positive on psychological capital.

In addition to improving the available literature on organizational change, Kirrane et al. (2017) also offer several critical practical applications. For example, the authors confirm that an organization-wide change should be planned not in a single trajectory but should be developed in a multi-level way. Hence, the management should also consider the possible changes in the psychological capital of their fellow employees and should adapt their strategy to enhance their perceived management support. In addition, Kirrane et al. (2017) also imply that a top-down organizational change would probably not result in the desired level of impact in the firm since it will have a limited effect on the psychological capital of the employees within the firm.

Peterson and Byron (2008) explored hope's role in evaluating job performance in their study. First of all, their study mainly focused on whether hope, one of the subdimensions of the psychological capital, was related to job performance, and if the answer is "yes", what would be the reason behind it? Following the intuitive results, Peterson and Byron (2008) concluded that the employees with a higher level of hope were more inclined to perform behaviors and

exhibit thoughts that were positively correlated to better job performance in their respective organizations. Furthermore, Peterson and Byron (2008) conducted their research using three samples of employees at different corporate management levels and sectors. The expected result of these three different samples was that employees with a higher level of hope were rated superior compared to less hopeful employees by their direct managers. Peterson and Byron (2008) also commented that their previous research also revealed those employees with higher levels of hope tended to generate more high-quality and practical solutions to the pressing problems in their workspace.

In Peterson and Byron (2008)'s studies, hopefulness accounted for up to nine percent of the evaluated job performance variance resulting from cognitive ability and self-efficacy, which is also one of the other sub-dimensions of psychological capital. The authors conclude that since the additional confirmation obtained for hope was observed to be non-trivial across the three different sample groups, there could be several practical implications and applications of enhancing job performance by improving the hopefulness of an employee.

Peterson and Byron (2008) also reiterated that their research findings could have significant theoretical implications for practical applications. For instance, since their research results have successfully been repeated across three different sample groups, a positive workplace that promotes a higher level of hope within the organization could enhance the employees' job performance.

On the other hand, as with the other studies, Peterson and Byron's (2008) study also had several limitations. For example, although the authors' research revealed that an employee's hopefulness had a significant positive correlation with their job performance, other factors or explanations could impact the observed finding. For example, Peterson and Byron (2008) listed the case of receiving positive feedback from their direct supervisor due to their previous job performance could boost the level of hope of an employee and hence result in an enhanced level of job performance. However, Peterson and Byron (2008) expect those effects to contribute in a minor manner if not eliminate that possibility. To support their stance

on this point, Peterson and Byron (2008) state that they focused on measuring the trait that the authors report as temporary stable hope.

Carter et al. (2018) tried to examine the effects of employee engagement and self-efficacy on job performance through a longitudinal field study. Self-efficacy, one of the critical sub-dimensions of psychological capital, can be defined as the ability and belief of an employee, the determination that they could execute a specific job by themselves with minimum help and guidance from outside sources.

Carter et al. (2018) study exposed a positive relationship between self-efficacy and employee engagement in job performance. Furthermore, they also conducted research by treating employee engagement as an independent variable to understand the implications of it further beyond the phenomenon of self-efficacy. When looking at the quantitative results offered by the Carter et al. (2018) study, it can be observed that the correlation analysis exposed an R-value of 0.47 on the influence of self-efficacy on the job performance of an employee in an organization. As additional information, Carter et al. (2018) study also resulted in an R-value of 0.48 on the influence of employee engagement on the job performance of an employee in an organization. However, for the sake of this literature review, the implication of self-efficacy on job performance will be the main focus of the Carter et al. (2018) study.

Carter et al. (2018) reported that the effects of self-efficacy on the measured level of job performance varied according to the type of task undertaken by an employee. Furthermore, Carter et al. (2018) also mentioned that the effects of self-efficacy on job performance also varied depending on the job performance measurement scale. Therefore, Carter et al. (2018) highly recommend that human resources management executives pay attention to the relative importance of cognitive capabilities and affective display. Especially in the case of transforming their organization-wide training strategies and constructing their performance evaluation matrices, this care is critical because their research implied that the nature of the task and the performance evaluation methods yield varying results.

Carter et al. (2018) also raise various practical applications and implications that they have concluded from their research mentioned above. To start with, Carter et al. (2018) recommend that the human resources department pay particular attention to evaluating and enhancing self-efficacy among workers within their organizations. In addition, Carter et al. (2018) also report that the surveys conducted at all levels of organizations tended to include employee engagement assessment exhaustively. Carter et al. (2018) recommend that the self-efficacy assessment and measurement should also be integral to those company-wide survey initiatives.

Luthans et al. (2008) studied the relation of optimism to job performance by focusing mainly on the healthcare industry. As covered at the beginning of the literature review section, optimism is also one of the critical sub-dimensions of psychological capital.

Luthans et al. (2008) reported a positive relationship between the nurses' optimism levels in the hospitals and their job performance levels evaluated by their direct managers in the metrics determined to be essential to hospital management. At the same time, Luthans et al. (2008) mention that the results presented in their study could be further studied to understand, for instance, if optimism is labeled as a coping mechanism for nurses to handle their most pressuring duties in the hospitals. Concluding from this point forward, the authors of Luthans et al. (2008) mentioned that a further study is required, especially for understanding the potential implications of the level of optimism within nurses on emotional labor and the nurses' level of job-related stress.

Furthermore, Luthans et al. (2008) state that a complete set of different variables needed to be understood to fully capture the link between the level of optimism and its effect on job performance. For example, Luthans et al. (2008) study mostly considered female nurses since there were not enough male nurses to be studied. Hence, a study that considers gender as a study variable could also yield interesting results about the relationship between optimism and job performance. Moreover, their study concludes that replication research in various industries with a high-stress environment is needed, similar to healthcare industry.

1.6. Relationship between role ambiguity, job performance, and psychological capital in terms of demographic variables

One of the areas of interest of this thesis is going to focus on the relationship between role ambiguity, job performance, and the elements of psychological capital in terms of demographic variables. The literature review focused on specific demographic variables yielded a low amount of high-impact studies in the field. Hence, this thesis is expected to significantly contribute to the literature by providing a comprehensive framework incorporating the demographic variables in the cross-study of job performance and role ambiguity.

Shelton and Renard's (2015) linked the psychological capital to the job reward preferences to the specific demographic variables in the medical industry and could come up with one statistically significant finding. That finding was related to the relationship between the improved psychological capital and the increased monetary risk the nurses have taken for their compensation. For example, Shelton and Renard's (2015) study found that the nurses with a low level of psychological capital, that is, the nurses with a low level of hope, preferred to receive a standard fixed pay for their compensation. Hence, it can be concluded that the decreased level of psychological capital in the healthcare industry results in a lower compensation expectancy due to an increased ambiguity in the role. On the other hand, when the optimistic nurses were analyzed, the study concluded that the overall satisfaction from the total compensation was elevated, and the nurses expressed a better work-life balance.

Shelton and Renard's (2015) study has a significant effect because it sheds light on the healthcare industry, one of the most critical industries for society to function effectively and smoothly. This study clearly outlines that once the healthcare industry manages to create a precise performance and career management track that are satisfactory to the nurses, the overall psychological capital within the healthcare industry increases, which also results in an improved job performance.

Shelton and Renard (2015) found statistically significant differences across the age groups' satisfaction with work-life integration. For instance, the nurses aged 49 or above showed a much higher tolerance for work-life integration, in other words, a much stronger desire for increased job performance compared to the 18-38 age group. The analysis also implied that the nurses in the private sector had a higher level of optimism, in other words, a higher level of psychological capital, compared to the nurses employed in public hospitals. Although the result that was found had statistically meaningful, the authors fell short of coming up with convincing reasoning behind this finding. Hence, this area is again proving to be requiring better and more focused, high-quality research.

Another study that put nurses as its focal point to understand the behaviors of the public and private sector is Brunetto et al. (2011). The Brunetto et al. (2011) study utilized an LMX theoretical lens to study the association between role ambiguity and corresponding outcomes from the nurses employed in the public and private sectors. The research findings from this study imply that the nurses employed in the private sector experienced a higher level of job satisfaction and psychological capital and are expected to exhibit better job performance compared to those used in public hospitals. Although the research findings were meaningful and matched a person's intuition, the authors could only partially find a meaningful explanation for the observed behavior. For instance, Brunetto et al. (2011) state that decisive factors could be the workload difference between the nurses in the public and private sector, the style of governance of the upper management in the hospitals, the wage structure, and the level of compensation that are differed between the public and private hospitals and the perception of job autonomy during the caregiving sessions to the patients. However, those possible explanations were only listed to provide an insight into the natural understanding notably, and the authors strongly reinforced that further research is required in order better capture the influence of the demographic variables to evaluate job performance when the role ambiguity and the psychological capital are also among the key variables.

Avey (2014) reported a comprehensive study on the antecedents of psychological capital at the individual level. The research paper starts by stating that the currently available literature falls short of understanding the mechanism behind how an individual reaches a specific level of psychological capital and what factors help or allow it to stay there. In order to fill this knowledge gap in the current literature on psychological capital, Avey (2014) conducted his first field study by bringing the results obtained from a sample size of more than a thousand people occupied as engineers or technicians. In his second study, Avel (2014) reports the results obtained from a sample size of more than five hundred Chinese tech employees together with a lower rate of variance compared to his first study results in the same paper.

In order to capture the effects of the demographic variables in understanding job performance and psychological capital, a reference could be made to Avey (2014)'s first study results. Study 1 in Avey (2014) revealed that the demographic variables were insignificant in determining psychological capital. Furthermore, Avey (2014) also reported that managerial supervision and the nature of tasks undertaken by an employee were essential factors in deciding psychological capital.

Avey (2014)'s tow phase study showed that demographic variables were insignificant in predicting employees' psychological capital level. Moreover, similar to Study 1, Study 2 also exposed that managerial supervision was the most important and influencing element for predicting the psychological capital of an employee.

A rightful concern could be voiced such that Avey (2014) only reported results corresponding to two different samples to come up with an extensive conclusion. However, the similarity between the results yielded and directed the reader to conclude that managerial supervision and individual differences are the single most prominent predictors of the level of psychological capital. Avey (2014) concluded that the leadership characteristics and the nature of the task/job undertaken by an employee are also considered to be the leading factors affecting the level of psychological capital. Hence, Avey (2014) comes up with an important

finding by stating that the organization tends to have a much more significant influence on the levels of psychological capital of an employee rather than the employee by themselves.

Avey (2014) concluded his study by mentioning that organizations should not spend a significant time selecting based on age or gender to reach a higher cumulative psychological capital since the results presented in the paper yielded those demographic characteristics nearly had no impact on the level of the psychological capital.

Avey (2014) also reports that the lack of a significant correlation between the demographic variables and the psychological capital puts the companies in a better position since they would have greater flexibility to comply with the laws and regulations that mandate that employers cannot discriminate between different demographics when making their hiring or firing decisions.

CHAPTER 2

METHODOLOGY

2.1. Participants

Social media tools were used to reach the sample targeted to participate in the study. A total of 141 volunteer participants completed the questionnaires. Still, three people did not answer the education level question and one person did not answer the education status question, so it was excluded, and 137 people were included in the data analysis. 23.4% of the participants included in the study were male, and 76.6% were female. The average age of the participants was 37, and the most common age group was 26-30 years old. Participants with an associate degree, undergraduate, graduate, and doctorate education levels were included in the study, and there was a high rate of undergraduate and graduate graduates. The sectors in which the participants worked were distributed as information technologies, consultancy, finance, aviation, automotive, health, telecommunications, and others. The majority of respondents, 37.2%, were early-career employees with 1-5 years of experience. In addition, 37.2% of the participants were in a management role in their institution, while 62.8% were not in a management role.

2.2. Instruments

In order to measure how role ambiguity affects job performance and what is the role of psychological capital in this relationship, a total of four surveys were used: Role Ambiguity Scale (Appendix 1), Positive Psychological Capital Scale (Appendix 2), Job Performance Scale (Appendix 3) and demographic information form (Appendix 4).

2.2.1. Role Ambiguity Scale

This 6-item Likert scale used to measure role ambiguity was developed by Rizzo, House, and Lirtzman (1970). The scale was adapted into Turkish by Doğan et al. in 2016, and its reliability was tested by them (Doğan, Demir, Türkmen, 2016). As a result of the reliability analysis, the Cronbach alpha reliability value was

calculated as .887 (Doğan et al., 2016). The participants were expected to answer the statements "1: Strongly disagree" and "6: Strongly agree" by choosing the most appropriate one out of 6 points. The statements in the scale are reverse coded, so high scores indicate a high level of role ambiguity.

2.2.2. Psychological Capital Scale

The original scale was developed by Luthans et al. (2007) and contained 24 items and four sub-dimensions comprising six items. Self-efficacy, hope, resilience, and optimism are the sub-dimensions of the scale. Turkish translation and the validity and reliability study was done by Akçay (2014). The Cronbach alpha value of the scale was found as .97, and for its sub-dimensions, self-efficacy was .94, hope .87, resilience .82, and optimism .82 (Akçay, 2014). In this study, the scale was presented to the participants as a 6-point Likert (1: Strongly disagree, 6: Strongly agree). Items 13, 20, and 23 of the scale are reverse coded, and high scores indicate high levels of self-efficacy, hope, resilience, and optimism.

2.2.3. Job Performance Scale

A 5-point Likert scale developed by Porter and Lawler in 1968 was used to measure the participants' job performance. Expressions in the scale include situations such as getting along with other employees, completing assigned tasks, and fulfilling work-related goals. The scale was translated into Turkish by Kalkavan and Katrinli (2014). In the present study, the participants were expected to choose the one that best expressed them from 6 levels between "Strongly disagree" and "Strongly agree."

2.2.4. Demographic Information Form

Within the demographic information form, gender, age, education level, work experience, the sector, and the managerial role in their current job were asked.

2.3. Procedure

In this study, the questionnaire method was used to measure the role ambiguity felt by individuals, positive psychological capital levels, and job

performance. Google Forms was used for online data collection, and a link was sent to the volunteered participants via Twitter, LinkedIn, and Instagram. Informed consent was requested before the demographic information form and scales were presented. In the study, no personal information revealing participants' identities was asked. Among the participants who filled out the questionnaires, those who were full-time, white-collar workers and had work experience were included in the analysis. The data collected from the participants were analyzed with the SPSS program.

2.4. Data Analysis

In this study, the data were analyzed using the SPSS program, and the regression analysis was conducted using the Process plugin. The models used in the study vary based on how many mediator variables there are and how the variables are related to each other, which makes it possible to perform mediator analysis through SPSS more effectively. Model 4 was used in this study since a mediator variable that was considered to have an impact on the relationship between the independent and dependent variables was included. As a result, it was examined whether the effect of the independent variable on the mediating variable impacted the relationship between the dependent and independent variables. Figure 3.4. shows the relationship between dependent, independent and mediator variables.

H1: Role ambiguity has a negative impact on job performance

H2: Psychological capital has a positive impact on job performance

H3: Psychological capital reduces the negative impact of role ambiguity on job performance

H4: Hope reduces the negative impact of role ambiguity on job performance

H5: Resilience reduces the negative impact of role ambiguity on job performance

H6: Optimism reduces the negative impact of role ambiguity on job performance

H7: Self-efficacy reduces the negative impact of role ambiguity on job performance

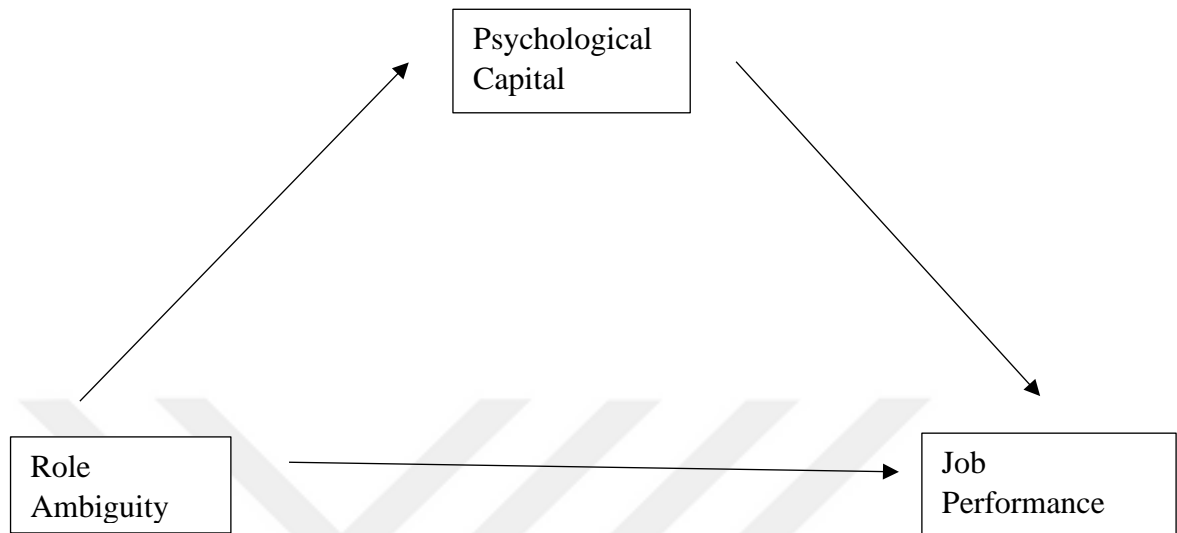


Figure 2.1 Model showing the relationship between variables

CHAPTER 3

RESULTS

This study analyzed the mediating role of psychological capital in role ambiguity's effect on job performance. Apart from this, demographic information collected from the participants was used to investigate whether these characteristics were related to job performance, role ambiguity, and scores from psychological capital scales.

3.1. Normality Testing

As a result of the Shapiro-Wilk normality test performed to check whether the scale scores of the participants were normally distributed, it was observed that the data were not normally distributed ($p < 0.05$). Therefore, skewness and kurtosis values, histogram and Q-Q plots were checked. The skewness, kurtosis values of role ambiguity, psychological capital and job performance scores range from -2 to +2, which is considered normal (Uysal and Kılıç, 2021). When the histogram graphs of the data were examined, a symmetrical structure was observed. The scale means and standard deviations ratio was less than 0.3 for psychological capital and job performance, and 0.419 for role ambiguity. Finally, when Q-Q Plot and Detrended Q-Q plots were examined, it was seen that they did not form a shape contrary to normal distribution, and the data were analyzed with tests appropriate for normal distribution.

3.2. Demographic Variables

3.2.1. Gender

Of the total of 137 participants who participated in the study, 32 (23.4%) were male and 105 (76.6%) were female. In order to compare the scale scores of the participants in terms of gender, independent samples t-test was performed. As a result of the analysis, no significant difference was found between the female ($X=2.37$, $SD=1.04$) and male ($X=2.31$, $SD=0.82$) groups in terms of role ambiguity ($t(135)=0.334$, $p=0.172$). In the comparison of the scores of the psychological

capital scale, no significant difference was observed between females ($X=4.64$, $SD=0.67$) and males ($X=4.84$, $SD=0.48$) ($t(135)=-1.54$, $p=0.071$). The scores obtained from the answers given by the participants to the job performance scale were also compared, and no significant difference was found between the female ($X=4.99$, $SD=0.57$) and male ($X=4.85$, $SD=0.84$) groups ($t(135)=1.10$, $p=0.056$). There was a significant difference between the groups when educational status of the participants was compared to their psychological capital scores.

3.2.2. Education

2.9% of the participants completed associate degree, 48.2% completed undergraduate, 43.1% completed graduate and 5.8% completed doctoral education. ANOVA and Post Hoc tests were conducted to test whether there was a difference in the scale scores according to the educational status of the participants. As a result of the one-way ANOVA test, there was a statistically significant difference between the groups in terms of role ambiguity ($F(3, 133) = 2.863$, $p = 0.039$). There was a significant difference between the groups, when the educational status of the participants was compared to their psychological capital scores ($F(3, 133)=3.897$, $p=0.010$). The job performance scores of the participants also showed a significant difference between the groups ($F(3, 133) = 5.272$, $p=0.002$). Post Hoc analysis was performed to determine between which groups these differences were. According to the Tukey HSD test results, which was performed for multi-group comparison, the mean psychological capital of the doctoral group shows a statistically significant difference from the associate degree level ($p = 0.034$, 95% $C.I. = [0.056, 2.037]$). At the same time, the job performance means of the doctoral group were different from associate degree ($p = 0.008$, 95% $C.I. = [-2.209, -0.240]$), undergraduate ($p = 0.004$, 95% $C.I. = [-1.399, -0.196]$) and graduate ($p = 0.044$, 95% $C.I. = [-1.222, -0.011]$).

3.2.3. Sector

Participants were asked about the sector they worked in and were expected to choose one of the information technologies, consultancy, finance, aviation, automotive, health, telecommunications, and other options given in the form. In line with the answers received, 5.1% of the participants were in information technologies, 29.2% in consultancy, 8.8% in finance, 13.1% in aviation, 1.5% in automotive, 6.6% in health, 2.9% in telecommunication, and 32.8% in other sectors. When the scale score averages of the participants were compared within the scope of the sector, it was determined that there was no significant difference between the groups. The one-way ANOVA test applied and the results showed that $F(7, 129) = 1.064$, $p = 0.390$ for role ambiguity, $F(7, 129) = 0.439$, $p=0.876$ for psychological capital, and $F(7,129)= 1.074$, $p =0.384$ for job performance.

3.2.4. Managerial role

In addition to demographic information, participants were asked whether they worked in a managerial role in their workplace. While 51 (37.2%) of the participants answered "yes" to this question, 86 (62.8%) answered "no." In order to compare the scale scores in terms of being in a managerial role in the workplace, an independent sample t-test was conducted. The test results revealed that the scale scores did not show any difference between the groups. The results showed for role ambiguity ($t(135)=-0.353$, $p=0.149$), psychological capital ($t(135)=2.312$, $p=0.072$) and job performance ($t(135)=0.275$, $p=0.857$).

3.3. Regression Results

Tables and reports regarding the results obtained from the regression analyzes are given. While examining the relationship between independent, dependent, and mediator variables, it was examined whether demographic characteristics had an effect on the variables.

Table 3.1. The effects of demographic information, independent variable, and mediating variable on the dependent variable

	Model 1: Psychological Capital			Model 2: Job Performance			Model 3: Job Performance		
	B	SE	P	B	SE	P	B	SE	P
Constant	5.6155	.3742	.0000	3.2564	.5655	.0000	6.5173	.4042	.0000
Role Ambiguity	-.3093	.0482	.0000	-.0997	.0505	.0506	-.2793	.0520	.0000
Gender	.1658	.1066	.1222	-.2589	.0983	.0095	-.1627	.1121	.1600
Managerial role	-.1850	.0984	.0625	.0950	.0912	.2994	-.0124	.1063	.9076
Age	-.3093	.0046	.2003	-.0073	.0042	.0849	-.0039	.0049	.4327
Education	-.1246	.0716	.0841	-.1265	.0662	.0583	-.1988	.0773	.0112
Sector	-.0004	.0176	.9833	-.0064	.0161	.6921	-.0066	.0190	.7289
Psychological Capital				.5807	.0802	.0000			
F		12,25			16,87			7,84	
P		<.001			<.001			<.001	
R2		.3613			.4779			.2657	

Table 3.1. shows the effects of independent variables on dependent variables. In Model 1, the effect of role ambiguity on psychological capital was analyzed. Accordingly, the effect of role ambiguity on psychological capital is negative ($B = -.3093$, $p < .001$). Gender ($B = .1658$, $p > .001$), being in a managerial role ($B = -.1850$, $p > .001$), age ($B = -.3093$, $p > .001$), educational status ($B = -.1246$, $p > .001$) and the sector of employment ($B = -.0004$, $p > .001$) were not found to have an effect on psychological capital. In Model 2, the effects of psychological capital and role ambiguity on job performance were analyzed. Accordingly, the effect of psychological capital on job performance is positive ($B = 3.2564$, $p < .001$). The effect of role ambiguity ($B = -.0997$, $p < .001$) and gender ($B = -.2589$, $p < .001$) on job

performance was negative. Being in a managerial role ($B = .0950, p > .001$), age ($B = -.0073, p > .001$), educational status ($B = -.1265, p > .001$), and industry ($B = -.0064, p > .001$) was not found to have an effect on job performance. Model 3 looks at the effect of role ambiguity on job performance. Accordingly, the effect of role ambiguity ($B = -.2793, p < .001$) and education status ($B = -.1988, p < .001$) on job performance is negative. Gender ($B = -.1627, p > .001$), managerial role ($B = -.0124, p > .001$), age ($B = -.0039, p > .001$), and industry ($B = -.0066, p > .001$) did not have a significant effect on job performance.

Table 3.2. Total, direct and indirect effects of independent and mediating variables on the dependent variable

			Unstad.	SE	LLCI	ULCI
Total Effect			-.2793	.0520	-.3823	-.1764
Direct Effect			-.0997	.0505	-.1997	.0002
Indirect Effect						
Independent	Mediator	Dependent	Unstad.	SE	LLCI	ULCI
Role	Psychological	Job	-.1796	.0388	-.2618	-.1106
Ambiguity	Capital	Performance				

The results of the regression analysis performed to reach the mediator effect of psychological capital on the relationship between role ambiguity and job performance are shown in table 3.2. Accordingly, when psychological capital is added as a mediator variable, it can be said that there is a significant change in the effect of role ambiguity on job performance ($\gamma = -.1796, SE = .0388, 95\% CI -0.2618, -0.1106$)

Table 3.3. The effects of the independent variable and self-efficacy sub-dimension of the mediating variable on the dependent variable

	Model 1: Self Efficiency			Model 2: Job Performance			Model 3: Job Performance		
	B	SE	P	B	SE	P	B	SE	P
Constant	5.86198	.1545	.0000	3.5451	.3921	.0000	5.6708	.1274	.0000
Role Ambiguity	-.3347	.0603	.0000	-.1791	.0497	.0004	-.3004	.0497	.0000
Self Efficacy				.3626	.0640	.0000			
F		30,80			38,53			36,50	
P		<.001			<.001			<.001	
R2		.1858			.3652			.2129	

The effects of independent variables on dependent variables are shown in table 3.3. in the context of self-efficacy, one of the sub-dimensions of psychological capital the mediator variable. In Model 1, the effect of role ambiguity on self-efficacy was analyzed. Accordingly, the effect of role ambiguity on self-efficacy was negative ($B = -.3347, p < .001$). Model 2 analyzed the effects of self-efficacy and role ambiguity on job performance. Accordingly, the effect of self-efficacy on job performance was positive ($B = .3626, p < .001$). The effect of role ambiguity on job performance was negative ($B = -.1791, p < .001$). Model 3 looks at the effect of role ambiguity on job performance. Accordingly, the effect of role ambiguity on job performance was negative ($B = -.3004, p < .001$).

Table 3.4. Total, direct and indirect effects of independent and self-efficacy on the dependent variable

			Unstad.	SE	LLCI	ULCI
Total Effect			-.3004	.0497	-.3988	-.2021
Direct Effect			-.1791	.0497	-.2773	-.0808
Indirect Effect						
Independent	Mediator	Dependent	Unstad.	SE	LLCI	ULCI
Role Ambiguity	Self Efficacy	Job Performance	-.1214	.0310	-.1877	-.0661

The results of the regression analysis performed to reach the mediator analysis results in the study are shown in table 3.4. Accordingly, when self-efficacy is added as a mediator variable, it can be said that there is a significant change in role ambiguity on job performance ($y = -.1791$, $SE = .0497$, 95% CI -0.2773, -0.0808).

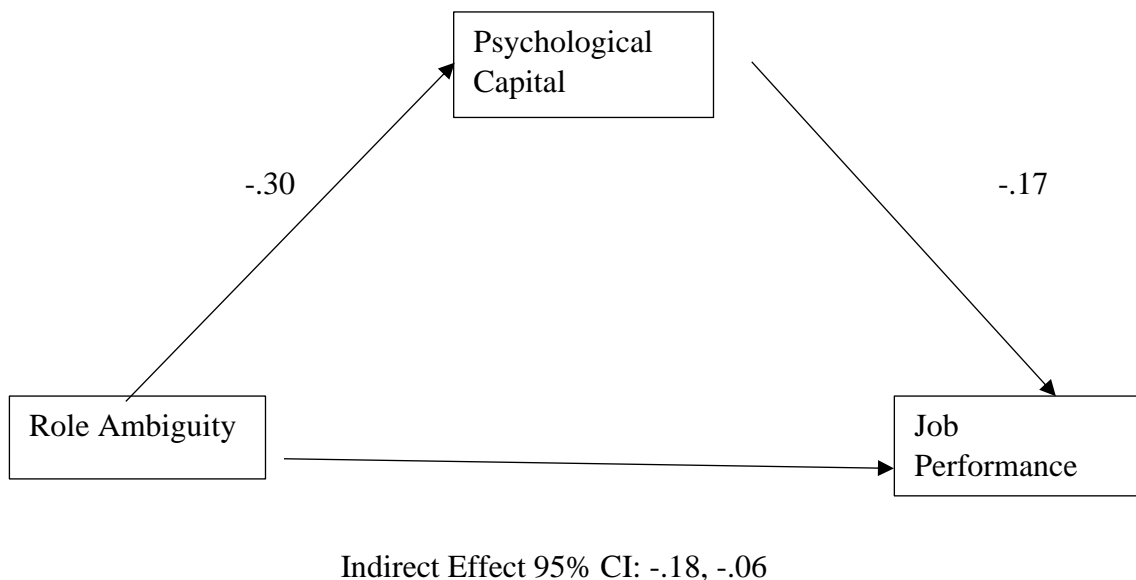


Figure 3.1 Model showing total, direct, and indirect effects

Figure 4.2 shows the relationship between role ambiguity and job performance with the mediating role of psychological capital.

Table 3.5. The effects of the independent variable and hope sub-dimension of the mediating variable on the dependent variable

	Model 1: Hope			Model 2: Job Performance			Model 3: Job Performance		
	B	SE	P	B	SE	P	B	SE	P
Constant	5.6084	.1368	.0000	2.5731	.3778	.0000	5.6708	.1274	.0000
Role Ambiguity	-.3510	.0534	.0000	-.1066	.0462	.0226	-.3004	.0497	.0000
Hope				.5523	.0648	.0000			
F		43,25			64,25			36,50	
P		<.001			<.001			<.001	
R2		.2426			.4896			.2129	

The effects of independent variables on dependent variables are shown in table 3.5. in the context of hope, which is one of the sub-dimensions of psychological capital, which is the mediator variable. In Model 1, the effect of role ambiguity on hope was analyzed. Accordingly, the effect of role ambiguity on hope was negative ($B = -.3510$, $p < .001$). In Model 2, the effects of hope and role ambiguity on job performance were analyzed. Accordingly, the effect of hope on job performance was positive ($B = .5523$, $p < .001$). The effect of role ambiguity on job performance was negative ($B = -.1066$, $p < .001$). Model 3 looks at the effect of role ambiguity on job performance. Accordingly, the effect of role ambiguity on job performance was negative ($B = -.3004$, $p < .001$).

Table 3.6. Total, direct and indirect effects of independent and hope on the dependent variable

			Unstad.	SE	LLCI	ULCI
Total Effect			-.3004	.0497	-.3988	-.2021
Direct Effect			-.1066	.0462	-.1979	-.0152
Indirect Effect						
Independent	Mediator	Dependent	Unstad.	SE	LLCI	ULCI
Role Ambiguity	Hope	Job Performance	-.1939	.0348	-.2638	-.1284

The results of the regression analysis performed to reach the mediation analysis results in the study are shown in table 3.6. Accordingly, when hope is added as a mediator variable, it can be said that there is a significant change in role uncertainty on job performance ($y = -.1066$, $SE = .0462$, 95% CI -0.1979, -0.0152)

Table 3.7. The effects of the independent variable and resilience sub-dimension of the mediating variable on the dependent variable

	Model 1: Resilience			Model 2: Job Performance			Model 3: Job Performance		
	B	SE	P	B	SE	P	B	SE	P
Constant	5.3744	.1658	.0000	3.9775	.3458	.0000	5.6708	.1274	.0000
Role Ambiguity	-.3262	.0647	.0000	-.1977	.0496	.0001	-.3004	.0497	.0000
Resilience				.3151	.0606	.0000			
F		25,42			35,30			36,50	
P		<.001			<.001			<.001	
R2		.1585			.3451			.2129	

The effects of independent variables on dependent variables are shown in table 3.7. in the context of resilience, which is one of the sub-dimensions of psychological capital, which is the mediator variable. In Model 1, the effect of role ambiguity on resilience was analyzed. Accordingly, the effect of role ambiguity on resilience was negative ($B = -.3262, p < .001$). Model 2 analyzed the effects of resilience and role ambiguity on job performance. Accordingly, the effect of resilience on job performance was positive ($B = .3151, p < .001$). The effect of role ambiguity on job performance was negative ($B = -.1977, p < .001$). Model 3 looks at the effect of role ambiguity on job performance. Accordingly, the effect of role ambiguity on job performance was negative ($B = -.3004, p < .001$).

Table 3.8. Total, direct and indirect effects of independent and resilience on the dependent variable

			Unstad.	SE	LLCI	ULCI
Total Effect			-.3004	.0497	-.3988	-.2021
Direct Effect			-.1977	.0496	-.2958	-.0995
Indirect Effect						
Independent	Mediator	Dependent	Unstad.	SE	LLCI	ULCI
Role Ambiguity	Resilience	Job Performance	-.1028	.0324	-.1764	-.0480

The results of the regression analysis performed to reach the mediation analysis results in the study are shown in table 3.8. Accordingly, it can be said that when a resilience mediator is added as a variable, a significant change is observed in the role uncertainty on job performance ($y = -.1977, SE = .0496, 95\% \text{ CI } -0.2958, -0.0995$).

Table 3.9. The effects of the independent variable and optimism sub-dimension of the mediating variable on the dependent variable

	Model 1: Optimism			Model 2: Job Performance			Model 3: Job Performance		
	B	SE	P	B	SE	P	B	SE	P
Constant	5.2290	.1499	.0000	4.9188	.3989	.0000	5.6708	.1274	.0000
Role Ambiguity	-.3881	.0585	.0000	-.2446	.0566	.0000	-.3004	.0497	.0000
Optimism				.1438	.0724	.0489			
F		44,02			20,62			36,50	
P		<.001			<.001			<.001	
R2		.2459			.2354			.2129	

The effects of independent variables on dependent variables are shown in table 3.9. in the context of optimism, which is one of the sub-dimensions of psychological capital, which is a mediator variable. In Model 1, the effect of role ambiguity on optimism was analyzed. Accordingly, the effect of role ambiguity on optimism was negative ($B = -.3881$, $p < .001$). Model 2 analyzed the effects of optimism and role ambiguity on job performance. Accordingly, the effect of optimism on job performance was positive ($B = .1438$, $p < .05$). The effect of role ambiguity on job performance was negative ($B = -.2446$, $p < .001$). Model 3 looks at the effect of role ambiguity on job performance. Accordingly, the effect of role ambiguity on job performance was negative ($B = -.3004$, $p < .001$).

Table 3.10. Total, direct and indirect effects of independent and optimism on the dependent variable

			Unstad.	SE	LLCI	ULCI
Total Effect			-.3004	.0497	-.3988	-.2021
Direct Effect			-.2446	.0566	-.3567	-.1326
Indirect Effect						
Independent	Mediator	Dependent	Unstad.	SE	LLCI	ULCI
Role Ambiguity	Optimism	Job Performance	-.0558	.0274	-.1103	-.0011

The results of the regression analysis are shown in the table 3.10 Accordingly, when optimism is added as a mediator variable, it can be said that there is a significant change in role ambiguity on job performance ($y = -.2446$, $SE = .3567$, 95% CI -0.3567, -0.1326).

Hypothesis	
Role ambiguity has a negative impact on job performance	Supported
Psychological capital has a positive impact on job performance	Supported
Hope reduces the negative impact of role ambiguity on job performance	Supported
Resilience reduces the negative impact of role ambiguity on job performance	Supported
Optimism reduces the negative impact of role ambiguity on job performance	Supported
Self-efficacy reduces the negative impact of role ambiguity on job performance	Supported
Psychological capital reduces the negative impact of role ambiguity on job performance	Supported

CHAPTER 4

DISCUSSION

The current study's findings showed no statistically significant difference between the role ambiguity felt by men and women. While some of the studies on this subject in the literature could not detect a difference between gender groups in parallel with the current study, some revealed that the role ambiguity felt by men and women differed (Elmas Atay & Gerçek, 2017). In a study in which Elmas Atay and Gerçek examined the effect of perceived role ambiguity on work alienation and its differences according to demographic variables, it was found that the perception of role ambiguity did not differ between genders (2017). In another study investigating the effect of role ambiguity on burnout and job satisfaction in nurses, it was concluded that women feel more role ambiguity than men (Akdaş, 2015). In a study by Arslan in the case of Alanya Municipality, in 2015, the effect of role ambiguity and role conflict on organizational alienation was concluded that, unlike Akdaş, women feel less role ambiguity than men. The lack of difference in perceptions of role ambiguity according to gender in the current study may be due to the unbalanced distribution of the numbers of men and women in the study.

In the current study, it was discovered that the role ambiguity felt by the participants changed according to their educational status. However, these findings do not overlap with some studies in the literature. In the study of Elmas Atay and Gerçek, it was concluded that the sense of role ambiguity did not change according to the educational status of the participants (2017). Similarly, in Aktaş's research, it was shown that the scores of the participants from the role ambiguity scale did not differ according to their educational status (2015). Arslan's study also revealed that educational status has no impact on how people perceive role ambiguity (2016). The results obtained in the current study do not overlap with those in these studies; one of the reasons for which may be that the educational groups are not close to each other in numbers as in the gender groups. In the present study, the difference between the groups is the associate degree and doctorate education levels, and the

fact that the duration of their education life may have caused a difference in their perceptions of role ambiguity.

In the study, no significant difference was found in terms of age, work experience, and role ambiguity in sector groups, and in this context, it shows parallelism with other studies. In the studies carried out examining the relationship between role ambiguity in various sample groups and various factors, no differences were found relating to characteristics such as age, marital status, seniority, and income level when demographic information was checked (Köktürk, 2016; Arslan, 2016; Elmas Atay & Gerçek, 2017).

One of the demographic characteristics whose relationship with role ambiguity was controlled in the study was the managerial role, and as a result of the study, it was found that the role ambiguity felt by people in managerial roles was not different from those in non-managerial roles. In a study conducted by collecting data from 61 high-level managers, the role ambiguity and role conflict felt by the managers were investigated (Hammer & Tosi, 1974). As a result of the study, it was found that when individuals in managerial roles feel role ambiguity, their job satisfaction is negatively affected (Hammer & Tosi, 1974).

While the scores of the participants in the current study from the psychological capital scale did not differ according to gender groups, being in managerial roles and sector groups, a significant difference was found in the scale results according to their education level. Apart from these, the ages and experience periods of the participants also show a positive correlation with their psychological capital levels. In a study by Koç and Keklik examining the effects of demographic characteristics of hospital workers on positive psychological capital and emotional labor, it was concluded that psychological capital differs according to gender groups, and according to this, it was concluded that male participants had higher positive psychological capital levels than female participants (2019). The same study determined that self-efficacy of the participants in the 40-49 age range was higher than those in the 20-29 age range. The result interpreted as being prepared for the reactions that can give in the face of any situation with life experience gained

as age progresses. (Koç & Keklik, 2019). The results of this study are consistent with the positive correlation result between psychological capital and age obtained from the present study. Again, in the study of Koç and Keklik, it was determined that the optimism, hope, and resilience scores, which are the sub-dimensions of psychological capital, of the participants with 21 or more years of work experience were higher than those with 1-10 years of work experience, and these results also overlap with the current study. It can be interpreted that the positive correlation that occurs between the working experience factor, and age factor stems from the experiences gained over the years.

The findings obtained from the study titled "The variability of employees' psychological capital sub-dimensions in the context of demographic characteristics" by Şen et al. revealed that psychological capital did not differ between genders, as in the current study (2019). The findings obtained from the same study regarding age and work experience also overlap with the above findings by revealing that the level of psychological capital increases as the age of the employee increases and the duration of experience increases (Şen et. al., 2019).

In the current study, it was seen that the participants obtained different scores from the job performance scale only according to their education level. Accordingly, the doctoral group's job performance was statistically significantly higher than the other education groups. In a study investigating the relationship between organizational citizenship behavior, job satisfaction, and job performance in university employees, it was concluded that the scores obtained from the general job performance of the participants differ according to their education levels, and the highest scores were obtained from the graduate and higher education level (Bozer and Yanık, 2020). These results are in agreement with the present study. However, in the same study, differences were found between genders and age groups regarding job performance (Bozer & Yanık, 2020). These results do not overlap with the current study, which may be due to the unbalanced distribution of gender and age among the participants.

In another study examining the relationship between organizational commitment, work motivation, and work performance, it was determined that the educational work performances of the participants differed according to their education levels, but in this study, the group whose performance was higher than the others was the undergraduate group (Ertan, 2008). In this study, it was determined that apart from the education level, the age and work experience of the employees also showed significant differences in terms of job performance (Ertan, 2008). In addition, as the age of the participants gets older and their working time increases, their job performance increases (Ertan, 2008).

Findings obtained as a result of regression analyses in the current study show that role ambiguity has a negative effect on job performance. The increase in role ambiguity causes a decrease in job performance. Many studies in the literature, in parallel with the current study, associate role ambiguity with low job performance. In a study examining the effects of role conflict and role ambiguity on job performance in a sample of Israeli industrial organizations, it was concluded that increasing role ambiguity reduces job performance (Fried et. al., 2011). The results obtained from the analysis of 39 studies included in a meta-analysis by Abramis support the negative effect of role ambiguity on job performance (Abramis, 1994). As a result of the study, it was revealed that role ambiguity has a significant and negative effect on job satisfaction and job performance (Abramis, 1994). Another meta-analysis conducted by Tubre and Colins in 2000 investigated the relationship between role ambiguity, role conflict, and job performance. The results showed that role ambiguity has a negative effect on job performance, and it was concluded that the concept of role ambiguity is an essential factor to be considered in the context of job performance (Tubre & Collins, 2000). A study by Çelik tested the relationship between role ambiguity, job performance, and burnout on a sample of 200 principals and assistant principals working in secondary and high schools (2013). As a result of the study, it was found that the effects of role ambiguity on job performance were significant, and role ambiguity negatively affected job performance (Çelik, 2013).

A study was conducted to investigate the effect of role ambiguity and role conflict on job performance with 400 employees in a private health sector (Özbozkurt and Özbozkurt, 2019). The findings obtained in the study showed that role ambiguity has a negative effect on employees' job performance (Özbozkurt & Özbozkurt, 2019). A study was conducted to investigate the effect of job role ambiguity on procrastination habits at work (Sadykova, 2016). In the study, the dimensions of job role, job method, job planning, and performance evaluation uncertainties were associated with procrastination behavior (Sadykova, 2016). As a consequence of the research, a significant relationship was found between job role ambiguity and procrastination behavior, and it was seen that the increase in job role ambiguity had an effect on the increase in procrastination behavior (Sadykova, 2016). Since procrastination prevents starting or completing the task to be done, it can be thought that it is a factor affecting job performance. When evaluated in this context, it can be said that the findings obtained as a result of the study overlap with studies examining the relationship between job performance and role ambiguity. As can be seen, the results obtained in the current study are similar to the results obtained from studies conducted with various sample groups in Turkey and outside Turkey.

The present study stated that the effect of role ambiguity on job performance was found to be negative. On the other hand, psychological capital has a positive effect on job performance, and it is understood from this result that psychological capital affects the increase in the job performance of individuals. When psychological capital mediated the relationship between role ambiguity and job performance, it was determined that the negative effect of role ambiguity on job performance decreased. The findings obtained in the current study were also tested with the self-efficacy, hope, optimism, and resilience sub-dimensions of psychological capital. As a result of the analyses, it was seen that the sub-dimensions of psychological capital had a positive effect on job performance and a significant impact on the relationship between role ambiguity and job performance.

A study conducted with 79 police leaders and 264 police officers examined the relationships between psychological capital and job performance (Walumbwa et al., 2010). As a result of the study, it was determined that the psychological capital levels of the leaders had a positive effect on the performance of the followers (Walumbwa et al. 2010). Another study was conducted with nurses and investigated the effects of psychological capital on job performance (Sun et al., 2011). The study's data were obtained through a questionnaire from 1000 nurses working in hospitals in China (Sun et al., 2011). As a result of the study, it was determined that the psychological capital levels of nurses have a positive effect on their job performance (Sun et al., 2011).

In Erkuş and Afacan Fındıklı (2013)'s research, 572 workers from various industries participated in a study to examine the impact of psychological capital on job satisfaction, performance, and intention to leave. As a result of the study, it has been demonstrated that psychological capital increases job performance, and resilience and self-efficacy factors, which are sub-dimensions of psychological capital, also increase job performance (Erkuş & Afacan Fındıklı, 2013). As a result of a study that tested the effect of psychological capital on job satisfaction in a sample of 278 healthcare professionals in Turkey found that self-efficacy and optimism increased job performance. At the same time, hope and resilience had no significant effect (Öğüt & Kaplan, 2015).

Studies investigating the relationships between psychological capital and job performance in the literature showed similar findings to the current study. However, no study was found on the mediating role of psychological capital in the relationship between role ambiguity and job performance. In this context, the findings obtained from the present study will contribute to the literature.

4.1. Implications of the research

This study tested the mediating role of psychological capital in the effect of role ambiguity on job performance in a sample of white-collar workers in Turkey. As a result of the analysis, it has been determined that role ambiguity reduces job

performance. It has been observed that psychological capital increases job performance and reduces the negative effect of role ambiguity on job performance. In this context, role ambiguity and psychological capital factors are essential factors to be considered by organizations in the context of job performance. Reducing the role ambiguity felt by the employees is a situation that can be achieved with the cooperation of the managers, employers, and teammates in the institution where they work. In order to accomplish this, internal communication should be increased, and people should be provided with enlightening information about their roles. Apart from this, the human resources units, managers, and employers that evaluate the employees' job performance should also be in open communication with the employees about the evaluations they make. It should clearly explain to the employee what he did right and wrong in the role assigned to him, and positive behaviors should be reinforced. In addition, employers and people who are effective in determining roles in the workplace should be trained about situations that may make employees feel role ambiguity. Various psychoeducational can be organized to increase the employees' hope, optimism, resilience, and self-efficacy levels. Thus, when employees encounter role ambiguity in the workplace, they can effectively cope with it on their own.

As a result of all these, the factors affecting job performance should be investigated and studies should be carried out to increase the level of positive influencing factors while trying to improve the negative influencing factors. In line with the findings from the studies, steps should be taken to reveal applications.

4.2. Limitations and Recommendations for Future Research

This research has several limitations. One of the study's limitations is that only a small number of people participated. In future studies, it should be attempted to make the number of men and women equal and reach a broader population overall because gender distribution is unequal, and the number of men in the sample is also low. In addition, qualitative research can be conducted to examine experiences with the concepts of role ambiguity, psychological capital, and job performance.

On the other hand, another limitation is the participation of the participants from various organizations and the sector's diversity. Since each organization's department and role definitions will vary, narrowing the sector diversity for future studies may reveal more reliable results.

Aside from the white-collar workers, there are various roles in the corporate sector. However, because the study's participants are all white-collar professionals, the findings only apply to white-collar workers. Using diverse collar workers in future studies is expected to yield more reliable outcomes in research results.



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APPENDIX

Appendix 1

Gönüllü Katılım Formu

Değerli katılımcı,

Mevcut araştırma İstanbul Bilgi Üniversitesi Örgütsel Psikoloji Yüksek Lisans programı kapsamında Dr. İdil Işık'ın danışmanlığında Ecem Tombak tarafından yürütülmektedir. Çalışmanın amacı ‘‘Rol belirsizliğinin iş performansına etkisinde psikolojik sermayenin aracı rolü’’ adlı araştırmaya veri toplamak için hazırlanmıştır. Ankette 41 soru yer almaktadır. Vereceğiniz yanıtlar gizli tutulacak olup araştırma verileri yalnızca bilimsel amaçlarla kullanılacaktır. Alınan yanıtlar veri havuzunda birleştirilecek ve analiz anonim olarak gerçekleştirilecektir. Alınan veriler araştırma yürütücüsü ve araştırma danışmanı haricinde herhangi bir kişi veya kurum ile paylaşılmayacaktır. Soruların objektif cevaplanması, gerçek duygu ve düşüncelerinizi yansıtmaları araştırmanın amacına ulaşması için önemlidir. Araştırma sorularını yanıtlarken ön görülebilir risk ve olumsuz etki beklenmemektedir. Araştırmaya katılımınız tamamen gönüllülük esasına dayalıdır. Anketi istediğiniz zaman sonlandırabilirsiniz. Araştırmaya katılmayı istemeniz durumunda aşağıda yer alan ‘Yukarıdaki çalışmanın amacını ve içeriğini belirten bildiriye okudum, anladım ve araştırmaya katılmayı kabul ediyorum.’ kısmı açılacaktır. İlgili alana ‘Evet’ diyerek ankete başlayabilirsiniz.

Araştırma hakkında sorularınız olması durumunda Ecem Tombak (ecemtombak@gmail.com) veya Doç.Dr.İdil Işık (idil.isik@bilgiedu.net) ile iletişime geçebilirsiniz.

Araştırmaya ayıracağınız zaman ve katkılarınız için teşekkür ederim.

Ecem Tombak

Appendix 2

Informed Consent Form

Dear participant,

This survey was conducted within the scope of Istanbul Bilgi University Organizational Psychology Master's Program. It is run by Ecem Tombak under the consultancy of Doç. Dr. İdil Işık. The questionnaire was prepared to collect data for the research titled " The effect of role ambiguity on job performance: the mediating role of psychological capital". There are 41 questions in the survey. Your answers will be kept confidential, and the research data will be used for scientific purposes only. The responses received will be combined in the data pool and the analysis will be carried out anonymously. The data received will not be shared with any person or organization other than the research coordinator and research consultant. Answering the questions objectively and reflecting your real feelings and thoughts is important for the research to reach its purpose. No foreseeable risks and adverse effects are expected while answering the research questions. Your participation in the research is completely voluntary. You can quit the survey at any time. If you want to participate in the research, the section "I have read and understood the statement stating the purpose and content of the above study and I agree to participate in the research" will be opened. You can start the survey by clicking 'Yes' to the relevant field.

If you have any questions about the research, you can reach us at ecemtombak@gmail.com.

Thank you for your time and contribution to the research.

Ecem Tombak

Appendix 3

Turkish Version of Sociodemographic Data Form

SOSYODEMOGRAFİK ÖZELLİKLER FORMU

1. Cinsiyetiniz

(1) Kadın (2) Erkek (3) Diğer

2. Yaşınız

3. Eğitim Durumunuz

(1) Ön lisans

(2) Lisans

(3) Y. lisans

(4) Doktora

(5) Diğer

4. Çalışma Deneyiminiz

5. Çalıştığınız sektör

(1) Danışmanlık

(2) Finans

(3) Perakende

(4) FMCG

(5) Otomotiv

(6) Telekomünikasyon

(7) Biliřim

(8) Dięer

5. Mevcut pozisyonunuzda ynetsel bir rolde alıřıyor musunuz?

(1) Evet (2) Hayır



Appendix 4

English Version of Sociodemographic Data Form

SOCIODEMOGRAPHIC DATA FORM

1. Gender

(1) Woman (2) Man (3) Other

2. Age

3. Educational status

(1) Associate Degree

(2) Bachelor's Degree

(3) Master's Degree

(4) Doctorate Degree

(5) Other

3. Job Tenure

4. Do you work in a managerial role in your current position?

(1) Yes (2) No

5. The sector you work in;

(1) Consulting

(2) Finance

(3) Retail

(4) FMCG

(5) Automotive

(6) Telecommunication

(7) IT

(8) Other



Appendix 5

English Version of Role Ambiguity Scale (Rizzo, J., House, R., & Lirtzman, S., 1970).

	Strongly Disagree					Strongly Agree
	1	2	3	4	5	6
1.I feel certain about how much authority I have.						
2.I have clear, planned goals and objectives for my job.						
3.I know that I have divided my time properly.						
4.I know what my responsibilities are.						
5.I know exactly what is expected of me.						
6.I receive a clear explanation of what has to be done.						
7. I feel I experience role ambiguity in my job.						

Appendix 6

Turkish Version of Role Ambiguity Scale (Doğan, A., R. Demir ve E. Türkmen., 2016).

	Kesinlikle Katılmıyorum					Kesinlikle Katılıyorum
	1	2	3	4	5	6
1. Ne kadar yetkiye sahip olduğumu biliyorum						
2. İşimle ilgili belirgin, planlanmış hedefler ve amaçlar vardır						
3. Zamanımı uygun bir şekilde planlayabiliyorum						
4. Sorumluluklarımın neler olduğunu biliyorum						
5. Benden tam olarak ne beklendiğini biliyorum						
6. Ne yapılması gerektiğine ilişkin açıklamalar açık ve nettir						
7. İşimde rol belirsizliği yaşadığımı hissediyorum.						

Appendix 7

English Version of Psychological Capital Scale (Luthans, F., Avolio, B .J. , Avey, J. B., Norman, S. M. 2007)

		Strongly Disagree					Strongly Agree
		1	2	3	4	5	6
1	I feel confident analyzing a long-term problem to find a solution						
2	I feel confident in representing my work area in meetings with the organization management						
3	I feel confident to contribute to discussions about the organization's strategy						
4	I am able to define set goals for my work area						
5	I feel confident when I need to make contact with people outside the company (e.g. customers and suppliers) to discuss problems						
6	I feel confident to present information to a group of colleagues						
7	If I were in a difficult situation at work, I could think of many ways to get out of it						
8	Nowadays, I try to achieve my goals with great energy						
9	For any problem, there are many ways to solve it						
10	Right now, I see myself as a successful person at work						
11	I can think of many ways to achieve my goals at work						

12	Right now I am achieving the professional goals that I defined for myself						
13	When I have a setback at work, I have trouble recovering from it and moving on.						
14	In one way or another, in general I can manage work and its difficulties						
15	At work, if necessary, I am able to stand "at my own risk"						
16	In general, I can easily step over the more stressful things at work						
17	I can overcome the difficult times at work, because I already came through difficulties in the past						
18	I feel that I can handle many things at the same time at work						
19	When things are uncertain for me at work, I usually expect the best						
20	If something can go wrong for me work-wise it will.						
21	In my work, I always look on the positive side of things						
22	At work, I am optimistic about what will happen in the future						
23	At work, things never go as I would like (*)						
24	I work with the conviction that every setback has a positive side						

Appendix 8

Turkish Version of Psychological Capital Scale (Akçay, 2014).

		Kesinlikle Katılmıyorum					Kesinlikle Katılıyorum
		1	2	3	4	5	6
1	Uzun vadeli bir probleme çözüm bulma konusunda kendime güvenirim						
2	Üstlerimle yaptığımız toplantılarda kendi alanımı çok iyi temsil ederim						
3	İşletmenin izleyeceği stratejinin ne olacağı hususunda yapılan tartışmalara kendime güvenerek iştirak ederim						
4	Çalıştığım alana ilişkin hedef ve amaçların belirlenmesine katkıda bulunma konusunda kendime güvenirim						
5	İşletme dışındaki insanlarla (örneğin tedarikçilerle, müşterilerle) herhangi bir sorunu görüşmek için iletişim kurmada kendime güvenim tamdır.						
6	Çalışma arkadaşlarımı işle ilgili tatmin edici şekilde bilgilendiririm						
7	İşler tıkandığında, bu durumdan kurtulmaya yönelik birçok çare/yol bulurum						

8	Halihazırda iş hedeflerime enerjik bir						
---	--	--	--	--	--	--	--

	şekilde ulaşmaya çalışıyorum						
9	Her sorun için birden fazla çözüm vardır						
10	Halihazırda işimde oldukça başarılı olduğuma inanıyorum						
11	İş hedeflerime ulaşmak için pek çok yol bulabilirim						
12	İşle ilgili kendime koymuş olduğum hedefleri şu anda gerçekleştiriyorum						
13	İşte başarısız olduğumda, bundan kurtulmakta ve yoluma devam etmekte zorlanıyorum						
14	İş ortamında meydana gelen güçlüklerin bir şekilde üstesinden gelirim						
15	Zorunluluk halinde, işte kendi başımın çaresine bakarım						
16	Stresli işleri kendime dert etmem, soğukkanlılıkla halletmeye bakarım						
17	Deneyimlerim sayesinde iş yerindeki zorlukların üstesinden gelebiliyorum						
18	Bu işte aynı anda birden fazla şeyin üstesinden gelebilirim						
19	İşte belirsizlik söz konusu olduğunda, sonucun hep en iyi olmasını ümit ederim						
20	İşte bazı şeylerin ters gitme ihtimali varsa, ters gider						
21	İşimle ilgili konularda bardağa hep dolu tarafından bakarım						

22	İşimle ilgili gelecekte yaşayacaklarım konusunda iyimserim						
23	Bu işte hiçbir şey benim istediğim şekilde olmaz						
24	İşime bakış açım şudur: “her gecenin bir sabahı vardır” veya “her işte bir hayır vardır”						



Appendix 8

Turkish version of Job Performance scale (Kalkavan, 2014)

	Yetersiz					Mükemmel
	1	2	3	4	5	6
1. Genel anlamda iş performansım						
2. Başka insanlarla geçinebilme becerim						
3. İşimi zamanında bitirebilme becerim						
4. İş performansımın niteliği						
5. İşimin hedeflerine ulaşmamdaki başarıım						

Appendix 9

English version of Job Performance scale (Porter, and Lawler 1968)

	Inadequate					Perfect
	1	2	3	4	5	6
1. My job performance in the general sense						
2. Ability to get on well with other people in workplace						
3. Ability to finish my work on time						
4. Qualification of my job performance						
5. Achievement in reaching job goals						

Appendix 10

ETHICS BOARD APPROVAL

Ethics Board Approval is available in the printed version of this dissertation.

