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The Impact of the Role Conflict and Ambiguity on HR Performance.

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ABSTRACT

The importance of human resources gains attention much more in today's competitive conditions. Successful organizations on the one hand try to hire well-qualified employees, on the other hand developing strategic approaches to keep such employees within the organizations. In this context, because of the importance of the issue, many researchers stay focused on the intention to quit and many scientific studies were implemented with the intent to discover the predictors and outcomes of resignations. Among the predictors of intention to quit, role ambiguity and role conflict attract attention of researchers which being defined as social factors. In almost all organizations, employees frequently experience role ambiguity or role conflict.

The main purpose of this study, testing the moderating role of emotional intelligence on the effect of role ambiguity and role conflict on the intention to quit. With this purpose, a survey was applied with the participations of 369 police officers from Tokat Police Directorate that is being considered appropriate for research variables. With the analysis of the collected data, it has been found that role ambiguity and role conflict have effects on intention to quit. Besides that, emotional intelligence has no significant effect on the effects of role ambiguity and role conflict on intention to quit. With the intent of acquiring more results from the research and contributing the literature more, research variables were tested to determine if, any differences exist regarding to demographic features of participants. According to analysis of demographic features, role ambiguity differentiated regarding to gender and total length of service, role conflict and emotional intelligence differentiated regarding to educational attainment, intention to quit differentiated regarding to age and total length of service.

Keywords: Role ambiguity, role conflict, emotional intelligence, intention to quit.

Content

1. Introduction

The past century has been a century in which significant technological developments have been experienced and communication and production possibilities have developed rapidly. New business lines have emerged under the influence of these developments, the quality of the workforce has changed, the importance of specialization has increased, and the demand and supply of labor have different characteristics and talents. Although mechanization has provided great advantages in efficiency and productivity by increasing production in large quantities, this development has not diminished the importance of the human factor, but has increasingly been accepted by the public as to how important the human power is in terms of the changing nature of the business. Taylor emphasized the importance of the human element in terms of business management from a century ago, stating that maximum organizational success can be achieved with the highest possible productivity of people and machines.

It is a fundamental and priority issue for organizations today to increase their organizational performance or retain their employees for the purpose of maintaining the current level of performance. What is meant by the phrase "to keep the employee in business"; it is understood through a series of policies and practices that it will be possible for employees to remain committed to operating for a long period of time. For this reason, one of the main goals of human resources planning in organizations is to plan actions that will ensure that employees stay in the organization by maintaining their high performance and motivation levels. Today, many organizations are faced with various difficulties in keeping their employees in the organization and are trying to improve their ability to keep their high-performance employees organized. The effort of the organizations is to prevent the new members, who they associate with their organizations, from investing in both time and money sense, with the employees who decide to leave the job. Loss of a certain invested employee also means loss of knowledge, capital, ability and experience. It is a

question that not only business executives but also academics in the region intensify their attention because of such important results.

Separation from work, which leaves organizations forced to bear various costs such as production losses, decline in quality and recruitment, is due to the influence of various factors. The role ambiguity and role conflict shown among these factors are social factors that are frequently discussed in the literature and appear as a reflection of various conditions within the organization. Role uncertainty and role conflict are frequently encountered in today's organizations, which have complex structures and interact intensely with various social actors. Researchers studying the role ambiguity and role conflict point out that these concepts may lead to various negative consequences both at the individual and organizational level. It has been revealed through various studies that these concepts have negative effects on the intention to leave work. Many researches conducted with the participation of employees from different occupational groups show that ambiguity and role conflict can have an impact on the intention to leave work.

Consideration should be given to what measures can be taken in order to prevent or mitigate the effect of role ambiguity and role conflict on intent to leave the job. As the role ambiguity and role conflict must be considered as social factors, it is evaluated that individuals with strong social skills can be more advantageous without overcoming this problem. At this point, the concept of emotional intelligence comes to the forefront because of its various features. Emotional intelligence is defined as "a range of personal, emotional, and social competencies and skills that affect the success of the individual in responding to demands and pressures from the environment." By definition, it can be said that those with high levels of emotional intelligence will be able to cope with social problems more easily. In this context, it is considered that the role of regulatory role of emotional intelligence in the effect of role ambiguity and role conflict on intention to leave work may be beneficial.

2. SCIENTIFIC – METHODOLOGICAL ASPECTS OF ROLE CONFLICT AND ROLE AMBIGUITY.

2.1. The conflict of role-playing and the factors that cause its formation.

Today, complex structures of organizations can cause employees to assume different roles within the organization. A physician at the hospital can also assume administrative duties at the same time, and an engineer may be required to work as an instructor in in-service training programs as well as in primary work. These examples are situations in which the employee has to play different roles in the face of people with different demands or expectations. The ambivalence, the strain and the tension that are experienced by the employee are explained by the role conflict because they are surprised to fulfill the role requirements.

Katz and Kahn have described the role conflict as "when one of the different role demands sent by the individual is fulfilled, the others will become more difficult". Kılınç defines the role conflic[1]t as "the obligation of a role that is obliged to fulfill two or more roles at the same time, to comply more with one of the role requirements, to strengthen the other". The role conflict according to Ceylan and Ulutürk, which makes a comprehensive definition of various aspects of the role conflict "is that the work to be done is very different and indifferent from each other, there are not enough personnel in the workplace in order to complete the task assigned to it, sometimes the rules are violated it is necessary to be in a relationship with very different working groups in the workplace, and it is an increasing situation in case of receiving requests that do not match each other while working ".

When an individual undertakes multiple roles at the same time, a role conflict arises if the needs of the roles conflict with each other. A role conflict in the light of this

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[1] Firth, L., Mellor, D.J., Moore, K.A., & Loquet, C. (2004). How can managers reduce employee intention to quit? Journal of Managerial Psychology, 19(2): 170-187.

information can be defined as "the difficulty and tension that an employee has had to make when he or she is forced to fulfill conflicting demands," he said.

Katz and Kahn suggested that four different forms of role conflict may arise depending on the sources. Accordingly, role conflict;

a) Two or more roles originating from contradictory role expectations coming from the sender,

b) The same role is due to the contradictory role expectations of the sender, c) The contradictions of the expectations of the role of the expectations of a certain role,

d) The role of the role of the obligor to assume more than one role and these roles conflict with each other can arise from.

A similar classification can be found in Rizzo et al. stated that the role conflict may occur in various ways due to the incompatibility or incompatibility of some factors related to the role.

a) the conflict that arises if the intrinsic values or standards of the person are not compatible with the expected behavior; this can be called the person-role conflict experienced by the person with a single role or the in-role conflict experienced by the role obligation.

b) The form of conflict that occurs when the competence of the obligation of time, resources and role does not match the expected behavior.

c) the conflict that occurs when several different roles are undertaken by a person; is the type of conflict that will cause your role obligation to develop different or incongruent behavior or change its behavior according to the situation. This type of role conflict can be called a role conflict.

d) Conflicts that arise when individuals are asked to fulfill anticipatory or organizational demands contrary to organizational policies. The type of conflict that arises when requests come in conflict with different people or with organizational standards.

As the role ambiguity, it seems that the studies in the related literature on role conflict are mostly about exploring the effect of role conflict on various variables. In this respect, it can be said that the studies aiming to discover the factors affecting the role conflict are limited.[2]

In the Kirkhaug study, the result was that the compulsory formalities in the police and military organizations had an impact on the role conflict. Later on, according to the findings of a survey conducted in a bank and a maritime operation to provide control of the findings, he stated that the compulsive formalities had a weak influence on the role conflict and thus supported the previous study. The author states that formalization is expected to be flexible and solution-facilitating rather than constraining to unforeseen or volatile environmental conditions or rigid rules for staff behavior. In the police and military organizations, it is argued that there is a restrictive and compelling formalism. According to the author, the rules that are becoming more and more challenging will obstruct the implementation of the methods that can be followed for the employees.

Bacharach and Bamberger have developed factors affecting role conflict in five main groups: business structuring, person-work integration, participation, social cohesion and organizational career development. In this model:

Business structuring; formalization, propagation of rules, record keeping and routine.

Person-work integration; job-related feedback, job description, autonomy, rewarding concepts.[3]

Participation; taking decisions on principles and taking operational decisions.

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[2] Harris, L.M. & Baldwin, J.N. (1999). Voluntary turnover of field operations officers: A test of confluency theory. Journal of Criminal Justice, 27(6): 483-493.

[3] Kopelman, R.E., Greenhaus, J.H., & Connoly, T.F. (1983). A model of work, family, and interrole conflict: a construct validation study. Organizational Behavior and Human Performance, 32: 198-215.

Social cohesion; competence of the team, formal and informal communication concepts.

Organizational career development includes concepts of development, career guarantees, contribution to development and realistic predictions of work.

Bacharach and Bamberger (1992) found that private sector employers in the bureaucratic structure, with the participation of nurses and engineer groups, Contrary to Kirkhaug's suggestion, as formalization has increased, the role conflict has come to a conclusion. In the same study autonomy and role conflict changed in the same direction and it was stated that person-work integration would be inadequate in reducing role stress while explaining this situation. Participation was observed in nurses with separate results in separate engineers. Participation in decision-making at the level of defining organizational policies increased the role conflict of the nurses, but there was no significant change in the engineer group. In terms of social cohesion, it has been observed that the effectiveness of the team in both engineer and nurse groups is opposite, affecting role conflicts only in the engineer group in the opposite direction as formal communication is low but meaningful. Whereas in the context of organizational career development, nurses are a strong determinant in realistic predictive role conflict in business, career guarantee and development possibility can only be determinant of role conflict for engineers.

In his research conducted by journalists in Malaysia, Ibrahim found that the 12 factors that could influence the role conflict were gathered in three main groups as organizational, personal, and interpersonal factors, and 4 of these 12 factors had a greater impact on the role conflict than others. These factors are the time spent in business life, the time pressure, the nature of the task, and the participation in task decisions.

The result of examining the mentioned studies can be summarized as follows; there are a number of factors affecting the role conflict and it is observed that these factors can give different results in various professions (police, military, banker, maritime

employees, nurses, engineers, journalists). An element that increases the role conflict for a particular occupation or organizational structure may not be effective in another occupation or organizational structure. Therefore, the solutions or strategies developed by considering the structure of a specific organization or considering the role of the work to be done to reduce the role conflict, can not provide a change aimed at a different organization or different occupational groups. The sources of the role conflict need to be specifically understood in terms of the organizational structure and the nature of the work.[4]

When the literature is examined, it is seen that role ambiguity is the effect of role conflict on various individual and organizational outcomes. (Kaleem et al., Ceylan and Uluturk), self-efficacy (Tang and Chang, Kanbur et al.), Intent to leave the work (Brief and Berkeley et al. Aldag, Javed et al., Bedeian and Armenakis) and burnout (Moss, Sabuncuoglu) have negative consequences in terms of individuals and organizations.

Although some researchers suggest that there is no meaningful effect on the variables involved, as opposed to the role conflict, according to the results of the studies they conducted, it is stated that the role conflict has negative effects on individuals and organizations. According to the Role Theory, it is suggested that role conflict is more devastating than role uncertainty on individual and organizational output. However, in response to the various arrangements and interventions that the management of these stress sources will make, it is stated that role ambiguity will give better results than role conflict.

The conflict management term is more extensive than the clashing solution term. The solution of the cracker is; while the expression of managing the conflict is both a

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[4] Wayne, S. J., Shore, L. M., & Liden, R.C. (1997). Perceived organizational support and leader-member exchange: A social exchange perspective. Academy of Management Journal, 40(1): 82-111.

reconciliation of the emerging conflicts and a directing of the destructive conflicts to the constructive outcomes.

Conflict management is the process by which parties to a conflict or a third party take a series of actions in order to direct disagreement in a particular direction. Actions may be in the direction of ending the conflict completely or affecting the conflict period. The intention of the conflict management might be to end the conflict in a positive, peaceful and compromising manner, or to dominate the other side.

Conflict management involves designing and planning effective strategies to reduce the nonfunctional outcomes of conflicts in order to improve and improve the learning and organizational effectiveness, and to increase the functional outcomes as much as possible. Conflict management can be defined as an attempt to intervene in a particular way by interacting with other parties outside the confrontation.

The management of conflicts is the adoption of the existence of conflicts with its broad definition and the use of these conflicts as tools in the realization of organizational goals. So briefly, conflict should be considered as part of the solution, not as a problem. Because the difference of knowledge and thought is necessary for the solution of problems.[5]

Inter-individual conflict is one of the fundamental issues that exist in organizational life. For this reason, it is necessary to manage both at the individual level and at the managerial level. Especially when a manager is confronted with a conflict situation he or she is obliged to identify and implement appropriate solution strategies. However, the conflicts of the managers may not be enough to manage by just setting and implementing appropriate strategies at the organizational level. In addition, it is also necessary to know the conflict attitudes and conflict management styles of individuals who are involved in conflict.

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[5] Alada, A. D. (2004). Iktisat düşüncesinde felsefi yaklaşımın önemi. Ankara Üniversitesi SBF Dergisi, 59, 1-17

Every manager in an organization is a conflict resolver. For this reason, once managers have investigated the causes of conflict, it is necessary to decide what is the most appropriate solution for the conflict. The case of conflict management means that conflicts are assessed on a frame that enhances the productivity of social and formal structures.

There is a considerable literature on conflict management. Blake and Mouton have developed an organizational model based on two dimensions that are not human oriented and work oriented, which deal with conflict resolution methods. Blake and Mouton have described five styles in the model: forcing, avoidance, softening, compromise and problem solving.

One of the most widely used models today is the Rahim Organizational Conflict Inventory-ll or Rahimin model that developed a scale known as ROCI-II. The womb classifies conflict management styles by creating a combination of the dimensions of their own interests and thinking of others' interests. The five ways to cope with this combination of two dimensions are:

1) Problem solving

2) Compromising

3) Forcing

4) Avoiding

5) Accommodating

The use of these styles is also closely related to the positions of the parties involved in the conflict. A person who uses force when he or she has a conflict with the astronaut will probably not use the same style if he or she has a conflict. This problem led Rahim to develop three different scales, each for conflicts between subordinates, superiors, and peers. It is based on the assumption that people will exhibit different styles when compared to stronger, equal or less powerful people than themselves.

1. PROBLEM SOLVING; Problem solving style involves cooperation between the parties and differences between the parties are revealed by exchanging information in order to find an acceptable solution within the two sides. The basic rule of this strategy is "to put out cards". Here the parties can collaborate to reveal the real problem, the causes of the problem and the differences in a constructive way. Thus, both parties can overcome their limited view of what can be done. Problem solving style; it is an approach that involves investigating alternative ways of trying to reach effective solutions for both parties in the solution of the conflict of the individual.

   Application of this style; openness, information sharing, search for alternative ways, and analysis of differences for both sides, and cause creative solutions.

2. COMPROMISE; It is an approach based on the sense that both sides must give up some things in order to reach a mutually acceptable decision.

   Those who are party to the conflict will meet at a certain place in the middle by making a little sacrifice for their own purposes. Thus, the clash has no clear and definitive victory or defeat. The amount of concessions on which side to such an approach depends on the relative strengths of the parties. Often this is a temporary conflict management, and after a while it is likely that the parties will rebound.

3. FORCING; It can be explained by winning-losing approach or by resorting to coercive behavior to win. The individual who exercises the compulsion often ignores the needs and desires of the other to achieve his or her own goals. The style of coercion in conflict management; in the style of domination, to make compulsive behavior to win the individual, to use power.

   One of the parties can go every way to win. If the cracker is between the supine and the sub, the upper supine may force it to conform to its own demands and even to its orders. Formally, a party that does not have the authority to enforce or order can go to bluff, mislead, or force a counterparty through an overhead.

This strategy is widely used in institutions where a more authoritative managerial understanding prevails.

4. AVOIDANCE; Failure to intervene in the conflict may be explained by the fact that the person is responsible for the transfer or withdrawal. The individual who exhibits evasive behavior fails to satisfy the wishes and needs of the other side as much as his own wishes and needs.

    According to Tartan, the individuals in the enterprise adopt this approach to avoid conflicts, to ignore disagreements or to remain neutral. In this approach, allowing the individual to remain passive and intolerable raises the tension caused by conflict. Because the taking of important issues or neglecting it causes the growth over time rather than the disappearance of the conflict. The view that an individual has in this kind of conflict is usually shudder; "I prefer to shut up if I fall into disagreement with my colleagues".

5. ACCOMMODATING; This strategy is also called as soothing, softening in some sources. In this way it concentrates on the common points between the two sides, ignoring the differences in order to appease and to please the other side. Appearance style; can be explained by adopting the approach of compromising by sacrificing the resolve of the clash of individuals who are ambitious and friendly to those who like to be in the community.

    In conflicts that often occur between subordinates and superiors, subordinates may go on to pursue such a strategy in order to "save the situation". Especially among the top institutions with subordinates in a traditional bureaucratic structure in Turkey "power distance" of subordinates in the battle for the top of the needs and interests it is likely to be further submission. The adaptation strategy can be effective when the importance given to protecting and maintaining the relationship with the counterparty is higher than the importance given to satisfying the needs and needs.[6]

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[6] Başar Neyişci, N. (2008). Türkiye'deki mesleki eğitim ve öğretimin güçlendirilmesi projesi (MEGEP) içindeki okul yöneticilerinin, belirsizlikten kaçınma davranışlarını gerçekleştirme düzeyleri, Yayımlanmamış Yüksek Lisans Tezi. Hacettepe Üniversitesi Sosyal Bilimler Enstitüsü, Ankara.

In the event of a conflict, there is an intervention in which the managers must or should expect them to terminate it in accordance with the current conflict. Each manager has a unique management style. From the decision-making process to the time it is used, each manager can follow different paths and have different priorities. In any case, the manager must understand the conflict and use it for organizational purposes. Otherwise, conflicts will make organizations unable to work and lose their jobs, and the aims of their organization will not be realized.

2.2. Role ambiguity and the factors that led to its formation.

Kahn et al. Describe role ambiguity as "a function of the inconsistency between the information that the person has about the role and the information needed to perform the needs of the role". Individuals are exposed to the uncertainty of their role when they lack sufficient knowledge of their responsibilities and can not have sufficient knowledge about what they can do to fulfill their responsibilities. According to Lyons, role ambiguity is a result of lack of sufficient knowledge about the role of the role of the obligation, such as the lack of clarity of the expectations about the role, the limited accessibility of information. Walker et al. they will have a role ambiguity when they can not be sure about how they should do their jobs. According to Glissmeyer et al., Role ambiguity occurs in the absence of explicitly defined role expectations, lack of role requirements, methods and necessary information. Role uncertainty can be defined as "the lack of information in the context of the demands and expectations of the role and how it should respond to these demands and expectations, in the sense that it will cause the employee to make incorrect decisions or to behave differently as expected".

According to the classical organizational theory, the responsibilities of tasks and positions in formal organizations must be clearly defined. If an employee is unaware of the authorities, their responsibilities, what they want to accomplish and how they will face sanctions in the wake of their behavior, they will respond to the manager 's expectations using a trial - and - error method.[7]

Ahmad and Taylor emphasize that the lack of information about expectations and the fact that the information provided is not communicated to employees through appropriate channels of communication also leads to a role ambiguity. Ceylan and

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[7] Çobanoğlu, F. (2008). Değişim mantığını anlamak: akış ve dönüşüm olarak örgüt. Pamukkale Üniversitesi Eğitim Fakültesi Dergisi, 23, 110-119.

Uluturk argue that the absence of information on the role, authority and responsibilities of the job is due to factors that increase the role ambiguity.

Role uncertainty is that an employee fails to assess various behaviors related to goals and expectations as needed due to lack of knowledge. It is also unlikely that the employee will be able to demonstrate his / her required effort in situations where he / she does not know exactly what is expected. Polatci and Boyraz stated that employees with role ambiguity will be insufficient to cope with the difficulties they face at work.

There are two types of role ambiguity in the literature, namely task ambiguity and socio-emotional uncertainty. These concepts need to be examined in order to better understand the role ambiguity.

Task ambiguity:

Job uncertainty can be referred to as lack of knowledge that an employee needs to exhibit how to play a role. If the manager does not perform enough information about the tasks such as job descriptions, targets, authorities and responsibilities, the role of the employee is expressed as the task ambiguity.

Task uncertainty can arise in three different ways.

a) If you do not have sufficient information about what is expected of you under the responsibilities,

b) uncertainty about what behavior is required to fulfill expectations in the context of responsibilities related to behaviors,

c) The uncertainty about which priorities should be given in order to meet multiple expectations in terms of the priorities of their responsibilities.

Social-Emotional Ambiguity:

Another type of ambiguity that can be termed as social-emotional ambiguity is the uncertainty of how one is treated by other people. It occurs in situations where

business standards are not clear and performance appraisals are subjectively evaluated. This problem can also be addressed at times when the individual does not receive feedback from others about his or her work and behaviors.

Trayambak et al. the authors emphasize that academicians are unable to receive feedback on the work of the most valuable of the stress sources. However, it is stated that qualified and positive feedback will decrease the stress levels by increasing the academic performance of the academicians. Similarly, Walker et al. suggesting that there is a negative relationship between the frequency of communication with the manager and the uncertainty perceived by the employee and that the uncertainty perceived by the employee in the case of shortening of the distance between the employee and the manager will decrease.

Bauer and Simmon ranked the four commonly accepted dimensions of the role ambiguity in the following way:

1) Objective / Expectation / Ambiguity of Responsibility: What are the expectations? What should the role obligator do?
2) Process Ambiguity: How to do things? What are the methods to choose when organizational goals are achieved?
3) Priority Ambiguity: When and in what order should jobs be done?
4) Behavioral Ambiguity: How is your role observer expected to behave in various situations?

Although there are studies in the literature that aim to explore both the causes and consequences of role ambiguity, it is seen that a large part of these studies are predominantly focused on the effect of role ambiguity on various variables.[8]

When you look at the definitions of the role ambiguity in the literature, it appears that it is a concept that emerges as the result of ambiguity and unknownness. In addition to uncertainty or lack of information, there are several empirical studies that have

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[8] Ertürk Kayman, E. A. (2008). Türkiye'deki mesleki eğitim ve öğretimin güçlendirilmesi projesi (MEGEP) içindeki yaygınlaştırıcı okul yöneticilerinin, kuantum liderlik davranışlarını gerçekleştirme düzeyleri. Yayınlanmamış Yüksek Lisans Tezi. Hacettepe Üniversitesi Sosyal Bilimler Enstitüsü, Ankara.

been conducted to determine other factors that may or may not have contributed to role ambiguity. Walker et al. role ambiguity and role ambiguity are related to variables such as organizational structure, communication style and frequency, management style and occupation time in their studies on sales officers who are exploring factors affecting role conflict. Fazli et al. there is a negative relationship between personal competence and autonomy with role ambiguity, and between mechanical organization structure and role ambiguity in the study of factors such as personal competence, mechanical organization, and autonomy that influence role ambiguity. they have reached the end. In the Rogers and Molnar studies, which are aimed at discovering factors that lead to role ambiguity and role conflict at senior management level, organizational factors such as the number of services offered, authority resources, goal setting, and changes in organizational factors such as information and resource exchange, co-decision making, etc., have had an effect on role uncertainty.

Teh et al. they argue that uncertainty will also increase due to the contradictory expectations contained in the clash of roles. They expressed support for the hypothesis they established in the study they conducted in order to test these proposals, and they concluded that there was a positive relationship between role conflict and role uncertainty. In this respect, role conflict is also the reason for the role ambiguity.

Kahn et al. it is likely that the role ambiguity as a result of the role theory put forward by the author suggests that the role observer may develop uncertainty coping behaviors that would cause the situation to deviate from reality such as avoidance of strides or development of a defensive mechanism. Uncertainty can in general cause role observers to live in dissatisfaction with the role, to be concerned, to move away from reality, and, in turn, to decline in business performance.[9]

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[9] Garmston, R. & Wellman, B. (1995). Adaptive schools in a quantum universe. Educational Leadership, 52(7), 6-12.

Luthans says that role ambiguity may influence the ability of staff to work effectively. It is seen that the role ambiguity which is frequently discussed in the literature is influential on individual and organizational outcomes such as job satisfaction, burnout, job performance, intention to leave work, turnover of personnel, ability of creativity of the staff, self-efficacy perception.

It is important to examine the role-explaining concept and features that Fournier suggests to be opposed to role ambiguity in order to better understand the role ambiguity. Role, a concept closely related to role ambiguity, is defined as the ability of an employee to acquire and understand necessary information about a particular job. According to Kauppila, role clarity is the degree to which employees understand the expectations, objectives, and duties of their roles. The role clearance is based on the perception of clarity of expectation from the workplace.

Ambiguity should not be addressed with a traditional approach. Hence, when it comes to ambiguity management, flexible and adaptable uncertainty management strategies must be employed. One of the dangers associated with uncertainty management is that the traditional approach leads managers to see uncertainty in only two ways. Some of the administrators assume that the world is ambiguous and therefore open to certain predictions, or that it is ambiguous and therefore incompletely predictable.

Mitigating uncertainty can lead to strategies that do not exploit the threats, or that do not benefit from the opportunities that advanced uncertainty can provide. One of the greatest examples of this is the 1977 edition of Kenneth H. Olsen, then president of Digital Equipment: "There is no reason for people to have computers in their homes." The personal computer market explosion was not yet inevitable in 1977, sector experts should be talking about it at that time. Assuming, on the other hand, that the world is entirely unpredictable, may lead managers to leave the analytical certainty of traditional planning processes entirely at odds and basing their strategic decisions on their instincts.

Handmer's Approach to Responding to Ambiguity.[10]

We know everything, there is no such thing as an accident: the adherents of this approach can be said to have removed the word "accident" from the literature. In this approach, they think that all aspects of the risk can be identified and measured. This approach is wrong, hoping that many problems will occur and avoiding the majority, because the knowledge is never complete.

Control illusion: This approach is rooted in the chain of command in traditional military organizations. It is a traditional approach based on the assumption that almost all variables in an organization and its environment can be controlled by command.

Coordinating, Facilitating and Developing Organizations: Those who manage uncertainty attempt to define and plan the inevitability of uncertainty and problems in different species. The main way to do this is to take lessons from current events through rehearsals or events. Research; in the case of uncertainty, especially when it is important to adapt to the dynamic environment, approaches that emphasize flexibility in decision-making are more successful. For uncertain situations, general mechanical approaches may work for routine events, but this approach may prevent adaptation to high uncertainty situations. Uncertainty can play a facilitating role in coordinating resources and experts. To be able to adopt this approach depends on deep-rooted psychological changes in the attitudes of individuals.

Utilization of uncertainty: Uncertainty is not always perceived as negative. Some uncertainties, or better, ignorance can be attractive to individuals. For this reason, managers can use the following strategies to create lack of information or ambiguity at various levels:

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[10] Handmer, J. (2008). Emergency management thrives on uncertainty. Bammer, G. &

- Consciously increasing uncertainty, for example, distorting or distorting information.
- Tabular, to create a boundary between irrelevant and valid information.
- The use of rituals that exclude private discourses and non-specialists.

Smithson, Bammer and Goalabri Group's Approach to Responding to Uncertainty

Uncertainty can be perceived by the individual as positive or negative. While some individuals view uncertainty as a threat or risk factor, some individuals may view it as an element of freedom or opportunity. Individuals can effectively seek uncertainty as part of their lives, voluntarily accept it, and even search for ways to make use of uncertainty. Some of the strategies to respond to uncertainty that can be ranked according to individuals' preferences are:

Aforoz (banishment): The individual or organization adopting this approach prefers not to deal with uncertainty. At the heart of the approach is the tendency to control the events, the variables related to the events.[11]

Denial: The individual or organization that adopts this approach denies uncertainty by saying there is no ambiguity.

Reduction: The individual or organization that adopts this approach prefers to reduce uncertainty, often through more knowledge. At the heart of this approach is also the tendency to control events, variables related to events.

Tolerance: The individual or organization adopting this approach tolerates ambiguity, seeking to exploit uncertainty.

In addition to approaching coping with the uncertainty listed above, both understanding uncertainty and uncertainty in dealing with uncertainty, measuring or predicting, predicting, abolishing or reducing, accepting or conferring, controlling or exploiting the uncertainty involved in the field one approach.

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[11] Fris, J. & Lazaridou, A. (2006). Organizational life and leadership: the quantum perspective. Canadian Journal of Educational Administration and Policy, (48), 590

Clampitt and DeKoch's Uncertainty Management Model

In many cases, embracing uncertainty is better than eliminating uncertainty. When people meet for the first time with ambiguity, they behave as if they are ordinarily managing an ordinary event, often in accordance with certainty. Sooner or later many people learn to doom uncertainty and perhaps learn to cope with ambiguity. Some individuals learn to accept as an inevitable power to arrive from the top of uncertainty. Leaders should be encouraged to embrace uncertainty for two reasons:

1) It is important to realize that there may be many things that the leaders do not know, that they can not make precise estimates, they may have unclear and incomplete ideas.

2) It is important to justify "I do not know". Leaders in the absence of a definitive answer to be given, should feel compelled to give a definite answer. Unfortunately; there are forces that are working at a high level in the workplace, in the society and in organizations, and trying to place the perception of "knowing" in everyone's mind.

All these things should not be confused with a "no matter what" purpose. Of course, there are many things that people need certainty. The fact that the sun will rise tomorrow, the safety of the planes we travel, and the confidentiality of our private conversations are examples of certainty. On the other hand, always asking for precision is often in places where no one is brave. There are many benefits to confronting the uncertainties in life. In fact, chaos, complexity, and pace of change in contemporary organizations require leaders to be experts in embracing uncertainty.

2.3. Human resources performance and factors affecting it.

The term human resources refers to a person who is one of the sources that they have to use with the aim of reaching their goals today - organizations - defined as product and service management. Man is a part of the production process which is a sine qua non, and at the same time the target of production. Human resources cover all employees, from a top organizer to the top executive to the unqualified worker at the bottom. This term also covers the work force that is present within the organization, as well as the potentially available workforce outside the organization. The preponderance of HRM today is due to the following problems

increased.

- Costs related to labor power
- Efficiency
- Changes
- Negative statements in the workforce
- Globalization

Let's examine these issues now, which emphasize the importance of HRM.[12]

Costs related to labor force: On the basis of any kind of economic activity, what kind of technology is used, labor is used. Today, it is possible to say that the use of advanced technology and the automation reason and the need for labor power are reduced. However, a quantitative reduction in workforce need will require that this

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[12] Erçetin, Ş. & Kamacı, M. (2008). Quantum leadership paradigm. World Applied Sciences Journal, 3(6), 865-868.

need be met with a higher-quality workforce. Only a small number of high-quality and expensive workforce needs arise. The use of this expensive source as an agent is now more important than ever.

The positive results of the effective use of human resources on costs

sorting is possible:

- Reduced labor turnover rate
- drop in absenteeism rate
- reduction in losses caused by work accidents
- Reduced defective production
- increase in product quality
- increase morale and motivation in the workplace environment
- reduced employer conflict

Efficiency: This concept, which we can define as an increase in output without changing the amount of input, is closely related to costs. Increasing workforce productivity, defined as the amount of production that meets the hours of work, has become vital because of increased workforce costs.

Changes: Changes affect life in social, cultural, legal, educational and technological areas. It is therefore not possible for human resources management and practices to be influenced by these changes. It causes people to change their values, expectations and beliefs. Different cultures are getting closer and affecting one another. It is a new generation of work force that finds it more important to spare time, rather than just being more knowledgeable, less satisfied, less important, interrogating when necessary, and having different expectations and needs.

Disadvantages in the work force: Disadvantages such as labor turnover, absenteeism, lack of motivation, non-productivity attitudes and behaviors

It arises. To solve these problems constitutes an important part of HRM studies today.

Globalization: The personnel management approach will be insufficient in terms of the problems to be encountered in the globalization environment that we can define as the expansion of the borders towards other countries in terms of the activities, ownership, markets and productions of the organizations.

Future economic and strategic competitive advantage, human power in organizations

It will create. Economies are increasingly dependent on employees' knowledge, skills, skills and other characteristics. Unlike other organizational resources, it is difficult to imitate intellectual capital. Since organizations are affected by their environment and affected by them, the harmony between the organization and HRM strategies is expected and they are both organizational and non-organizational components.[13]

The impact of HRM decisions on organizational performance is assessed by improving organizational effectiveness, increasing operating income, or increasing labor productivity. Workforce turnover, sales ratios and financial performance were the most influential business performance indicators on the impact of organizational performance. In this study in the direction of the related literature findings, as the basic success indicators of İKY, labor turnover rate, operating sales ratios and financial performance.

Employee productivity is a term used to describe the effectiveness of an organization's employees at work. It is also used as an index that can be used to compare the return of investment made by HRM to numerical values and to compare the efficiency of competing firms. Indicators of employee productivity include the effects of employee attitudes and behaviors in the formation of performance indicators such as labor turnover, business selling rates and financial performance, which are assessed at the enterprise level.

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[13] Doyle, R. M. (2004). Applying new science leadership theory in planning an international nursing student practice experience in Nepal. Journal of Nursing Education, 43(9), 426-429.

There is a nested relationship between organizational performance and HRM activities. If the HRM is considered as the whole of hiring, training, development, motivation and evaluation processes of sufficient number of qualified employees to perform the functions necessary for the achievement of the targets of the enterprises, the HRM system should be aligned with the organizational strategy in order to increase organizational performance. Katau and Budhwar compiled the concept of organizational performance according to various authors in their work. Organizational performance is expressed as the degree of fulfillment of organizational goals. Within the scope of the activity, the organization refers to the efficient use of resources. It also improves the capacity of businesses to bring together the opportunities that come with their future opportunities, and increases the satisfaction of all participants (employees, customers and stakeholders).

Organizationally, it is known that the choice of situational HRM practices is more effective in increasing organizational performance. As high-performance organizations have fewer hierarchies than structures, they must ensure that employees' knowledge and skills are transferred to performance throughout their workflow. Sustainable high performance results in a structure that takes into account the nature of people and work. Incorporating the wrong parts in organizational design reduces the effectiveness of the organization.

HRM contributes to the success of the organization by combining human and information resources. It is expected that HRM will have an impact on organizational performance as one of the ways to direct or control individual behaviors towards goals. The question of how HRM has impacted on organizational performance (productivity, financial indicators, etc.) is one of the hottest discussion topics in the literature. Organizational strategies are considered to be the main situational factor that affects HRM and therefore organizational performance. Collins and Clark pointed out that the effective implementation of HRM practices in the research they conducted affects employee performance in a positive way. The integration of HRM

practices and strategic planning, and the contribution of HR policies and practices to organizational performance. In order to provide sustainable competitive advantage, most organizations put down the human factor in the first place and reduce the working costs, while the organizations that center the human factor in their strategies have a longer return. Effective HRM practices create competitive advantage. It is expected that performance will be strong when implemented with the strategy that supports HRM practices. For a high-performance organization, it should be specific to the organization to optimize the organizational performance of HRM applications. Organizational performance is quantitative and qualitative narrative that the organization can achieve or achieve for its intended objectives. Organizational performance outcomes are divided into short and long turnover; short-term outputs, increasing the commitment and technical knowledge, skills and abilities of individuals at the individual level, ensuring the cost-effectiveness of HRM functions and reducing the speed of labor turnover. One of the most used indicators of the impact of HRM on organizational performance is the rate of labor turnover or the rate at which employees leave the workplace with another expression.[14]

The reasons for giving importance to the impact of HRM on organizational performance; factors such as the ability to survive against changing and uncertain environmental conditions, enabling effective HRM systems and strategies in the organization to improve direct productivity, reduce production costs and, consequently, increase organizational performance and achieve organizational goals more quickly. Organizational performance; Efficiency, effectiveness, efficiency, quality, continuous improvement, innovation and profitability will all be effective as a result of the appropriate combination of dimensions. Organizational performance can be enhanced by paying attention to the development of integrated organizations and HRM processes, as well as by the impact of HRM decisions on organizational performance, improving organizational effectiveness, increasing organizational

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[14] Courtney, H., Kirkland, J. & Viguerie, P. (1997). Strategy under uncertainty. Harvard Business Review, November 1997.

revenues, or increasing labor productivity. The study by Huselid suggests that HRM activities such as premium systems, selective recruitment techniques and employee involvement increase organizational performance through lower labor force change rates, higher productivity, employee skill development, and motivational influences.

High-performance work practices such as employee motivation, training and development have a negative relationship between the turnover rate of work and the intentions of employees to leave work. When we look at the relationship between HRM practices in the organization and intent to leave the job, there is an inverse relationship between the effectiveness of the workforce selection and placement function and the employee's intent to leave the job, particularly in the context of the work that leads to the reduction of the intent to withdraw from the job due to attractive pricing and training practices. There are also studies that conclude that there is an inverse relationship between the effectiveness of the labor selection and placement function and the intentions of employees to leave the work, as well as the result that attractive rewarding and training practices reduce the intent to leave the work. Performance that is not suitable for research purposes shows that policies and political elements applied in appraisal lead to physical and psychological separation from work, and may lead to physical and psychological separation from work and increase intention to leave work.[15]

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[15] Büyüköztürk, Ş., Kılıç Çakmak, E., Akgün, Ö. E., Karadeniz, Ş. & Demirel, F. (2012). Bilimsel araştırma yöntemleri, geliştirilmiş 13. baskı, Ankara: Pegem Akademi.

3. RESEARCH ON ROL CONFLICT AND ROL AMBIGUITY ON HUMAN RESOURCES PERFORMANCE.

3.1. The impact of the role conflict on HR performance and ways to overcome it.

In situations where the individual is influenced by two or more contradictory instincts, there is a personal conflict of interest. This conflict varies according to the nature of the guiding, the violence and the presence. The role conflict with the most general meaning can be defined as "the inconsistency of expectations about a role and role obligation". The role conflict can emerge in different forms according to different combinations of expectations and perceptions.

In organizational terms, the role is the sequence of behaviors expected by a person to perform according to his or her position. The role conflict situation is also the result of two or more roles that one is supposed to perform, to overtake one another to create contradictions. An individual who is in a position to perform a particular role may not be able to fulfill his / her expected role for various reasons. One of the reasons for this is that someone who has to perform more than one role at the same time may have more of a role requirement than the other. If there is more than one role attributed to a person and there is an indecisive situation, then there is no way to know what to do and a role conflict occurs.[16]

It is the kind of conflict that arises when the role is obliged to come from the upper level and conflicts with each other. It can cause the sender of the role to fall into

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[16] Buhr, K., & Dugas M. J. (2002). The intolarence of uncertainty scale: psychometric properties of the English version. Behaviour Research and Therapy, 40(8), 931-945.

conflict with the obligation to assume the role of the person who wants to play the role, which is contradictory and incompatible. Fulfilling one of these anticipations can make it impossible for others to realize it. For example; even though the nursing director in a hospital does not know that the number of nurses in the units is small, the more nurses are not able to fulfill their duty of care and treatment.

A particular role is liable to occur when the pressures and expectations from a particular role sender are incompatible with the pressures and expectations of the other role sender. In this way, the overlap of multiple role sender requests may cause the obligation of role to fall into conflict. In other words, the individual has to assume several different roles that are contradictory to each other at the same time. For example; the orders from the responsible nurse supervisor to cancel the permits and the nurses working at the same time should be willing to handle their situation from the responsible nurse. The simultaneous presence of the responsible nurse between the two different expectations will cause the conflict to live.

This kind of conflict can occur when a person belongs to more than one group in the role. It occurs when the working individual loads multiple roles with different expectations at the same time. That is, the role is that you can not choose one of the roles that your obligation should fulfill. For example; like a nurse working in a responsible nurse's office is his daughter. This will cause the nursing professional to play a vaginal role between the professional role and the mother role. The most conflicting group of health workers, a group with a high level of role conflict, is a confidential conflict that depends on staying between professional values and managerial roles.

It is incompatible with the role of the individual. Role is also defined as discontent. It is a kind of conflict that arises when the individual possesses the knowledge, ability, belief, attitude, and behaviors incompatible with the world view. A study of a group has shown that either training or skill is not enough for the person to do the job, causing a significant role conflict. Conversely, behavior expectations that transcend

one's current level of knowledge and abilities can also be a cause of role conflict. For example; a physician asks or urges the practitioner who has not previously stitched to open surgery to do this practice.

The individual can not realize his expectation from the time and the desired quality given. In such a case, the individual will force capacity, but most likely will not be able to fulfill the desire and experience a conflict. It is seen that; the more the role is put into conflict than the person can lift it. This situation, which is also defined as the role surplus, has been shown as the most important role conflict source in many investigations. For example; as the responsible nurse takes her home to complete a part of the work she can not complete within working hours due to intensive work.

Evolution has listed the general factors that caused the role conflict as follows:

-The individual who occupies a statue has a certain role. The individual in this status knows clearly what role he will play.

- Whether the roles are not in a consecutive consistency in time

The coincidence among the different roles is another reason for the role conflict.

- The role itself is contradictory to the subjective judgment of your role obligation

there is a role conflict if there are requirements.

Frequent role conflicts in organizations will lead to many negative consequences for both individuals and organizations.

In order to reduce the negative consequences of the role conflict, your role obligations must meet the following conditions:

- By installing multiple roles and performing the role that the individual in conflict is supposed to think is right,
- By choosing among the roles that cause the conflict, by choosing the ones that are more or less sanctioned, the anxiety and fear,
- Multi-role role role obligations play a crucial role conflict,

- Recalling another role for a job, it can reduce its conflict with the role it undertakes.[17]

3.2. The impact of the role ambiguity on HR performance and ways to overcome it.

Role ambiguity According to Baltas, " the duty, authority and responsibilities of the person are not well defined and the behavior of the individual is not clear; the person does not know exactly what the purpose of the job is; is not known to what it means to you as a whole. According to the arsonist, Peterson et al. " Uncertainty about what activities are going to take place to realize the conditions of a role. " According to Narin, Hellriegel et al. "Perception that the individual has no clear and consistent knowledge of the terms of his or her task".

Role ambiguity; task ambiguity and social-emotional ambiguity.

Task Ambiguity: There is uncertainty about the work to be done by the staff of the institution. Not knowing whether or not the job is privileged is due to reasons such as not being clear, clear and planned corporate goals, not knowing norms to be reached, inexperienced person's occupation, lack of education and knowledge level, unclear job descriptions.[18]

The Socio-emotional Role Ambiguity: The occupation is not exactly sure how the achievement is judged by others. There is socio-emotional uncertainty when the assessment criteria are not clear and there is no positive or negative feedback in the environment. The working individual can not know what kind of benefit is in the institution and how close to his goals he is, then he feels dissatisfaction.

According to Kahn and colleagues reasons of role ambiguity;

- The working institution is very large and complex,
- Rapid institutional development, reorganization,

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[17] Ball, D. R. (2007). Managing multi-agent risk and system uncertainty using options-based decision policies. Unpublished Dissertation, University of Massachusetts, Massachusetts, USA.

[18] Axley, S. R. & McMahon, T. R. (2006). Complexity: A frontier for management education. Journal of Management Education, 30(2), 295-315.

- Change of the personnel related to the changes seen in the corporate environment,
- Management's inability to provide an active corporate information stream.

The absence of job descriptions, one of the reasons for role conflict and role ambiguity, is at the head of the causes between midwives and nurses. Nurses trafficked among a large number of duties cause them to become joker staff for all kinds of jobs from time to time because of their inadequacy, their nursing duties and patient care.

Kahn and colleagues found that those with persistent role ambiguity showed greater job dissatisfaction, more tension, lower self-esteem, greater sense of worthlessness, lower organizational commitment than those who did not. In summary; role ambiguity makes it difficult for role behavior to occur.

The organizational methods and strategies that managers need to perform in order to mitigate the institutional effects of role ambiguity can be expressed as follows.

- Giving and structuring all authority and responsibilities of authority in the institution,
- Changing the places of duty of the individuals living in conflict,
- The fact that individuals in a conflict situation are seen in the hands of the conditions of seeing each other and having business relations,
- Ensuring that individuals and circumstances with reciprocal role expectations are tried to be brought together and empathize with one another,
- In order to reduce role conflicts, managers must be persuaded to change inappropriate role claims, direct attempts to solve the target problem,
- Ensuring that employees are actively involved in decisions related to their work,
- In order for employees to compare each other's working conditions,

- Preventing a person from having an overactive role,
- Development of active communication methods.

3.3. Researches on the effect of role ambiguity and role conflict on human resource performance.

Sar, Isiklar and Aydoğan discussed the hopelessness, learned helplessness and indifference to the uncertainty as predictors in their research in which 710 teacher candidates examined the variables that predicted life satisfaction. The research was related to the level of intolerance to uncertainty, collected by Buhr and Dugas in English, and later in English by Yellow in Turkish, through the "Uncertainty Irregularity Scale". According to the results of the research, intolerance to uncertainty is a variable that significantly predicts the satisfaction of teacher candidates. As the level of intolerance of uncertainty of the teacher candidates increases, the result of the level of life satisfaction is reached. In other words, the life satisfaction of individuals who can not tolerate uncertainty has been determined.

In the research conducted by Basar Neyisci, the level of the school administrators continuing to the Vocational Education and Training Strengthening Project (SVET) has investigated the attitudes of avoiding ambiguity. The study group, which is designed in the screening model, consists of 58 school administrators working in 29 secondary education institutions. Relevant data were obtained through a 16-item questionnaire and 3 open-ended questions. According to the results of the research; the level of school administrators' attitude of avoiding ambiguity is moderate. It is related to the bureaucratic culture in which school administrators exhibit evasive behavior from high ambiguity. Both the individual and the organizational factors are influencing the level of school managers' avoidance from uncertainty. In line with these results; emphasizing the importance of avoiding ambiguity at pre-license and

pre-license levels and emphasizing the necessity of structuring schools in a way that will allow them to take risks and take advantage of ambiguity.[19]

In the study of the data collected from the 203 teacher candidates who attended the tertiary education classroom teacher program in third and fourth grades, the teacher candidates' perceptions of power distance and avoidance of ambiguity were determined. According to the results of the research, the teacher candidates' avoidance scores from ambiguity are "very" level. According to one more result of the research, female students have higher uncertainty avoidance scores than male students.

Turan, Durceylan and Sisman Eskisehir The authors of 123 administrators working in Osmangazi and Anadolu Universities have studied the administrative and cultural values that they have studied and discussed administrative and cultural values such as femininity, individualism, collectivism, power distance and uncertainty. The data in the study were collected through a questionnaire developed by the researchers. According to the findings of the research, the mean scores of university administrators' avoidance from ambiguity were found as "3.1". Based on this finding, it can be said that university administrators think that they are rule-centered, if not exactly, and that uncertain situations increase the risk and risk ratio in organizations. According to another finding of the research, although the difference is not significant, the average level of avoidance of female managers from ambiguity is higher than the average level of male managers' avoidance from ambiguity.

Polat and Doyuran Göktürk in their researches on the national culture profile of school principals during the process of accession to the European Union; power distance, tendency to avoid ambiguity, individualistic / collective behavior, femininity / masculinity are some of the factors that constitute the national cultural profile. Data from 166 elementary and secondary school principals were collected and the findings showed that principals tend to avoid medium level ambiguity. Polat

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[19] Alada, A. D. (2004). Iktisat düşüncesinde felsefi yaklaşımın önemi. Ankara Üniversitesi SBF Dergisi, 59, 1-17

and Doyuran Göktürk have found a positive relationship between the tendency to avoid ambiguity and confidence in superiors and to provide relevant in-service training and seminars to improve the avoidance values of school principals in their research on the relationship between school managers' power distance and uncertainty avoidance tendencies.[20]

In his research on the students who are studying in various parts of Hacettepe University, Sarı participated in uncertainty as a predictor of continuing anxiety, beliefs about anxiety and variables of control. According to the results of the study, among other predictors, intolerance to uncertainty is the strongest predictor of constant loss. According to another outcome of the research, women consider the ambiguity more stressful and sadder than men.

Cranley explores how uncertainty is governed by the relationships of 14 nurse practitioners in two different hospitals, and how this uncertainty is reflected in the behavior of nurses. The research was designed in the theorizing approach and the data of the research was obtained through semi-structured interviews and a model of ambiguity management for nursing patient relations was presented.

Patten; (CIO) who works in the knowledge sector in the present world, where dynamic, fast technological changes are based on competition, and how he perceives and manages the uncertainty with an ethnographic research. The data in the study were obtained through semi-structured interviews. Based on the findings of the research, the roles of leadership of the IT departments were revealed in the moments of uncertainty and unexpected changes, and the organizational flexibility of the knowledge companies was discussed in terms of foresight, agility and adaptation.

Manikas examined the uncertainties in the decisions of the businesses and the ambiguous desires of the customers, while Harrington dealt with the leadership skills of the officials in charge of ensuring public safety during emergencies. In Manikas'

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[20] Schuler, R. S., Aldag, R. J., & Brief, A. P. (1977). Role conflict and ambiguity: A scale analysis. Organizational Behavior and Human Performance, 20, 111-128. doi:10.1016/0030-5073(77)90047-2

study, it was emphasized that the demands of each client could be different and that these requests were unclear; In Harrington's research, it has been mentioned that managers responsible for public safety have a direct influence on their ability to reduce the risks that citizens may experience in times of crisis in order to prepare themselves beyond expectations.

In a study by Cohen, the families of children with cancer and chronic fatal illnesses addressed the daily life circumstances and the uncertainty surrounding them. The study was conducted through interviews with ten families with cancer patients and twenty families with chronic fatal diseases. In terms of uncertainty management, uncertainty reduction, creation and maintenance; in the dimensions of the time, the intelligence, the social relations, the awareness, the environment and the uncertainty in the disease. The results of the research show that uncertainty can be one of the main sources of stress for families, as well as certain conditions that cause more stress than indeterminate situations.

Lane (2008) collected data from the survey of 224 colleagues in the engineering sector on the research that the organization's uncertainty management approach examined the effects of job satisfaction on job satisfaction and the uncertainty management approach adopted by individuals on the perception of innovation. According to the results of the research, the ambiguity management approach of the organization is satisfactory and the ambiguity management approach adopted by the individuals positively affects the perception of innovations of the individuals. These results are in parallel with the results of Clampitt and Williams (2005).

Ambiguity, ambiguity management, avoidance of uncertainty and intolerance of uncertainty; it is seen that the studies conducted both at home and abroad are handled by many disciplines. As Smithson (2008) points out, uncertainty is not a subject of a single discipline. Many disciplines, professions and problem areas deal with

uncertainty. In this research, uncertainty is discussed and examined in the context of education and school management.[21]

In the past, when conflict has been viewed as a negative phenomenon, it is accepted by everyone today that conflicts are useful for businesses and play an important role in the emergence of creative thoughts. Resolving the problems created by conflict and conflict is an important management task. It is important to manage, not to suppress conflict, but to handle and manage conflict in a healthy way. It has become inevitable to manage conflicts in order for organizations to reach their goals effectively. In the context of a conflict, people can use one or more of conflict management strategies. The five conflict management strategies most emphasized in the literature are; Problem solving, compliance, reconciliation, avoidance and compulsion. The study was carried out in order to determine the types of conflicts among the employees of the banks in Erzurum and the management styles applied in resolving these conflicts.[22]

There is a relationship between the causes of conflict and the conflict management styles from the results obtained in this research conducted. Namely; found that the employees at the bank arise because of the reasons for the most work done by conflicts with their colleagues. This is followed by reasons stemming from management, and at the end, the reasons arising from personal differences. The types of conflict that arise from the way work is done are the reasons for conflicts that arise from the fact that employees have different views on how to make and run work, their colleagues work less than themselves and their colleagues do not do their jobs properly. For the solution of this, the managers should be clearer and clearer in the distribution of the duties of the employees and in the determination of the authorities. Payments or rewards to be made within the scope of the work done, or negative

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[21] Kirchner, G. L., & Setchfield, M. S. (2005). School counselors' and school principals' perceptions of the school counselor's role. Education, 136, 10-16.

[22] Agrestra, J. (2006). Job satisfaction among school social workers: The role of interprofessional relationships and professional role discrepancy. Journal of Social Service Research, 33, 47-52. doi:10.1300/jo79v33no1 College Board. (2009a). A closer look at the principal-counselor relationship.

aspects such as discrimination, managers will need to be more cautious in assessing these issues.

When we compare the placings in terms of averages, the managers of the titles that have the most conflict with their colleagues (the way of doing business, personal differences and the average of the conflicts in management). Officers are the experts who have the most conflict after the administrators. The least conflicts are the managers and security officers. In this case, managers should be able to manage the conflict in which they live. This may require several training sessions. A joint decision can be made about how work can be done by taking colleagues' ideas about how it works, and by reducing the conflict that is experienced with colleagues.

In the analysis made according to conflict resolution methods; When we look at the behavior styles of employees in the conflict process, it is determined that the most used style is the problem solving style. The second style, which employees use extensively, is a style of reconciliation. Coercion is seen to be the least used conflict management style. The problem-solving style shows a meaningful difference only in the number of employees who work. Principals are the ones who use the problem-solving style the most. For this reason, it is quite natural for bank directors to be associated with the most hard-working, orderly, reliable and stable practice of this style. Using the problem solving method to solve the conflicts of the bank employees will lead to positive results. The type of coercion shows a meaningful difference only in age groups.36-40 age group is the age range that makes the most use of coercion. The least use of compulsion was the 41-45 age group. It has been found that there is a meaningful difference in the manner in which the employee is fit in relation to the years of service in the bank. It has been found that a maximum of 6-10 years of service behavior is exhibited by those who serve. This behavior has been shown to exhibit at least 16-20 years of service. It can be said that the services of the people in

business life have decreased their exhibiting behaviors for the solution of the crackers after the 10th year.[23]

According to the analysis results, the gender of the employees, their learning status and marital status; we did not find a significant difference when we made comparisons between work done, conflicts arising from management and personal differences, and conflict management styles (problem solving, reconciliation, avoidance, compliance, coercion). Based on this information, the hypotheses that constitute our research have proved to be correct. In this study, the reasons for the clash in the organization and some of the more important results were found. When today's business life is considered, these results can provide important clues, especially managers.

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[23] Dietz, S. C. (1972). Counselor role, function, and job satisfaction. Counselor Education and Supervision, 12, 150-155. Kareck, T. J. (1998). Making the time to counsel students. Professional School Counseling, 1, 56-57.

4. Conclusion

Since the Industrial Revolution, the fact that technology has evolved continuously to improve its speed has led to a global change. It can be said that this change, along with the political, social and economic repercussions, has also changed the nature of labor. Focusing on the advantages provided by machinism, the emphasis has been ignored for a short time, but with the attempt to transfer your work to newly formed business lines, the development and diversification of the talents of the occupants has become the subject. Over time, a workforce that has a wide variety of talents and features, who knows better how to deal with many problems over time, can solve more complex problems, and competition has increased even more. Today, the labor force is shown among the elements that contribute to the achievement of the superiority with the changing quality and many organizations that are aware of this situation accept that the human resource participates in the production as the most important source. At the same time, these organizations have adopted strategic approaches to keep their qualified employees in the organization.

Undoubtedly, many employees are gathering under the same roof, having various activities, interacting with other employees at various levels, bringing with them a series of problems and in some cases workplaces are becoming unbearable for employees. In this case, with the employee's choice of departure from the organization, the organization can experience various losses and cope with the problems to be solved.

Separation can take place on the basis of a wide variety of factors that can be classified as individual, organizational and environmental. However, at the organizational level, there can be various consequences which can be generally considered as negative. This loss can be illustrated as an example of the loss of production, the loss of customers, the loss of time for the training and adaptation of new personnel. In addition to these, researchers are attracted to the fact that the staff who leave the job may go down and the morale and motivation of the remaining staff may decrease. It is a problem that needs to be addressed in a multifaceted way because of the wide variety of factors and the fact that it has a wide variety of reflections at the organizational level.

In business life, individuals can take part in various social relations. Any occupation can interact at certain levels with various groups such as their colleagues, managers or subordinates, customers, suppliers. Those who are involved in the interaction may come from time to time, which conflicts with one another and may lead to the impossibility of the fulfillment of one's fulfillment. Or it may not be as clear as the demands that are communicated to the individual in the business environment. Such problems arise from the nature of social relations and almost every organization can be encountered. It can be said that these problems can lead to various negative consequences and that if these problems can be overcome, it can have a positive reflection on both the individual and the organizational level. For this purpose, it is thought that solutions that can reduce negative effects of role ambiguity and role conflict which are frequently encountered should be considered.

Both intent to leave the work and role ambiguity and role conflict can develop depending on various factors and lead to very important problems in terms of individuals and organizations. For this reason, it is necessary to handle these concepts, their relations with other concepts, their causes and consequences in a multifaceted way. It is considered that these concepts should be developed in a way to solve these problems by developing proactive approaches. It is necessary to focus

on the identification of the factors and relationships that may cause these concepts and the measures that can prevent their occurrence or reduce the effects of the concepts. With this approach it is thought that emotional intelligence can be an important tool in coping with role ambiguity and role conflict, and it can prevent the intention of leaving the work that might come to the fore as a result of these concepts. It is thought that in recent years, due to the various features of emotional intelligence that has been discussed by many researchers in the literature, it may be effective to cope with role ambiguity and role conflict or to diminish the effects of these variables. With the emotional intelligence, the idea that the individual can understand and interpret both his / her own feelings and the feelings of others correctly, at the same time, the idea that emotions can be arranged in a positive sense gives the idea that emotional intelligence can also provide advantages in terms of organizing and developing individual social relations. The success of the individual in understanding and interpreting the feelings of the people around him, and in addition, the ability to regulate the emotions of these people, will provide various advantages in individual social relations. From this point of view, people with high emotional intelligence may be able to cope more easily with social factors such as role ambiguity and role conflict.

Employees can see job separation as a result of the role ambiguity or role conflict they experience. In this case it is assumed that the decisions that employees will make based on their level of emotional intelligence may vary. It is thought that emotional intelligence can have a regulatory effect as expressed by the advantages it can provide in social relations, and thus positively reflects both in terms of individual and organization. With this in mind, the research model and hypotheses have been developed to test the regulatory role of emotional intelligence in the influence of role ambiguity and role conflict between social factors and the intention to leave the work.

In this context, the analysis of collected data to test the developed hypotheses first tried to prevent the effects of the level of role ambiguity and role conflict of the

employees on the intention to leave the work. Both role ambiguity and role conflict have been shown to influence the intention to leave the job in the positive direction. Therefore, the H1 and H2 hypotheses developed within the scope of the research are accepted. Findings in the literature show similar results with many studies investigating direct or indirect effects of role ambiguity and role conflict on intention to leave work. The role ambiguity has a stronger impact on the intention to leave the job than the role conflict, while the impact of the role conflict on the intent to leave the job is quite low. However, as the findings of the impact of the role conflict on the intention to leave the job were meaningful, the next steps of the analysis continued in this direction.

The positions within the organization are determined in a guiding manner as to how employees should behave in various situations. It also provides job descriptions that show what authority and responsibilities are, legislation that specifies how to conduct a specific job, legislation that describes how relationships between positions and people are organized, and how employees should do their jobs. At this point, the concept of formalization comes to mind. While formalization and role ambiguity and studies demonstrating that role conflict can be reduced, these studies refrain from expressing that formalism can completely prevent role ambiguity and role conflict, no matter how advanced. The reason for this may be that in some cases it may be that the individuals working in associations and tutelages face demands that go beyond what is foreseen in what kinds of actions and how they should be carried out. Although there are numerous laws, regulations, directives and instructions that show the details of the police officers in the police force, such as what their duties, powers and responsibilities are, how they will perform their duties, and what facilities they will be able to perform their duties, the police officers, colleagues or citizens they may be faced with very different demands than those that are communicated to them, foreseen, or their duties and powers. In this case, the various qualifications that employees have are the forefront. It is believed that employees may respond appropriately to these requests through their competence, provided that the prescribed

legislation is not sufficient, in the case of contradictory or ambiguous requests communicated to them. Demands that are communicated to police can have emotional traits, and giving appropriate responses can depend on a certain level of emotional competence being developed. For this reason, it is assumed that cops' emotional intelligence competencies can provide advantages in dealing with ambiguous and conflicting demands from various sections.

In this context, the research model and hypotheses have been developed to test whether emotional intelligence can have any effect on coping with the mentioned problem. It was also evaluated that it would be appropriate to investigate the sub-dimensions of emotional intelligence in the research. In this regard, it is possible to obtain information about the nature and structure of this effect if both the results to be obtained in the research and the predicted regulatory effect are mentioned. Hypothesis with the research model was developed in this framework and emotional intelligence was included in the research model with four sub-dimensions expressed in the literature. As a result of the factor analysis, it was seen that the expressions on the emotional intelligence scale were collected in a way that will form two sub-dimensions. Therefore, two sub-dimensions of emotional intelligence, emotional awareness and emotional management have been identified. For this reason, the research model and the developed hypotheses have been revised according to this result and the analyzes have continued in this context. Therefore, it has been tried to examine whether there are any regulatory effects of emotional intelligence and emotional awareness and emotional management sub-dimensions, role ambiguity and role conflict on the intention to leave work.

Several hypotheses have been developed in order to test whether there are significant differences between the demographic characteristics of the police participating in the survey and the research variables in order to be able to contribute more to the literature.

- In this context, it is seen that the role ambiguity differs according to sex and employees' total working time. Therefore, the hypothesis expressed as "H5: Role ambiguity varies according to the demographics of participants" is supported by the findings obtained.

- It is seen that the role conflict differs according to the education level. Therefore, the hypothesis expressed as "H6: Role conflict differs according to the demographic characteristics of the participants" is supported by the findings obtained.

- Emotional awareness and management of emotions with emotional intelligence and sub-dimensions differ only according to the level of education of the participants. According to this hypothesis, "H7: emotional intelligence and lower boys differ according to the demographic characteristics of the participants" is supported by the findings obtained. ☐ Finally, the intention to leave the work varies according to the age of the participants and the total working time. This suggests that the hypothesis, "H8: Intention to leave is different according to the demographic characteristics of the participants" is supported by the findings at hand.

As indicated by the related studies in the literature, various negative reflections of role ambiguity and role conflict at both individual and organizational level can be seen. The role ambiguity and role conflict should be considered in considering the possible consequences and the possible losses. For this reason, it is considered that more studies on these concepts should be done in order to determine appropriate measures. By adopting a proactive approach, we should consider the precautions that can be taken before the problem is solved and try to reduce the effects of the factors that can cause the employees to live the role ambiguity and role conflict. However, it should be taken into consideration that role ambiguity and role conflict are inevitable in almost every organization and that employees often experience it.

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