

The Impact of Role Conflict Originating from Mid-Level Manager Actions on Intention to Leaving the Job and Performance

Şükran GÖKCE*
Ahmet DİKEN**
Ümran M. KAHRAMAN***

ABSTRACT

This study aims to reveal the effect of role conflict and role ambiguity arising from mid-level manager actions on the turnover intention and job performance. Another aim of the study is to contribute to the limited literature available on mid-level management and managers especially in our country through the variables examined. A survey-based method was used in the study. The prepared questionnaire was sent to academic and administrative staff working as mid-level managers at two public universities. The item form used in the study was created by bringing together questions from different scales. The explanatory factor analysis was applied to investigate the construct validity and the factor structure of the items was revealed. Alpha model was used to determine the reliability of the scale.

No significant evidence has been found as to whether the actions of mid-level managers interacting with many units and person due to their position in the organization will affect the role conflict. For role ambiguity, as claimed in the study hypothesis, mid-level manager actions have an increasing effect on role uncertainty. In the third and fourth hypothesis of the study, the effect of role conflict on the turnover intention and organizational performance, respectively, was investigated. Accordingly, role conflict positively affects turnover intention. However, there is no significant evidence for the effect of role conflict on performance. It is an interesting finding that the role conflict has no direct effect on performance as a result of the research. The implication is that to improve business performance, it is necessary to be informed about mid-level manager actions before reducing role conflict. Because reducing role conflict does not directly increase performance. Role ambiguity positively affects turnover intention; it affects business performance negatively. It has been demonstrated that the role conflict and role ambiguity increased the turnover intention, while the increasing turnover intention has turned into behavior, resulting in an increase in the turnover rate, which is the result of absenteeism and walk-out. The loss of individuals, who are shown as the strategic source of today's organizations, will add extra costs to the organization. In this sense, in order to eliminate or reduce the negative consequences of role conflict and role ambiguity, it is very important to use communication channels within the organization at the maximum level, to include clear expressions in the given messages, and to bring the mid-level managers as close as possible to the decision-making processes.

Keywords: Mid-level Manager, Role Conflict, Role Ambiguity, Turnover Intention, Performance.

Orta Düzey Yönetici Eylemlerinden Kaynaklı Rol Çatışmasının İşten Ayrılma Niyeti ve Performans Üzerine Etkisi

ÖZ

Bu çalışma, orta düzey yönetici eylemlerinden kaynaklanan rol çatışması ve rol belirsizliğinin işten ayrılma niyeti ve iş performansı üzerindeki etkisini ortaya koymayı amaçlamaktadır. Çalışmanın bir diğer amacı ise özellikle ülkemizde orta düzey yönetim ve yöneticilere dair mevcut sınırlı literatüre incelenen değişkenler yoluyla katkı sağlamaktır. Çalışmada ankete dayalı bir yöntem kullanılmıştır. Hazırlanan anket formu iki kamu üniversitesinde orta düzey yönetici olarak görev yapan akademik ve idari personele gönderilmiştir. Çalışmada kullanılan madde formu farklı ölçeklerden elde edilen soruların bir araya getirilmesi ile oluşturulmuştur. Yapı geçerliliğini araştırmak üzere açıklayıcı faktör analizi uygulanarak maddelerin faktör yapısı ortaya çıkarılmıştır. Ölçeğin güvenilirliğini belirlemek için ise Alpha modeli kullanılmıştır.

Örgütteki konumlarından dolayı birçok birim ve bireyle etkileşime giren orta düzey yöneticilerin eylemlerinin rol çatışmasını etkileyip etkilemeyeceği konusunda anlamlı bir kanıt bulunamamıştır. Rol belirsizliği için ise, çalışma hipotezinde iddia edildiği gibi orta düzey yönetici eylemlerinin rol belirsizliğini artırıcı yönde etkisinin olduğu görülmektedir. Çalışmanın üçüncü ve dördüncü hipotezinde rol çatışmasının sırasıyla işten ayrılma niyetine ve örgütsel performansa etkisi araştırılmıştır. Buna göre rol çatışması işten ayrılma niyetine pozitif yönde etki etmektedir. Ancak rol çatışmasının performansa olan etkisi konusunda anlamlı bir kanıt bulunamamıştır. Araştırma sonucu rol çatışmasının performans üzerinde doğrudan bir etkisinin olmadığını görülmesi ilginç bir bulgudur. Bundan çıkan anlam şudur ki iş performansını artırmak için rol çatışmasını düşürmeden önce orta düzey yönetici eylemleri hakkında bilgilendirilme yoluna gidilmelidir. Çünkü rol çatışmasını azaltmak doğrudan performansı artırmamaktadır. Rol belirsizliği işten ayrılma niyetini olumlu; örgütsel performansı ise olumsuz yönde etkilemektedir. Yapılan çalışma rol çatışması ve rol belirsizliğinin işten ayrılma niyetini artırdığı, artan işten ayrılma niyetinin ise davranışa dönüşerek devamsızlık ve işi bırakma

* Res. Asst., Necmettin Erbakan University, orcid no: 0000-0002-4663-4696, sgokce@erbakan.edu.tr

** Prof. Dr. Necmettin Erbakan University, orcid no:0000-0002-6455-9749, adiken@erbakan.edu.tr

*** Asst.Prof., Corresponding author, Necmettin Erbakan University, orcid no: 0000-0002-9840-0461, ukahraman@erbakan.edu.tr
Makalenin Gönderim Tarihi: 23.02.2020; Makalenin Kabul Tarihi: 22.04.2020

davranışının bir sonucu olan işgücü devir oranının artışına neden olduğu ortaya konmuştur. Günümüz örgütlerinin stratejik kaynağı olarak gösterilen bireylerin kaybı örgüte fazlaca ek maliyetler yükleyecektir. Bu anlamda rol çatışması ve rol belirsizliğinin olumsuz sonuçlarının ortadan kaldırılması veya azaltılması için örgüt içerisinde iletişim kanallarının maksimum düzeyde kullanılması, verilen mesajlarda açık ve net ifadelerin yer alması, orta düzey yönetici kademelerinin karar alma süreçlerine olabildiğince yakınlştırılması oldukça önemlidir.

Anahtar Kelimeler: Orta düzey yönetici, Rol çatışması, Rol belirsizliği, İşten ayrılma niyeti, Performans.

1. Introduction

One of the most important problems faced by today's organizations is continuous and rapid change which is the most prominent feature of the 21st century. The contribution of mid-level managers is crucial in increasing the ability of organizations to adapt the change and to deal with this challenging process. Mid-level managers are the "idea implementer" of organizations and they are now involved in the field of "strategic thinking and management".

Increasing task, responsibilities and pressures have a negative physiological and emotional impact on mid-level managers. It is possible to say that mid-level managers face undesirable consequences such as higher level of stress, anxiety, heart disease, fatigue, being bored of job, lower job satisfaction, and the turnover intention (Anicich and Hirsh, 2017). Stress can consist of different sources. Role conflict and role ambiguity are the most important reasons among the stress sources of individuals. If these problems experienced by mid-level managers especially due to their position cannot be solved, they may damage the performance of the enterprises and even more importantly it can undermine processes that are vital to the sustainability of the organization, such as adaptation and implementation of strategies (Vuori and Huy, 2016).

The aim of this study is to reveal the effects of role conflict and role ambiguity on the turnover intention and business performance of the employees arising from mid-level manager actions. It can be assumed that mid-level managers will have a role conflict as they had to engage with many units and individuals due to their positions in the organization and it can be thought that the negative effects of this would result in higher turnover intention and lower business performance. The following hypotheses have been developed in order to test all these assumptions.

2. Mid-Level Manager Actions

In today's organizations, increasing demands and pressures of environmental ambiguity undermine the capacity of high level managers. This enables mid-level managers to be involved in decision-making and evaluation processes. Mid-level executives in a central position in the organization hierarchy, are responsible of planning for implementation, providing the necessary resources, establishment of the necessary organizational structure for time management and communicating all these actions to lower level managers in order to implement the strategic decisions and planned activities taken by the high level managers (Gökce, 2019). Because of their organizational position mid-level managers have more knowledge about external environment and internal operations than other management levels. In addition, these managers (Pappas and Wooldridge, 2007) serve as a bridge between the organization and its environment. While carrying the information from the environment to the organization (Shi et al., 2009), they try to influence and direct their environment with their innovative activities. Given the fact that their contribution of both organizational-environmental compliance and functional / organizational strategic compliance to operational performance (Venkatraman, 1989), mid-level managers are the strategic resource for the organization (e.g. supplier, customer or industry working group) with their access to a unique source of information.

Mid-level managers are becoming players who constantly reorganize and reconfigure interfaces to resolve conflicts and inconsistencies in the large system (Sayles, 1993). Without the actions of these players, it is unlikely that the organization will be able to carry out its activities effectively. The fact that mid-level managers are closer to customers and to the market than senior managers (Dutton et al., 1997) will enable them to detect weak signals from customers in a shorter period of time, while recognizing opportunities in the environment. All of this will increase environmental adaptability and the organization will better perform than its competitors in light of recent industry developments.

3. Role Conflict

Role conflict is defined as the synchronic presence of two or more discordant expectations related to a person's behavior (Biddle, 1986). Every action that is expected to be fulfilled by the individual defines the role of this individual in the organization as social system (Dozier, 2005). Due to their position in the organization, mid-level managers who are exposed to the demands of many interest groups may not be able to respond to all these expectations. The sources of these expectations (role diversity) are variable and cause different insights into the role of the individual. If members have different expectations, they will evaluate the individual's role performance and effectiveness differently (Bailey, 1981).

A role conflict defined as discord or discrepancy of expectations of a role (Katz and Kahn, 1978; 127), may arise as a result of multiple relationships with different role partners and may create problems when meeting role demands (Goode, 1960). Mid-level managers coordinate and collaborate the work of multiple groups (superiors, peers, inferiors, external stakeholders and clients, etc.). They play multiple roles in balancing the conflicting demands of each group (Floyd and Lane, 2000) and can work under tension, pressure and stress as a matter of course and their frontier position (Hales, 2001; Honea, 2000). As the number of roles expected from the mid-level manager increases, role conflict and role ambiguity occur (Nandram and Klandermans, 1993). In addition, organizational factors such as structure and technical competence, interpersonal relationships expose middle managers to face higher role conflict and role ambiguity than other organizational actors. All these experiences of conflict and ambiguity have negative effects on middle managers such as tension, low organizational commitment, turnover intention and low individual performance. Personal factors such as the status of individuals, educational level and length of service may alleviate these negative effects (Jackson and Schuler, 1985). In order to eliminate or minimize the negative consequences of role conflict for individuals, according to the thesis proposed in the literature, organizations must try to minimize the role conflict experience of their employees in order to maximize positive returns (Biddle, 1986; Rizzo et al., 1970).

It is proved in many empirical studies that role conflict negatively affects work performance (Aldag and Brief, 1978; Bedeian and Armenakis, 1981; Behrman and Perreault, 1984; Ivancevich et al., 1982; Gregson and Wendell, 1994). However, there were also findings insignificantly related to the effect of role conflict on work performance (Bedeian et al., 1981; Sieber, 1974; Stumpf and Rabinowitz, 1981). Jackson and Schuler (1985) argue that the relationship between role conflict and job performance is weak. Fifteen years later Tubre and Collins (2000) stated that they could not find a definite relationship between these two variables. Although the results of the research were different, job performance attracted considerable attention in the conflict literature. In general, it is stated that the relationship between role conflict and job performance is negative in theory. Because this decision made by individuals from incompatible expectations to achieve their goals, causes the individual to fulfill other demands in an ineffective and obligatory way. Therefore it is likely that high levels of role conflict end up with low levels of business performance. Accordingly, given the hypothetical relationship between the actions of mid-level managers and role conflict. In this case, our hypothesis is;

H₁: Mid-level manager actions positively affect role conflict.

4. Role Ambiguity

Role ambiguity occurs if employees are not sure how their behavior and evaluation criteria will contribute to the organizational strategy. The clearer the expectations, the greater the likelihood of compliance with expectations (Stein, 1982; Van de Vliert, 1981). The feedback coming from role senders, especially feedback from leaders, reduce role ambiguity (Jackson and Schuler, 1985). Role ambiguity is negatively related with organizational commitment, job satisfaction, involvement, and job performance (Jackson and Schuler, 1985; Abramis, 1994; Tubre and Collins, 2000).

Organizational structure and management styles may affect role ambiguity (Walker et al., 1975). Role ambiguity is higher if employees receive low feedback, expectations are uncertain, formalization is low, experience and workload are less than necessary (Jackson and Schuler, 1985). There is also a positive relationship between role ambiguity and tension and stress (Jackson and Schuler, 1985). We expect the

role ambiguity to show a linear relationship with middle-level managers actions. In this case, our hypothesis is;

H₂: Mid-level manager actions positively affect role ambiguity.

5. Turnover Intention

The survival and success of organizations depends on minimizing costs without compromising quality in a challenging competitive environment. Especially the dismissal of skilled labor, which is regarded as human capital, can create serious costs for the enterprise and this situation is very difficult to compensate in the short term. If the employee plans to leave but has not yet realized then it is defined turnover intention. Turnover intention is one of the most important precursors of leaving the job (Griffeth et al, 2000). Because intention is the final stage of a cognitive process in which employees gradually break off from their positions and organizations (Bannister and Griffeth, 1986). The increasing turnover intention may cause increasing labor turnover. This affects the motivation of existing employees negatively and causes to decrease their job performance (Koslowsky et al., 1997). Previous empirical studies suggest that some demographic factors such as age, organizational position and gender may have an impact on turnover intention (Griffeth et al., 2000; Kacmar and Ferris, 1989).

It is stated in another study that the turnover intention is positively related to role conflict (Madden, 2013; 31). Considering the employee's thoughts and perceptions about job alternatives, this study focuses on the employee's turnover intention instead of the labor turnover rate. Thus, the effect of role conflict on the employee's behaviors and justifications is examined. In this case, our hypothesis is;

H₃: Role conflict positively affects the turnover intention.

6. Business Performance

The performance of an employee in fulfilling his/her work responsibilities demonstrates his / her performance, which is related to the success or failure of the employee. Performance, which plays an important role on turnover intention, is measured by many different factors such as organizational skills, time management, leadership skills and productivity. Different research results (Birnbaum and Somers, 1993; Jackofsky, 1984) show that the turnover intention is directly related to performance and this relationship is negative. High job performance encourages employees. Thus, the turnover intention decreases. Negative job performance indicates that employees are not able to work efficiently and this prompt employees to leave the job. Not only turnover intention but also the performance is included in the study to address key debates in role conflict literature. Some studies explain a negative relationship between role conflict and job performance (Jackson and Schuler, 1985; Tubre and Collins, 2000). Because it is suggested that individuals who have role conflicts cannot meet expectations satially and therefore performance can be evaluated lower. Accordingly, if the hypothetical relationship between middle-level manager actions and role conflict is considered, in this case our hypothesis is;

H₄: Role conflict negatively affects organizational performance.

Looking at the relationship between role ambiguity and turnover intention and performance, many researchers have suggested that role ambiguity which is perceived by employees, affects turnover intention positively and affects job performance negatively (Fried et al., 1998; Fisher, 2001; Behrman and Perreault, 1984). However, there are also researchers who reach different conclusions about this relationship (Dubinsky et al., 1992). Therefore, our hypotheses are;

H₅: Role ambiguity positively affects the intention to quit.

H₆: Role ambiguity negatively affects organizational performance.

7. Methods and Findings

This study investigates the impact of role conflict and role ambiguity on turnover intention and job performance due to mid-level managers actions. A questionnaire-based method was used in the study. Necmettin Erbakan University Social and Humanities Research and Publication Ethics Committee stated that there was no ethical objection in the questionnaire with its decision numbered 2019/6 on 05/04/2019. The questionnaire was sent to the academic and administrative staff of Necmettin Erbakan University and Selcuk University. The number of forms answered is 66.

The questionnaire was evaluated using the scale developed by Mid-level Managers Actions, Floyd and Wooldridge (1992). The questionnaire was translated from English to Turkish by a professor of English language and literature. Turkish version was controlled and confirmed. Judgments translated from English to Turkish were evaluated by teachers working in the field of management and organization and revised properly so that Turkish subjects could understand better. The questionnaire used a 16-item scale that expresses the actions of middle-level managers (Floyd and Wooldridge, 1992). For Role Conflict and Role Ambiguity the scale of Role Conflict and Role Ambiguity consisting of 14 items developed by Rizzo, House and Lirtzman (1970) and adapted to Turkish by Yıldırım (1996) were used.

The scale was designed to measure the level of role conflict and role ambiguity of employees. A positive average of role conflict and role ambiguity indicates that staff do not have role conflict and role ambiguity, a negative average of role conflict and role ambiguity indicates that staff have role conflict and role ambiguity. For the turnover intention, 4 question turnover intention scale is used developed by Walsh et al. (1985). The answers to the questions in the questionnaire were evaluated with scores ranking from 1 to 5. (1) is absolutely disagree and (5) is completely agree over 5-point. Likert-type scale was measured. The questionnaire was formed by gathering the questions obtained from different scales. The responses to the forms were entered into SPSS package program and subjected to validity and reility analysis. In order to investigate the construct validity, the factor structure of the items was revealed for the first time, by using explanatory factor analysis. Alpha model was used to determine the reliability of the scale. The frequency distributions of demographic variables are given in Table 1.

Table 1. Frequencies related to demographic variables

	Frequency	Percentage		Frequency	Percentage
Gender			Total Period of Service		
Female	15	23.1	1-3	3	4.6
Male	50	76.9	8-11	8	12.3
Age			12-15	13	20
26-35	5	7.7	16 and over	41	63.1
36-45	33	50.8	Position		
46-55	23	35.4	Dean	7	11.1
56 and over	4	6.2	Deputy dean	16	25.4
Period of Service			Manager	5	7.9
1-4	32	50	Deputy manager	5	7.9
5-8	9	14.1	Head of department	3	4.8
9-12	6	9.4	Secretary of faculty	9	14.3
13-16	4	6.3	Chief of department	16	25.4
17 and over	13	20.3	Deputy chief of department	2	3.2
Education					
Undergraduate	11	16.9			
Postgraduate	3	4.6			
PhD	51	78.5			

Factor Analysis

Exploratory factor analysis is a method that reveals how many groups of questions can be gathered in a meaningful integrity in a measurement tool. The questions in the measurement tool are sub-variables of the major variables that are to be measured. The group of items formed by factor analysis is called sub-dimension or sub-factor.

In order to get a valid result of factor analysis, there should be enough correlation between the variables to form a factor structure. Kaiser Meyer Olkin measure of sampling sufficiency (KMO) gives the correlation of data. KMO value below 0.50 means that the correlation between variables is not sufficient (Çokluk et al., 2012; 207). Measure of sampling adequacy (MSA), gives the correlation of each of the variables with all data. Variable with an MSA of less than 0.50 is not suitable for factor analysis. Significance of the correlation matrix that is collectively showing correlations between variables is tested with Bartlett's test of sphericity. KMO was calculated as 0.73 and a significant correlation which can create integrity between variables was determined. Zero hypothesis is rejected according to Bartlett test result ($\chi^2 = 976.913$), correlations are significant.

The criterion for determining the number of factors under which a data structure consisting of a large number of variables is collected, is to calculate the eigenvalue of the factor. The eigenvalue is the sum of the squares of the loads in the factor (Çokluk et al., 2012; 191). According to this criterion, the factor with eigenvalue greater than 1 should be included in the model. The number of factors indicates the number of sub-dimensions of the scale. The fact that the sub-dimensions explain more than 60% of the total variance is one of the criteria used to determine the number of factors.

After eliminating the questions from the data set with a total of 43 variables, it was seen that the remaining variables with eigenvalues greater than 1 can be grouped under 7 factors. The total variance explanation rate of the five factors is 80.18%.

Table 2. Factors and factor weights obtained of the questions on the form

Name of Factor	Question	Factor Weight	Reliability
Role Conflict	While I am being accepted by someone, I do things which are not approved by another one.	0.868	0.805
	I receive inadmissible requests from more than one person.	0.841	
	I have to counter some rules or policies to do my job.	0.747	
Role Ambiguity	I know what exactly expected from me.	0.870	0.870
	The information is clear on what to do about my job.	0.840	
	I know my authorities.	0.765	
	I know my responsibilities.	0.710	
Turnover Intention	There are clear, planned tools and goals of my job.	0.679	0.949
	I start considering of quitting my job in the last 1 year.	0.920	
	If I had chance I would consider to quit my job.	0.919	
	I thinking of quitting my job.	0.890	
Organizational Performance	I am looking for a new job actively.	0.859	0.856
	I make wrong decisions.	0.878	
	I can't cooperate with the people I work with.	0.822	
	I'm offensive to my work environment.	0.759	
Mid-Level Manager Actions I	Due to ambiguity, I am degrading the quality of my work.	0.757	0.810
	I monitor activities that support senior management objectives.	0.861	
	I am in contact with other colleagues and students.	0.786	
Mid-Level Manager Actions II	I'll soften formation as needed to start new projects.	0.758	0.790
	I provide a safe environment for experimental programs.	0.891	
	Allocate resources for research projects.	0.819	

Mid-Level Manager Actions III	I evaluate new offers in detail. I look for new opportunities.	0.890 0.802	0.813
--------------------------------------	---	----------------	-------

After determining the number of dimensions in which the variables in the data set will be represented, weights of the variables within the factor are calculated. In this study, varimax method, which correlates the factor with the variables in the factor, was used to calculate the factor weights. Questions with a factor weight below 0.50 and questions with a high weight of more than one factor at the same time were not included in the analysis. Significant variables in the data and their factor weights are given in Table 2. Questions about role conflict, role ambiguity, turnover intention and organizational performance are grouped here. The questions related to mid-level manager actions (MLMA) were collected under three factors.

Cronbach's Alpha value indicates whether the questions constituting the test form completeness. Cronbach's Alpha value of 0.60 and above indicates that the scale is reliable (Hair et al., 2019; 122). The reliability of the factors received from the data set is quite high, as seen in Table 3. Descriptive statistics of the variables are given in Table 3.

Table 3. Descriptive statistics related to variables

	Number of Sampling	Lowest	Highest	Average	Standard Deviation
Role conflict	66	1	5	2.995	0.936
Role ambiguity	66	2	5	3.882	0.715
Turnover intention	62	2	5	4.391	0.630
Organizational performance	66	1	5	1.754	0.921
MLMA1	63	1.33	5	4.016	0.646
MLMA2	64	1	5	3.508	0.852
MLMA3	63	1.5	5	3.849	0.744

Nonparametric methods are applied to test whether the factor scores differ according to the levels of demographic characteristics. Non-parametric Mann Whitney (U) statistics are applied to compare the average of two independent groups during observation. Kruskal Wallis analysis of variance (KW) provides a non-parametric method for comparisons of more than two independent groups (Gamgam and Altunkaynak, 2017; 277). Null hypothesis indicates that there is no difference between the groups for both hypothesis testing.

Table 4. Comparison of factor points according to the levels of demographic characteristics

Demographic variable	Role conflict	Role ambiguity	Performance	Turnover intention	MLMA I	MLMA II	MLMA III
Gender^a	182.5 (0.002*)	256.5 (0.062)	284.5 (0.254)	352 (0.708)	262 (0.120)	241 (0.049*)	325 (0.628)
Age^b	3.719 (0.293)	10.808 (0.013*)	5.433 (0.143)	0.363 (0.948)	2.46 (0.483)	4.037 (0.257)	2.034 (0.565)
Period of service^b	0.226 (0.994)	4.498 (0.343)	6.745 (0.150)	10.892 (0.028*)	1.394 (0.845)	0.742 (0.946)	5.414 (0.247)
Education^b	0.329 (0.848)	0.263 (0.877)	2.805 (0.246)	0.688 (0.709)	2.662 (0.264)	8.279 (0.016*)	0.144 (0.930)
Total period of service^b	2.086 (0.555)	4.248 (0.236)	5.507 (0.138)	1.528 (0.676)	5.73 (0.126)	1.732 (0.630)	4.448 (0.217)

Position^b	8.503 (0.290)	11.128 (0.133)	7.887 (0.343)	5.405 (0.611)	6.473 (0.486)	14.58 (0.042*)	7.971 (0.335)
-----------------------------	------------------	-------------------	------------------	------------------	------------------	-------------------	------------------

^a: U statistical value, ^b: KW ki-square statistical value

Values in parentheses indicate the significance value p. *: The level %5 is significant.

Table 4 gives the results of the non-parametric methods. Mann-Whitney U test is applied to test whether the variables obtained by factor analysis differ by gender. It is detected that the variables differ by only role conflict. The average rank value of women (20.17) is lower than that of men (36.85). In the second group middle level manager actions women (39.93) gave higher scores than men (29.52). Kruskal Wallis test is applied to test whether the factors differ by age, period of service at position, education, total period of service and type of staff. For the role ambiguity variable, managers age of 56 and over (21.56) experience less role ambiguity than manager under age of 45 (40.72). MLMA II scores were lower at undergraduate level (18.55) than at doctoral level (35.30). Chief of department have the highest score at MLMA II (37.66), while personnel of head of department (5.00) has the lowest score at MLMA II.

Linear Regression Analysis

Simple linear regression analysis is a method that explain how the change of the independent variable affects the dependent variable where there is a linear relationship between the two variables. The question of the research is whether mid-level manager actions have an impact on role conflict and role ambiguity. To test the hypotheses, the mean scores of the sub-dimensions obtained by factor analysis were used. In order to test the H₁ hypothesis, a linear regression model was created in which mid-level manager actions (MLMA) were dependent variable and role conflict (RC) was independent variable. As the MLMA was gathered under three factors, regression equation was obtained separately for three different mid-level manager actions question groups.

$$RC_i = \beta_0 + \beta_1 * MLMA_{1i} + \varepsilon_i \quad (1.a)$$

$$RC_i = \beta_0 + \beta_1 * MLMA_{2i} + \varepsilon_i \quad (1.b)$$

$$RC_i = \beta_0 + \beta_1 * MLMA_{3i} + \varepsilon_i \quad (1.c)$$

Table 5. Results of regression analysis

	Constant	β_1	R ²	F statistic's p value		Constant	β_1	R ²	F statistic's p value
Hypothesis I (a)	2.361 (0.003*)	-0.155 (0.402)	0.01	0.402	Hypothesis III	0.694 (0.058)	0.354 (0.003*)	0.13	0.003*
Hypothesis I (b)	3.364 (0.000*)	0.113 (0.420)	0.01	0.420	Hypothesis IV	4.648 (0.000*)	-0.087 (0.312)	0.02	0.312
Hypothesis I (c)	2.721 (0.000*)	-0.067 (0.679)	0.00	0.679	Hypothesis V	3.615 (0.000*)	0.480 (0.002*)	0.14	0.002*
Hypothesis II (a)	2.301 (0.000*)	0.391 (0.005*)	0.12	0.005*	Hypothesis VI	2.896 (0.000*)	-0.386 (0.000*)	0.20	0.000*
Hypothesis II (b)	2.906 (0.000*)	0.279 (0.008*)	0.11	0.008*					
Hypothesis II (c)	2.819 (0.000*)	0.277 (0.025*)	0.08	0.025*					

Values in parentheses indicate the significance value p of t test

*: The level %5 is significant

Regression equations were established to show the effect of mid-level manager actions on role ambiguity (RA):

$$RA_i = \beta_0 + \beta_1 * MLMA_{1i} + \varepsilon_i \quad (2.a)$$

$$RA_i = \beta_0 + \beta_1 * MLMA_{2i} + \varepsilon_i \quad (2.b)$$

$$RA_i = \beta_0 + \beta_1 * MLMA_{3i} + \varepsilon_i \quad (2.c)$$

β_0 is constant term and β_1 is regression coefficient at the (1) and (2) equations. $\varepsilon \sim N(0, \sigma^2)$ is the vector of normal distributed error terms. Parameter estimation is done by least squares (OLS) method (Rawlings et al., 1998: 3). For H₃ and H₅ hypotheses, RC and RA are independent variables, while turnover intention (TI) is dependent variable. For H₄ and H₆ hypotheses, the dependent variable is organizational performance (OP). Regression equations are given in (3), (4), (5) and (6) respectively.

$$TI_i = \beta_0 + \beta_1 * RC_i + \varepsilon_i \quad (3)$$

$$OP_i = \beta_0 + \beta_1 * RC_i + \varepsilon_i \quad (4)$$

$$TI_i = \beta_0 + \beta_1 * RA_i + \varepsilon_i \quad (5)$$

$$OP_i = \beta_0 + \beta_1 * RA_i + \varepsilon_i \quad (6)$$

When Table 5 was examined, no significant evidence was found about mid-level manager actions whether they would affect role conflict or not. As claimed in the study hypothesis, it is seen that executive behaviors have a decreasing effect on role ambiguity. Manager actions in the first group effect of -0,391 unit on role ambiguity at is significant. It also applies to other mid-level manager actions. In the 3rd and 4th hypothesis of the study, the effect of role conflict on turnover intention and organizational performance was investigated.

Accordingly, role conflict has a positive effect of 0.354 units on turnover intention. Role conflict impact on performance was not significant. Role ambiguity impact on turnover intention: When role ambiguity increase turnover intention also increase by 0.480 point. As seen at Table 6, role ambiguity has a reducing effect of 0.386 units in organizational performance.

8. Conclusion and Recommendations

Management concepts such as the simple organizational structure of traditional understanding, continuously developing technology and transfer of authority see middle level managers as only a cost element and try to reduce or eliminate this grade as much as possible. Today, however, more strategic roles are expected from mid-level managers such as information sharing and participation in the decision-making process, strategy formulation, solution generation and advice to senior management along with their existing roles such as delivering the strategy, monitoring performance and providing feedback.

Due to these expectations and the increasing number of roles mid-level managers are under pressure to prove their existence and values in the modern organization. The pressure (responsibilities and roles) on mid-level managers become to emotional and physiological manner after a while. Mid-level managers are among the conflicting expectations of the upper and lower levels. Therefore, they face higher levels of negative outcomes in cognitive performance and focus. When these negativities cannot be solved or eliminated, the performance of the enterprise will also be considerably affected by this process. More importantly, since these negativities can undermine important organizational processes such as adaptation to the environment and strategy implementation, the existence and sustainability of the organization will be compromised.

If we summarize the relationships between the research variables that generated as a result of the analyzes, the majority of the participants are male managers. In our country, there is no obstacle or restriction against women becoming managers. However, having the fact that management requires overtime, women have difficulties to carry out school-house work together, senior managers usually prefer to work with male managers, explain the main reasons for the lack of female managers in business world. Half of the participants have a service life of 1 to 4 years and they are the majority. The literature supports

this data and mentions that mid-level managers generally have 2-5 years of work experience. An important part of our observation group consisting of academic and administrative managers are Deputy Dean and Head of Department, mostly with PhD degree. Given the fact that the conditions of being mid-level management, it is not surprising that most of the participants have a total service life of 16 years or more.

Finally, when we look at research hypothesis no significant evidence was found about mid-level manager actions whether they would affect role conflict or not. For the role ambiguity, as claimed in the study hypothesis, it is seen that mid-level manager actions have a decreasing effect on role ambiguity. In the third and fourth hypothesis of the study, the effect of role conflict on turnover intention and organizational performance was examined. According to this, role conflict positively affects the turnover intention. However, no significant evidence has been found regarding the effect of role conflict on performance.

It is an interesting finding that role conflict does not have a direct effect on performance. Before reducing the role conflict to improve business performance, the information should be given about mid-level manager actions. Because reducing role conflict does not directly improve performance. Role ambiguity positively affects the turnover intention, negatively affects organizational performance. The study revealed that role conflict and role ambiguity increased the turnover intention. Increased turnover intention turned into behavior, this leads increasing labor turnover rate as a result of absenteeism and leaving the job. The loss of human resources, which is shown as the strategic resource of today's organizations, can create serious additional costs for the enterprise. In this sense, in order to eliminate or reduce the negative consequences of role conflict and role ambiguity, it is very important to use communication channels in the organization at maximum level, to give clear messages, and to include middle level managers in decision-making processes.

References

- Abramis, D. J. (1994). "Work Role Ambiguity, Job Satisfaction, and Job Performance: Meta-Analyses and Review", *Psychological Reports*, 75 (3): 1411-1433.
- Aldag, R.J. and Brief, A. P. (1978). "Examination of Alternative Models of Job Satisfaction", *Human Relations*, 31 (1): 91-98.
- Anicich, E. M. and Hirsh, J. B. (2017). "The Psychology of Middle Power: Vertical Code-Switching, Role Conflict, and Behavioral Inhibition", *The Academy of Management Review*, 42 (4): 659-682.
- Bailey, R. (1981). "Multiple Ministries and Ordination", *Review & Expositor*, 78 (4): 531-537.
- Bannister, B. D. and Griffeth, R. W. (1986). "Applying A Causal Analytic Framework to the Mobley, Horner, and Hollingsworth (1978) Turnover Model: A Useful Reexamination", *Journal of Management*, 12 (3): 433-443.
- Behrman, D. N. and Perreault, W. D. (1984). "A Role Stress Model of the Performance and Satisfaction of Industrial Salespersons", *Journal of Marketing*, no: 48, p. 9-23.
- Bedeian, A. G. and Armenakis, A. A. (1981). "A Path-Analytic Study of the Consequences of Role Conflict and Ambiguity", *Academy of Management Journal*, 24 (2): 417-424.
- Bedeian, A. G., Armenakis, A. A. and Curran, S. M. (1981). "The Relationship between Role Stress and Job-Related, Interpersonal, and Organizational Climate Factors", *The Journal of Social Psychology*, 113 (2): 247-260.
- Biddle, B.J. (1986). "Recent Developments in Role Theory" *Annual Review of Sociology*, no: 12, p. 67-92.
- Birnbaum, D. and Somers, M. J. (1993). "Fitting Job Performance into Turnover Model: An Examination of the Form of the Job Performance-Turnover Relationship and Path Model", *Journal of Management*, no: 49, p. 1-11.
- Çokluk, Ömay, Şekercioğlu, Güçlü ve Büyüköztürk, Şener. *Sosyal Bilimler için Çok Değişkenli İstatistik, Spss ve Lisrel Uygulamaları*, Ankara, Pegem Akademi, 2012.
- Dozier, David M. (2005). "İletişim ve Halkla İlişkiler Uygulayıcılarının Örgütsel Rollerini" in *Halkla İlişkiler ve İletişim Yönetiminde Mükemmellik*. eds. J. E. Grunig, İstanbul: Rota Yayın Yapım Dağıtım, p. 349-377.
- Dubinsky, A. J., Ronald. E., Kotabe, M., Lim C. U. and Moon, H. (1992). "Influence of Role Stress on Industrial Salespeople's Work Outcomes in the United States, Japan, and Korea", *Journal of International Business Studies*, 1st Quarter, 23 (1): 77-87.
- Dutton, J. E., Ashford, S. J., O'neil, R. M., Hayes, E. and Wierba, E.E. (1997). "Reading the Wind: How Middle Managers Assess the Context for Selling Issues to Top Managers", *Strategic Management Journal*, 18 (5): 407-425.

- Floyd, S. W. and Wooldridge, B. (1992). "Middle Management Involvement in Strategy and It's Association with Strategic Type: A Research Note", Strategic Management Journal, no: 13, p. 153-167.
- Floyd, S. W. and Lane, P. J. (2000). "Strategizing Throughout the Organization: Managing Role Conflict in Strategic Renewal", The Academy of Management Review, 25 (1): 154-177.
- Fisher, R. T. (2001). "Role Stress, The Type a Behaviour Pattern, and External Auditor Job Satisfaction and Performance", Behavioral Research in Accounting, no: 13, p. 132-143.
- Fried, Y., Ben-David, H. and Ailan, V. D. (1998). "The Interactive Effect of Role Conflict and Role Ambiguity on Job Performance", Journal of Occupational & Organizational Psychology, 71 (1): 2-19.
- Gangam, Hamza ve Altunkaynak, Bülent. Parametrik Olmayan Yöntemler, Ankara, Seçkin Yayıncılık, 2017.
- Goode, W. (1960). "A Theory of Role Strain", American Sociological Review, no: 25, p. 483-496.
- Gökçe, Ş. (2019). "Orta Düzey Yönetim/Yönetici Üzerine Bir Literatür Araştırması", Business and Economics Research Journal, 10 (5): 1155-1166.
- Gregson, T. and Wendell, J. (1994). "Role Conflict, Role Ambiguity, Job Satisfaction and the Moderating Effect of Job-Related Self-Esteem: a Latent Variable", Journal of Applied Business Research (Jabr), 10 (2): 106-113.
- Griffeth, R., Hom, P. W. and Gaertner, S. (2000). "A Meta-Analysis of Antecedents and Correlates of Employee Turnover: Update, Moderator Tests, and Research Implications for the Next Millennium", Journal of Management, 26 (3): 463-488.
- Hair, Joseph F., Black, William C., Babin, Barry J. and Anderson, Rolph E. Multivariate Data Analysis, United Kingdom, Cengage Learning, 2019.
- Hales, C. (2001). "Does It Matter What Managers Do?", Business Strategy Review, no: 12, p. 50-58.
- Honea, S. M. (2000). "The Impact of Professionalism on Library Administration", Journal of Library Administration, 31 (1): 1-28.
- Huy, Q. N. (2002). "Emotional Balancing of Organizational Continuity and Radical Change: the Contribution of Middle Managers", Administrative Science Quarterly, 47 (1): 31-69.
- Ivancevich, J. M., Matteson, M. T. and Preston, C. (1982). "Occupational Stress, Type a Behavior, and Physical Well Being", Academy of Management Journal, 25 (2): 373-391.
- Jackofsky, E. F. (1984). "Turnover and Job Performance: An Integrated Process Model", The Academy of Management Review, 9 (1): 74-83.
- Jackson, S. E., and Schuler, R. S. (1985). "A Meta-Analysis and Conceptual Critique of Research on Role Ambiguity and Role Conflict in Work Settings", Organizational Behavior & Human Decision Processes, no: 36, p. 16-78.
- Kacmar, K. M. and Ferris, G. R. (1989). "The Oretical and Methodological Considerations in the Age-Job Satisfaction Relationship", Journal of Applied Psychology, 74 (2): 201-207.
- Katz, Daniel and Kahn, Robert L. The Social Psychology of Organizations, New York, Wiley, 1978.
- Koslowsky, M., Sagie, A., Krausz, M. and Dolman, A. (1997). "Correlates of Employee Lateness: Some the Oretical Considerations", Journal of Applied Psychology, 82 (1): 79-88.
- Nandram, S. S. and Klandermans, B. (1993). "Stress Experienced By Active Members of Trade Unions", Journal of Organizational Behavior, 14 (5): 415-431.
- Pappas, J. M. and Wooldridge, B. (2007). "Middle Managers' Divergent Strategic Activity: An Investigation of Multiple Measures of Network Centrality", Journal of Management Studies, 44 (3): 323-341.
- Rawlings, John O., Pantula, Sastry G. and Dickey, David, A. Applied Regression Analysis: A Research Tool, Berlin, Springer, 1998.
- Rizzo, J., House, R., and Lirtzman, S. (1970). "Role Conflict and Ambiguity in Complex Organizations", Administrative Science Quarterly, 15 (2): 150-163.
- Sayles, L. R. (1993). "A Different Perspective on Leadership: the Working Leader", Leadership in Action, 13 (1): 1-5.
- Shi, W., Markoczy, L., and Dess, G. G. (2009). "The Role of Middle Management in the Strategy Process: Group Affiliation, Structural Holes, and Tertius Iungens", Journal of Management, no: 35, p. 1453-1480.
- Sieber, S. D., (1974). "Toward a Theory of Role Accumulation", American Sociological Review, 39 (4): 567-578.

- Stein, A. (1982). “*Coordination and Collaboration: Regimes in an Anarchic World*”, International Organization, 36 (2): 299-324.
- Stumpf, S. A. and Rabinowitz, S. (1981). “*Career Stage As A Moderator of Performance Relationships with Facets of Job Satisfaction and Role Perceptions*”, Journal of Vocational Behavior, 18 (2): 202-218.
- Tubre, T. C. and Collins, J. M. (2000). “*Jackson and Schuler (1985) Revisited: A Meta-Analysis of the Relationships Between Role Ambiguity, Role Conflict, and Job Performance*”, Journal of Management, 26 (1): 155-169.
- Van De Vliert, E. (1981). “*Siding and Other Reactions to a Conflict: A Theory of Escalation toward Outsiders*”, Journal of Conflict Resolution, 25 (3): 495-520.
- Venkatraman, N., (1989). “*The Concept of Fit in Strategy Research: Toward Verbal and Statistical Correspondence*”, The Academy of Management Review, 14 (3): 423-444.
- Vuori, T. O. and Huy, Q. N. (2016). “*Distributed Attention and Shared Emotions in the Innovation Process: How Nokia Lost the Smartphone Battle*”, Administrative Science Quarterly, 61 (1): 9–51.
- Walker, O. C., Churchill, G.A. and Ford, N. M. (1975). “*Organizational Determinants of the Industrial Salesman’s Role Conflict and Ambiguity: The Right Organizational Structure and Supervisory Style can Help Salesmen Understand Their Jobs, but They Don’t Reduce the Conflicts Experienced by Salesmen*”, Journal of Marketing, 39 (1): 32-39.