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AN OVERVIEW OF THE ROLE CONFLICT AND ROLE AMBIGUITY WITHIN THE CONTEXT OF THE ROLE THEORY: A QUALITATIVE ANALYSIS

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ARTICLE INFO	ABSTRACT
	The present research study sought to present an overview of the notions of 'Role Conflict' and Role Ambiguity' within the context of 'The Role Theory'. Moreover, the current study adopted the qualitative research method for collecting and analyzing the targeted data. Conjointly, the researcher has particularly utilized the descriptive approach. Furthermore, with reference to the data collection technique that was employed in this study, the researcher has employed the 'Literature Review' technique through which a large amount of literature that is associated with the current study's topic has been reviewed. The findings of the study demonstrated that the misalignment between the leadership roles can lead to the emergence of two critical issues, namely 'The Role Conflicts' and 'The Role Ambiguity'. Undoubtedly, these two constraints represent a huge dilemma that can cause several negative consequences and repercussions. This is due to the fact that role conflict and role ambiguity prevent individuals in various leadership and management posts to perform their assigned duties in a harmonized and position-independent manner. With reference to 'The Role Theory', the study revealed that 'Role Conflict' and Role Ambiguity' make personnel who are enrolled in lower managerial and leadership positions feel powerless to enact change because they believe directives must come from their higher managers and leaders who are mostly embracing an authoritarian leadership style and have a strong tendency toward applying the principle of centralization of authorities and responsibilities.

INTRODUCTION

Background of the Study

The cornerstone of success and longevity across a broad spectrum of institutions, from corporate giants to dynamic non-profit organizations, governmental bodies, and other crucial entities, is leadership within organizational contexts. Leadership is an art that goes beyond simply establishing clear visions and objectives because. In fact, it is firmly founded in the mastery of negotiating the difficult terrain of interdependent roles and responsibilities. The current business and organizational landscape are a tapestry that is constantly being stitched together by the threads of change, where technological developments advance at an astounding rate, the boundaries of globalization widen, and the expectations of the modern workforce continue to change. We see the beginning of a new era of leadership in this unrelenting progression, one that has ushered in a break from conventional hierarchical systems. Today's leaders must demonstrate unmatched degrees of flexibility and agility to respond to the environment's constant change. The phenomena of role conflict and role ambiguity, however, presents leaders with a constant and challenging struggle against this dynamic landscape. When leaders must deftly balance the conflicting needs and expectations arising

from the various roles, they occupy within the organizational ecosystem, role conflict, that age-old adversary, rears its head. Imagine a middle manager who has the dual obligations of carrying out broad corporate directives and attending to the needs and concerns of their team members. This underlying tension can occasionally produce a crucible of stress and strain, echoing through the decision-making processes of leaders and, more significantly, damaging their general well-being. Due to the continuous march of technology developments, the ever-expanding reach of globalization, and the dynamic alterations in employee expectations, the business environment has undergone a significant metamorphosis in recent decades. A new era of leadership has been created because of these transformative waves, one that is defined by difficulties that go beyond conventional hierarchical systems. In addition to leading, today's leaders must be able to move quickly and adaptably through an environment that is constantly changing. The complicated interplay of role conflict and role ambiguity is one of the ongoing difficulties that leaders face in this constantly changing environment. Role conflict, a constant foe, arises when leaders must deftly balance conflicting demands and expectations resulting from the complex positions they play within a company. Think about a situation where a middle manager is given the duty of carrying out broad corporate directives while also attending to the wants and concerns of their team members. This underlying tension has the potential to produce a

pressure cooker of stress and strain that ripples through the decision-making processes of leaders, ultimately affecting both their professional performance and general well-being. Role ambiguity, on the other hand, arises when leaders lack clarity or understanding about their roles, objectives, or the boundaries of their authority. In rapidly changing environments, leaders may find themselves in situations where the expectations associated with their roles become unclear or evolve over time. This lack of role clarity can lead to frustration, inefficiency, and diminished performance.

On the other hand, role ambiguity is a strong foe that appears when leaders struggle with a glaring lack of understanding or clarity regarding their duties, goals, or the illusive limits of their authority. Leaders frequently find themselves in circumstances where the expectations entailed with their roles are more ambiguous or constantly shifting due to the relentless cadence of fast changing settings. As a result, there may be a lack of role clarity, which can lead to frustration, inefficiency, and eventually poor performance. Role conflict and role ambiguity interact intricately, which adds to the leadership landscape's complexity. Leaders frequently must juggle the nagging ambiguity that surrounds their roles while navigating the treacherous waters of competing expectations. These difficulties, which are by no means minor, take many different forms, from strained working relationships to widespread job unhappiness to, at the most concerning end of the scale, impaired organizational results. But why is it crucial to examine the nuances of role conflict and role ambiguity in such detail? The core of good leadership holds the key to the solution. Today's leaders must be proficient at managing the inherent complexities and conflicts that arise from the various roles they play within the organization in addition to motivating and directing teams. It involves expanding the standard definitions of leadership to include the entire spectrum of organizational dynamics. To give readers not just a passing glance but a thorough grasp of their sources, impact, and potential mitigation techniques, this research starts on a profound exploration into the complex domains of role conflict and role ambiguity within leadership roles. Organizations can better prepare their leaders to navigate the complex roles they take on, foster work environments that are positive and productive, and, ultimately, drive unbridled success in a world that is constantly changing by shining a bright light on these formidable foes. We understand that the dynamics of leadership and the difficulties presented by role conflict and role ambiguity are complex as we continue our research. We will examine the psychological toll that these problems exact on leaders, their effect on organizational culture, and the techniques that leaders use to not only survive but thrive in the midst of these obstacles in order to properly comprehend their depth and breadth. By providing insights that not only improve leadership effectiveness but also aid in the development of resilient, flexible, and high-performing organizational ecosystems, we hope to contribute to the conversation about leadership that is currently taking place in modern businesses.

Problem Statement: With organizational change, the ability to create, organize, and finally cope with the huge accelerating life changes is becoming a requirement of effective leaders, as leaders are responsible for paving the way towards a better future (Fullan, 2011). Within the realm of leadership and management, several researchers asserted the urgent need to clarify the mandate and roles of those who are enrolled in leadership and management positions. In connection therewith, and as specified by Khazer (2001), it should be noted that the official decision-makers in any organization, particularly within the management chain, always emphasize the necessity of describing/defining the duties of the those who are enrolled in any managerial and leadership posts sharply and clearly as well as the criteria for their job evaluation in order to avoid the occurrence of duplication of professional duties and to enhance the administrative role of the lower administrators through assigning them some of the administrative tasks that they undertake in an effort to reduce the managers and leaders' daily work burden and their respective responsibilities. In light of the forgoing, it must be stressed at the outset that many of the duties and responsibilities' sets of individuals within the management chain overlap. However, even if these duties

and responsibilities' sets are identical, the way they are used will vary across the two roles with each interested in different outcomes. In other words, the functions of administrators of various ranks may sound similar, but each serves a distinct purpose within an organization. Over and above, despite the international recognition of the key role the administrators of various ranks play, however there is a dearth of international and local research on this significant topic.

> Rizzo, *et al.,* (1970) said that "*the literature indicates that dysfunctional individual and organizational consequences result from the existence of role conflict and role ambiguity in complex organizations. Yet, systematic measurement and empirical testing of these role constructs is lacking*" (P.150).

Role conflict and ambiguity are two of the most prevalent challenges faced by leaders in modern organizations. These challenges can have a significant negative impact on individual and organizational performance, leading to burnout, decreased job satisfaction, and a decline in organizational outcomes. Despite their widespread prevalence, role conflict and ambiguity remain understudied in the leadership literature. This research aims to address this gap by providing a comprehensive understanding of the sources, impact, and potential mitigation strategies of role conflict and ambiguity in leadership roles. Tubre and Collins (2000) pointed out that role conflict and role ambiguity are established constructs, with extensive research conducted on the relationships between these constructs and their correlates, including organizational commitment, job satisfaction and job performance, though there have been variations in findings on these relationships. Similarly, Pollock, et al. (2017) and Huang, et al. (2008) pointed out that although new constructs have been introduced, such as job demands, however role conflict and role ambiguity are still at the root of job hindrances. As a matter of fact, role conflict and role ambiguity, according to Harris, Muijs, and Crawford (2003), are still relevant today, given more complex work environments, where the responsibility and performance of job tasks are distributed among administrative personnels who hold positions/roles with differences in power and authority. Hence, this study aimed at exploring the ways in which role conflict and role ambiguity appear in leadership roles. It looks at the causes and effects of these difficulties, illuminating how they affect the effectiveness of leadership.

Research Objectives

The study sought to fulfill the below-mentioned objectives:

1. *To identify the main causes and factors that contribute to role conflict in organizational leadership roles.*
2. *To examine the impact of role ambiguity and conflict on leadership behaviors and the overall organizational performance.*
3. *To identify the methods and tactics do leaders use to deal with and mitigate the effects of role conflict and role ambiguity.*
4. *To reveal the proactive measures that can be taken by organizations to define roles, promote role clarity, and assist leaders in successfully handling problems associated with their assigned roles.*

Research Questions: To address the complexities of role conflict and role ambiguity in leadership, the following research questions will guide this study:

5. *What are the main causes and factors that contribute to role conflict in organizational leadership roles?*
6. *What effects do role ambiguity and conflict have on leadership behaviors and the overall organizational performance?*
7. *What methods and tactics do leaders use to deal with and mitigate the effects of role conflict and role ambiguity?*
8. *What proactive measures can organizations take to create roles, promote role clarity, and assist leaders in successfully handling problems linked to their roles?*

Scope of the Study: This research study has a broad scope and focuses on leadership roles in various organizational structures that include a variety of business sectors and industries. It carefully considers the intricate interplay of organizational dynamics, structure, and culture as it analyzes the difficult problems of role conflict and role ambiguity. This study aims to take a global perspective into account to account cultural and contextual variations in leadership experiences, rather than restricting its geographical scope to a particular area.For a clearer understanding of the breadth, consider the following additional information:

- ***Different Organizational Environments:*** The study examines leadership positions in a variety of organizational environments, ranging from traditional to modern. It recognizes that there are many ways that leadership difficulties might present themselves, depending on things like industry norms, organizational size, and operational patterns.
- ***Global Perspective:*** This research transcends local boundaries by adopting a global perspective. It is sensitive to the various cultural and contextual contexts that influence leadership experiences all around the world. The study acknowledges that geographical and cultural differences, in addition to organizational issues, also have an impact on leadership dynamics.
- ***Cultural Sensitivity:*** The research gives special attention to issues of diversity and cultural sensitivity. It explores how cultural diversity affects leadership positions in businesses and how leaders deal with cultural nuances when confronted with issues linked to their roles.

Significance of the study: The current study is considered highly significant due to the below-mentioned reasons:

1. ***Academic Contribution:*** By expanding our knowledge of role conflict and role ambiguity in leadership and their complex effects on organizations, it will add to the body of information already in existence.
2. ***Practical Insights:*** The results will provide organizations with useful information that they may use to create plans for boosting leadership effectiveness, lowering role-related difficulties, and raising overall organizational performance.
3. ***Leadership Development:*** The research may guide programs for developing leaders, assisting them in acquiring the abilities and fortitude required to successfully manage challenging responsibilities.
4. ***Employee Well-Being:*** Organizations can foster employee well-being, job satisfaction, and a healthy work environment by addressing role conflict and role ambiguity.
5. ***Competitive Advantage:*** By maximizing leadership roles and their connection with strategic objectives, the study's recommendations can help firms acquire a competitive edge.
6. ***Global viewpoint:*** The study's adoption of a global viewpoint recognizes the need for leadership techniques that are cross-culturally sensitive and the growing diversity of today's workforce.

LITERATURE REVIEW

Leadership: Leadership is a symphony of acts and behaviors that resonate throughout the halls of companies and society alike; it is more than just a term. Fundamentally, leadership is the skill of motivating, directing, and influencing people or groups to achieve shared objectives. Progress is fueled by the dynamic interaction between a leader's vision, character, and deeds. Leadership can take many different forms, each with its own distinctive traits and strategies, from charismatic and transformational leadership to servant and adaptive leadership. The discipline of management, the rock-solid foundation of organizational effectiveness, covers the planning, organization, coordination, and control of resources in order to accomplish certain goals. It is the skill of juggling conflicting requests, streamlining procedures, and ensuring that an organization's

complex machinery runs smoothly. Each management approach has its advantages and disadvantages, ranging from authoritarian and bureaucratic to participative and laissez-faire.

Precisely, there are many ways leaders within an organization can lead, so no two leaders will share the same leadership style. Below are five leadership styles that leaders can adopt (American University, 2019):

1. **Authoritative Leadership:** Authoritative leaders push their teams to pursue common goals. They balance maintaining a high bar and inspiring their teams to success. Authoritative leaders rely heavily on strategy, using data to set high expectations and take thoughtful risks. They can also be relentless in their pursuit of meaningful growth and demonstrate determination and resilience.
2. **Affiliative Leadership:** Affiliative leaders are people who their teams can trust and feel safe going to. They validate their colleagues and build camaraderie among their teams—qualities that promote inclusivity, equity, and culturally responsive practices
3. **Democratic Leadership:** Democratic leaders are the first to seek feedback and share decision-making responsibilities.".
4. **Pacesetting Leadership:** Pacesetting leaders essentially focus on the practice of leading by example inside or outside the organization. They do it all, setting the tone of the organization and inspiring other staff in the management chain by their skills, dedication, and achievements.
5. **Coaching Leadership:** Coaching leaders take young or struggling staff under their wings to mentor. This style of leadership is usually time-consuming and requires much empathy and patience on the leader's part. However, it has significant benefits to the development of the staff.

With reference to the factors that influence the relationship between staff within the management chain in an organization, Hughes & James (1999) pointed out that there are several important relational and organizational features that positively support an effective partnership between leaders and managers, from one hand, and other staff who are enrolled in lower managerial and leadership posts. For a more detailed explanation, Hughes & James reported the most significant relational aspects that sustain a constructive and collaborative relationship between members of the management and leadership chain, encompassing: 1) having a shared understanding of their individual and unique roles and expectations; 2) maintaining respectful and a trusting relationship; 3) having shared beliefs and values concerning the purposes and goals of the organization; 4) having a tendency towards a willingness to communicate and at the same time avoid any possible conflicts and/or incongruities by addressing contentious issues openly and honestly; and finally 5) being committed to support each other and to build the relationship between them on the basis of mutual trust and belonging, especially from the vice-principal's side, in particular, by backing the principal (1999: P. 88). Quite the opposite, Hughes & James identified areas of potential contrasts and offsetting contributions to the organization's leadership and management, i.e., areas of difference in approach, experience, personality, and skills sets brought by the various members of the management and leadership chain. Precisely, Hughes & James mentioned that: "*complementarity and compensation will give the broadest range of options for contingent management action… and produce an integrated rather than split source of authority*" (ibid: P. 92). The above mentioned three factors bearing most on this collaborative and integrated approach to the organization leadership and management include role delegation based on the abilities and aptitudes of the managerial and leading staff, the differing experiences of each leader and each manager as well as their unique personal and interpersonal strategies and skills.

Role conflict and role ambiguity: Successful operation of an organization requires competent leaders and managers who are capable of providing instructional leadership and manage the day-to-day activities. They are also responsible of setting standards and goals

and establish the policies and procedures required to achieve them. They further supervise and support staff, monitor their progress, train and motivate them, and manage other tasks such as counseling, preparing budgets, etc. In a smaller organization, a one leader or manager may handle all these functions. However, in large organizational systems, responsibilities are divided among many sub-leaders and sub-managers, each with a specific function (Ho, *et. Al.*, 2021). Actually, leaders and managers of various levels of managerial and leadership posts face two main structural issues, namely: role ambiguity and role conflicts. The problems are heightened when there are clashes of values, with the staff in the management chain conflicted between two sources of authority: administrative and professional. Framing the constraints faced by the members of the management chain under role ambiguity and role conflicts raises these constraints to a theoretical and organizational level.

Subsequently, people frequently find themselves expertly navigating the complex terrain of several roles in the always changing world of leadership and management, each of which has its own demands, expectations, and intricacies. Role Conflict and Role Ambiguity are two fascinating and interesting phenomena that result from this interaction of roles. These phrases, at their core, capture the difficulties people encounter, not only in their professional lives but also in the tangled web of their individual journeys. Role conflict and ambiguity are two distinct yet interrelated concepts. Role conflict occurs when a leader experiences conflicting demands and expectations from their multiple roles within an organization (Biddle, 1986). For example, a leader may be responsible for meeting both the needs of their team members and the demands of their superiors, which can lead to role conflict. Role ambiguity, on the other hand, occurs when a leader is unsure of their roles, responsibilities, or the boundaries of their authority (ibid). For example, a leader may be unsure of what their team is expected to accomplish or what their role is in a new project, which can lead to role ambiguity. Both role conflict and ambiguity can have a number of negative consequences for leaders and their organizations. For leaders, role conflict and ambiguity can lead to stress, burnout, and decreased job satisfaction. They can also impair decision-making, problem-solving, and leadership performance. For organizations, role conflict and ambiguity can lead to decreased productivity, increased turnover, and a decline in overall performance.

Role Conflict, like a crucible, creates a situation where people struggle with the simultaneous execution of different roles that frequently seem to clash and collide, much like expert jugglers. A cyclone of tension, psychological stress, and a dilemma of contradictory expectations typically result from this crucible, whether it occurs in familial, societal, or professional contexts. In contrast, role ambiguity depicts a world of ambiguity and uncertainty, where people teeter on the edge of their roles and are unsure of which direction to go. The execution of tasks becomes an elaborate and difficult problem in this murky world because there is a lack of clarity regarding roles, obligations, and even the limits of authority. In their study, Rogers & Molnar (1976) highlighted the factors associated with role conflict and ambiguity in top-level administrators in public agencies. Research is reviewed on possible organizational and interorganizational antecedents. Despite the fact that top-level administrators devote a considerable proportion of their time to relations with other units, interorganizational factors have not been included in models of role conflict. Data obtained in structured personal interviews with 102 top-level county administrators demonstrate, by regression analysis, that interorganizational variables tended to account for the largest amount of variance in role conflict, and that intraorganizational variables accounted for the largest amount of variance in role ambiguity. Interorganizational variables were stronger independent determinants of role conflict than intraorganizational variables were of role ambiguity.

Reasons to value effective leadership: In terms of the effective leadership, people have a natural disposition to follow a leader. Regardless of your level of knowledge and experience in a particular field, you can achieve more if there is a higher authority you report to.

This is because a leader provides guidance and helps you minimize potential threats that can affect your productivity. A leader doesn't have to be a senior colleague, but they can still improve your chances of success through effective mentorship, accountability and delegation of duties. Effective leadership is important for the success of an organization because it provides guidance, purpose and helps others understand the long-term strategies and goals of a business. Below, other reasons to value effective leadership (Indeed-Editorial-Team, ibid):

1. ***Vision:*** Successful leadership creates a clear vision of what the organization can achieve. Leaders provide a roadmap outlining the steps and resources their company needs to arrive at the preferred destination.
2. ***Communication:*** Leaders help to communicate the vision and mission of the firm to employees. This provides direction and helps everybody identify the roles that best fit skills and experiences. Through clear communication, leaders encourage their subordinates to act for the actualization of objectives.
3. ***Decision Making:*** Decision making is one of the tops '*Leadership Skills*'. Successful leadership takes the best decision for the organization in all situations. Leaders are experts at taking the right decisions based on the prevailing circumstances. They weigh their organization's strengths and weaknesses to ensure their choices put them at an advantage now and in the future.
4. ***Passion:*** Leaders are passionate about their vision and infect others with their energy to achieve it. Effective leadership inspires others to buy into the company's objectives and provide a powerful reason for everybody to remain dedicated to their duties.
5. ***Guidance:*** Once employees know what to do to deliver on projects, effective leaders oversee their work to ensure they perform their roles effectively. Leaders make sure employee efforts align with organizational goals for improved efficiency.
6. ***Commitment:*** Effective leaders are committed to the success of their organization and its employees. They remain focused on the company's long-term goals and do not allow temporary setbacks to dampen their spirits. When they face a setback, good leaders motivate their teams and help them see beyond the problems preventing them from reaching the common goal.
7. ***Integrity:*** Successful leadership teaches the organization ethical values. Regardless of their problems, successful leaders do the right things to achieve their goals. For them, integrity, truthfulness and fairness are core attributes they want to see in their company and its relations with contractors and clients.
8. ***Confidence:*** Leaders help their subordinates to excel at their work and every aspect of life by expressing confidence in their abilities. They listen to employees' worries about their work, provide positive feedback and ensure the office environment brings out the best in them.
9. ***Morale:*** Leadership boosts staff morale by winning their trust. It assures employees of the leader's confidence in their abilities to deliver on the vision and mission of the organization. High morale among employees reduces distraction and motivates them to devote their energies to achieve organizational goals.
10. ***Growth:*** The best leaders create an environment where others can grow. They are open to new ideas and methods of achieving results and are flexible enough to admit their mistakes. Successful leaders encourage subordinates to provide inputs on how to improve work processes and reward excellence to increase creativity and loyalty.
11. ***Coordination:*** Effective leadership balances personal interests with organizational objectives. Leaders know that employees have personal reasons for working with their company. They create an environment where the organization can achieve its goals without sacrificing employee satisfaction.

Theoritical Framework

The role theory: In the present study, the researcher adopted 'The Role Theory' which will be utilized to clarify and demonstrate its

findings. It is initially worth noted that the founders of '*TheRole Theory*' are the American anthropologist 'Ralph Linton'and the American philosopher, sociologist, and psychologist 'George Herbert Mead'. Besides, the theory was also deeply rooted in the early writings of the American sociologist '*Robert King Merton*' (Sluss, *et al*., 2011). In fact, the founding fathers of the theory argued that the notion of '*Role*' refers to the social positions assigned to individuals, such as'Managers', 'Doctors', etc. They also argued that the 'Role' further refers to the behavior associated with the positions concerned. (Hemphill, 2008; Merton, 1957). In accordance with Hoyt, *et al*., (2009), the practical side of notion of '*Role*' can provide connection to other people and access to resources, which in turn may promote feelings of security, status enhancement, and ego gratification. Conjointly, this notion can further provide directions for behavior in otherwise uncertain situations, which may serve to reduce stress and improve well-being. Accordingly, people often fulfill a set of roles at the same time (e.g., a director, an employee, etc.), and this set may change over the life course. Moreover, the role theory claims that as individuals enter new roles, they modify their behavior to conform to these role expectations. Obviously, whether these changes in behavior are positive or negative depend on the role that is assumed and the context in which it is assumed (ibid).

According to Newman & Newman (1995), the role theory has put emphasis on the way the social environment shapes the developmental process. Within this theoretical framework, Biddle (1986) defined the concept of '*Role*' as any set of behavior that has a socially agreed-upon function and an accepted code of norms. As a matter of fact, the notion of 'Role' is consisted of a set of rules or norms that function as plans or blueprints to guide the individuals' behavior. Precisely, the notion of 'Role' specifies what goals should be pursued, what tasks must be accomplished, and what performances are required in a given situation. The role theory also claims that human behavior is guided by expectations held both by the individual and by other people. The expectations correspond to different roles individuals perform or enact in their daily lives (Sluss, *et al*., 2011). To sum up, the role theory encompasses several propositions, including: 1) Individuals spend much of their lives participating as members of groups and organizations; 2) Within these groups, people occupy distinct positions; 3) Each of these positions entails a role, which is a set of functions performed by the person for the group; 4) Groups often formalize role expectations as norms or even codified rules, which include what rewards will result when roles are successfully performed and what punishments will result when roles are not successfully performed; 5) Individuals usually carry out their roles and perform in accordance with prevailing norms; in other words, role theory assumes that people are primarily conformists who try to live up to the norms that accompany their roles; 6) Group members check each individual's performance to determine whether it conforms with the norms; the anticipation that others will apply sanctions ensures role performance.

The Role Theory represents a useful framework for comprehending the intricate and multidimensional phenomenon of leadership. Role Theory can aid us in better understanding the difficulties and opportunities that leaders encounter by looking at the roles that leaders play, the expectations attached to those positions, and the possibility for role conflict and ambiguity. In the parts that follow, we'll go over tactics for minimizing the detrimental effects of role conflict and role ambiguity as well as more in-depth discussions of the role theory's implications for leadership. As for the Role Theory's application to leadership and management, it should be firstly indicated that in organizational settings, leaders take on a variety of duties, such as those involving decision-making, developing strategies, managing teams, and more. Role theory clarifies how leaders maneuver between these various roles and the ramifications for their relationships and conduct. In addition, the Role Theory sheds light on the ways in which a leader's behaviors are influenced by the roles they play. It investigates how dynamics associated to roles affect interpersonal relationships, communication strategies, and leadership philosophies. Lastly, it should be added that the presents study recognized the current developments in The Role Theory, including:

1) Leadership and Organizational transition: Researchers have applied role theory to the setting of organizational transition, looking at how role conflict and role ambiguity affect the efficacy of leadership during times of change; and 2) Reducing the difficulties posed by roles: The study examined defense mechanisms against the detrimental impacts of role conflict and role ambiguity, including the contributions of social support, training, and development in boosting leadership skills.

RESEARCH METHODOLOGY

The research methodology, according to Al-Nouaimy, *et al*., (20069), is seen as the link between the practical and the theoretical accumulation of knowledge from one hand, and the possibility of reflecting that accumulation in the life of organizations in present time and future from the other hand. Additionally, the determination of methodology pathways depends mostly on what is available from this accumulation, which should be subject to selection and testing in order to verify that it can be used in the organization's work, and activities within a current and future vision.

Qualitative Method: In light of the foregoing, the current study adopted the qualitative research method for collecting and analyzing the targeted data. According to Denzin & Lincoln (2011), the qualitative methods emphasize on the qualities of the research study's entities, processes, and meanings. They allow building a relationship between the researcher and the situational constraints that shape and the form of the study's inquiry. The qualitative research approach further investigates the research problem and seeks to answer the research question through stressing on how social experience is created and given meaning. As for the characteristics of qualitative research design, Marshall & Rossman (1999) and Creswell (2012: 2014)mentioned that the design of the approach is considered naturalistic as it studies real-world situations in their natural existence without any attempts to manipulate or control the findings or putting predetermined constraints by the researcher. The qualitative research design is also considered emergent as it allows pursuing new paths of discovery as they emerge as well as allowing for the acceptance of adapting inquiry, without employing rigid designs. Moreover, the qualitative research design is considered purposeful as it focuses on seeking rich information through cases of study such as individuals, group of people, communities, events, cultures, incidents, etc., in order to achieve a comprehensive and thorough manifestations and demonstrations of the phenomenon under study. Hence, an in-depth insight regarding the phenomenon is sought instead of seeking empirical generalization that is derived from the population sample as in the quantitative research design.

Regarding the strengths of employing qualitative methods, Anderson (2010) and Merriam (2009) stated that qualitative methods generate rich and detailed data and create a descriptive capability to describe the existing phenomena under investigation based on this type of data. They also allow the researchers to obtain a realistic view of the phenomenon under investigation which cannot be obtained using numerical data and statistical analysis that are used in quantitative methods.They further provide the researcher with a holistic perspective of the participants of the study through allowing a direct interaction with them. In fact, they allow the researcher to immerse in the participants' culture. Qualitativemethods are also flexible in terms of how data are collected and analyzed. Finally, they help the researcher to respond to any possible changes that might occur while conducting the research study. It is worth mentioning that the qualitative method is mainly utilized when dealing with non-statistical samples. Actually, sampling in qualitative method is carried out based on theoretical criteria (Brannen, 2003).

Research Approach: The current study adopted the '*Qualitative Approach*' which is concerned with the qualitative phenomenon, the subjective assessment of attitudes, opinions and behavior, and whenever the factor of '*Quality*' is sought to be clarified. Truly, in research studies where the qualitative approach is utilized, the

research itself becomes qualitative research, a function of researcher's insights and impressions. Accordingly, the findings of such researches can be generated either in non-quantitative form or in the form which are not subjected to rigorous quantitative analysis (Kothari, 2004). Conjointly, the researcher has particularly utilizedthe descriptive approach. Al-Haddad (2019) pointed out that the descriptive approach is realistic; because it studies the phenomenon as it actually is and uses various appropriate methods and instrument to describe a phenomenon, explain it thoroughly, and clarify its characteristics (Brannen, 2003). As a matter of fact, this study is classified as an exploratory study. This is due to the fact that it provides qualitative data without performing a rigorous mathematical analysis, it enables the researcher to gain more comprehensive understanding of concepts and notions, it clarifies which qualities or characteristics are associated with art object, situation, or Issue, and it plays a significant role in crystallizing the problem under investigation rather than providing precise measurement of the problem.

Kothari (2004) indicated that research studies that are conducted on leadership and management mostly deals with qualitative variables. Unless qualitative impressions are duly quantified, research findings may not be clearly understood and may even be questioned by others as to their authenticity. Furthermore, with reference to thedata collection technique that was employed in this study, the researcher has employed the '*Literature Review*' technique through which a large amount of literature that is associated with the current study's topic has been reviewed in order to identify any possible gaps and to build on the previously existed knowledge in an accumulated manner. In other words, carrying out a literature review is based on the fact that knowledge accumulates and that we can learn from and build on what others have revealed or discovered. The review of the literature, according to Neuman (2014)relies on the principle that scientific research is a collective effort, one in which many researchers contribute and share results with one another. Neuman added that the literature review aims at demonstrating a familiarity with a body of knowledge concerning a research topic and establish credibility for this knowledge. It also aims atdemonstrating the path of prior research and how a current research study is linked to it. Moreover, it seeks integrating and summarizing what is known in an area of research (ibid).

CONCLUSION

It should be firstly noted that the current study aimed to present an overview of the notions of 'Role Conflict' and Role Ambiguity' within the context of 'The Role Theory'. In fact, the study sought to present a guiding beacon for organizations and leaders alike, illuminating the road to more effective and adaptable leadership in a constantly changing environment. The study was motivated by the researcher's conviction that knowledge is the catalyst for transformation as once delving deeper into the complexities of leadership and that by comprehending and addressing the problems of role conflict and role ambiguity, a better and more prosperous future for organizations and their leaders can be achieved. The key conclusions from the lengthy investigation into role conflict and role ambiguity in leadership within organizational contexts have revealed that that role conflict and role ambiguity exist in organizational leadership, and they are acknowledged as common phenomena that influence both leaders and organizations. Into the bargain, the findings further revealed a significant effect of leaders and managers' leadership practices on the self-efficacy of lower employees who are enrolled in associated administrative posts. Simultaneously, the findings emphasized the importance of self-efficacy when considering leadership development in organizations, both as a potential measure of leadership effectiveness and as a means of improving leadership performance. The study also concluded that while the powers of control and supervision remain monopolized by the higher ranked leaders and managers, this would result in undermining the performance of other members of the management chain. Surely, such a monopoly which represents a key reason for this

challenge is caused by the overall weakness in the management and leadership process inside the organization.This can be observed through the concerned organizations'' continuous disregard and marginalization of the importance of having an explicitly defined duties specific assignments and in a separate manner for all management and leadership chain's members. Therefore, the demarcation of functions and responsibilities of the concerned management and leadership chain's members would therefore be useful for achieve more clarity and enhance the coordination and the execution of the daily-based tasks at the organization.

Implications of the Study: The findings of the current study give organizationsignificant knowledge that they can utilize to create plans for boosting leadership efficiency, lowering role-related difficulties, and raising overall organizational performance. Additionally, the researcher believes that the findings of the present study can direct leadership development initiatives, assisting leaders in gaining the abilities and fortitude necessary to successfully handle demanding responsibilities. Furthermore, organizations can obtain a competitive edge by implementing the current study's suggestions, which maximize leadership roles and their connection with strategic objectives. Finally, it is hoped that this research would contribute to the corpus of knowledge by deepening our understanding of role conflict and role ambiguity in leadership and its intricate repercussions on organizations.

Recommendations: The findings of the current studyhave pointed to a wide range of topics that might be investigated in future studies on role conflict and role ambiguity in leadership and management. In light of the foregoing, it is highly recommended by the researcher that future research should pay more attention to examining further possible structural and cultural factors that can mitigate the impact of role conflict and role ambiguity. Indeed, taking into consideration the world's constant change and complexity, it is crucial to emphasize the significance of comprehending and dealing with role conflict and role ambiguity in the domain of leadership and management. Truly, creating efficient solutions to address these issues can help to improve leadership, organizational performance, the standard of work, and follower satisfaction. This study is a starting step toward a better understanding and advancement of management and leadership techniques. Particularly, the study suggests the below mentioned solutions to be adopted by organizations to address role conflict and role ambiguity:

1. Workshops on Role Clarification:
   - Establish recurring seminars or training sessions where team leaders and members can discuss and define their respective duties.
   - Give people a forum to talk openly about the demands and challenges of their roles.
2. Programs for developing leadership:
   - Invest in leadership development initiatives that emphasize improving leaders' capacity to handle challenging roles.
   - Include courses on conflict resolution, adaptation in leadership, and effective communication.
3. Coaching and Mentoring:
   - Create mentoring or coaching programs where seasoned leaders assist emerging leaders in overcoming obstacles linked to their roles.
   - Encourage the development of a mentoring and knowledge-sharing culture within the company.
4. Role adaptability and flexibility:
   - Encourage leaders to adjust to changing roles and responsibilities by fostering a flexible culture.
   - Give leaders the tools and assistance they need to pick up new abilities as they are required.
5. Organizational Clarity in Communication:
   - To ensure that leaders receive accurate and timely information about their roles, strengthen internal communication channels.
   - Reduce misunderstandings and uncertainties by communicating openly.
6. Role redesign and audits:

- Audit the effectiveness and applicability of the current leadership roles on a regular basis.
- Roles should be revised as necessary to fit changing organizational goals.

7. Mechanisms for resolving disputes:
   - To quickly resolve role disputes, implement efficient conflict resolution procedures within the organization.
   - Encourage leaders to look for mediation or advice when disputes occur.

8. Feedback on performance evaluation:
   - Establish a reliable system for assessing leaders' performance and giving them useful feedback.
   - Discuss and resolve concerns relating to your role during performance reviews.

9. clear job descriptions:
   - Make certain that job descriptions for leadership positions are thorough and clear.
   - Include information about deadlines, roles, and reporting arrangements.

10. Support networks for leaders:
    - The management of role ambiguities and conflicts can be managed by leaders by creating support networks or communities of practice.
    - Encourage sharing of knowledge and peer support.

11. Enhancing organizational culture:
    - Encourage a workplace culture that respects flexibility, teamwork, and open dialogue.
    - Leaders who successfully manage complicated jobs and advance a positive work environment deserve praise and rewards.

12. External Resources and Training:
    - Give leaders access to outside education and tools that can aid in the development of time management, stress management, and conflict resolution abilities.
    - Encourage leaders to look for outside assistance when necessary.

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