EFFECT OF ROLE CLARITY ON JOB PERFORMANCE OF INSTRUCTORS PHYSICAL EDUCATION (IPES) OF SOUTHERN DISTRICT OF KHYBER PAKHTUNKHWA

Muhammad Safdar Luqman[1], Dr. Syed Zia-ul- Islam[2],
Afshan Jabeen[3], Hazrat Usman[4]

ABSTRACT

Purpose: The purpose of this study was to examine the effect of Role Clarity (RC) on the Job Performance (JP) of Instructor Physical Education (IPEs) working in higher secondary schools of Khyber Pakhtunkhwa. Methods: The study was conducted in southern Districts of Khyber Pakhtunkhwa (LakkiMarwat, Bannu, D.I.khan and Tank). There are 141 (89 male and 52 female) IPEs working in different Higher Secondary Schools (Educational Management Information System [EMIS], 2019). A sample of 141 IEPs was chosen using the stratified sampling method. The survey research design was applied for this paper. A questionnaire was used based on the Five Point Likert scale for data collection. The validation of the data collection tool was done through index of Item Objective Congruence (IOC) whereas the reliability score was estimated (RC=0.861, JP=0.872) through Cronbach's Alpha. Pearson Product Movement Correlation, Linear Regression, and Independent sample t-test were used as inferential statistics. Results: The result of the study shows that there is a positive relationship between Role clarity and Job performance. The study concluded that the job performance of IPEs determined through how IPEs clear about their job. If IPEs have a clear vision about their job then it can make a significant contribution to their job performance. More precisely, higher role clarity leads to higher job performance. The result also indicates that there is a significant difference in the male and female IPEs Performance. Conclusion: The study concluded that male IPEs perform well as compared to female IPEs in terms of subject matter knowledge, assessment strategies, and communication skills.

INTRODUCTION

There are many professional jobs of workers which have been a difficult issue

[1-3] Department of Sports sciences & physical Education, Gomal University Dera Ismail Khan-Pakistan. safdarkhan821@gmail.com
[4] Elementary & Secondary Education Deptt; KPK-Pakistan

for scholars in today's competitive environment in the organization. Role clarity is considered as one of the essential issues which ought to get clear for the employees when they are working in the organization (Choo, 2017). In outset, what kind of responsibilities the staff should have clear for them. Clear roles and responsibilities help employees to analyze the situation that whether they accept the job or not (Islami, X., Mulolli, E., & Mustafa, N. (2018). If employees have not enough information about the job then they face many problems to do their job. So, employees must have enough information to fulfill the expectations of the organization (Paliszkiewicz, (2019); Punita, 2011). Scholars believe that if objectives are clear for staff members then it is easy to perform the job for them. Moreover, the employees should have enough information in order to cope the challenges and different issues that are faced in the organization (Abualoush, S. H., Obeidat, A. M., Tarhini, A., & Al-Badi, A. (2018). In contrast, lack of information which negatively affects the work behavior and overall performance of the employees. Resultantly, lack of information causes ineffective task performance, damaging role or position of the employee and low performance of the organization (Piccoli, et al, 2017); Srikanth&Jomon, 2013). Role clarity refers to a lack of information about the particular role (Abed, Hassan & Banan, 2016). There is a significant positive influence of role clarity on job satisfaction, reduced job burnout, organizational commitment, and has been found a vital component in maximizing the performance of the employees (Lynn & Kalay, 2016). Srikanth and Jomon (2013) found that higher role clarity leads to higher job satisfaction. The reason behind lower job satisfaction is role conflict and lack of information about the role. According to role theory, high ambiguity in role or position may affect the employee's work behavior and cause an abandoned effort Wang, D., Wang, X., & Xia, N. (2018). Role ambiguity makes the employees feel that they need support to do a task, so they feel incompetent in the competitive work environment. Resultantly, job dissatisfaction and lack of commitment developed among the employees which affect the overall performance of the organization (Fatemeh, Riahi &Tabibi, 2015). The main step to be taken in assessing performance by the organization is evaluating the employees' performance. Performance can be evaluated through different elements, and role clarity is one of the key elements that a capable manager should have to enhance the performance of the employees through providing enough information to employees to do their tasks easily (Thangavelu & Sudhahar, 2017). The current study aimed to examine the effect of Role Clarity and Job Performance of Instructors Physical Education (IPEs) of Southern Districts of Khyber Pakhtunkhwa. Following are objectives of the study:-

1. To find out the effect of Role Clarity on the Job Performance of Instructors Physical Educations.
2. To examine the effect of Role Clarity on the Job Performance of Instructors Physical Educations across gender.
3. To compare the Mean difference in Perceived role clarity and Job performance across gender.

SIGNIFICANCE OF THE STUDY

The role and responsibilities of Instructors of physical Education (IPEs) are important in every higher secondary school. They maintain the discipline as well as involve students in the teaching-learning process. They teach Health and Physical Education subject to the Grade XI and XII. Besides teaching, they arrange and record all essential physical activities in the schools. The present study will be beneficial for school principals to know the current performance of the IPEs. School principals will know the importance of job clarity and how its effect on the performance of IPEs.

LITERATURE REVIEW

Role Clarity

Role clarity alludes to which employees have a clear understanding of their duties, responsibilities, and nature of the job. This clarity is not only confined to his own role but also their colleagues' roles. Clarity is an important precursor of the efficiency of an employee and ambiguity in the opposite causes confusion and anxiety (Lynn &Kalay, 2015). Researches have been conducted regarding role clarity in the industrial field since 1955. The clear role brings competency in employees which enhances the performance of the organization. On the other hand, an ambiguous role causes greater stress among employees and reduce the efficiency of the employees. Therefore, the organization set role expectation when hiring individuals (Yadav& Kumar, 2017).

The role may be described as prescribed or expected behavior of the employee which is linked to the specific position in the organization. Therefore, roles have particular kinds of behaviors that required carrying out a specific job (Fatemeh et al., 2015). Roles help as the boundaries between the individual and institutions and speak to the desires for the individual and organization. RC is characterized as how much-required information is given about how the representative is relied upon to play out their activity (Kroposki&Tavakoli, 1999).

Job Performance

Job performance refers to the task is completed within a specific time as per the standard operating procedure. According to Aacha (2010) Job performance may be defined as an achievement of an individual that could be measurable and

realistic. Teacher Job Performance may be expressed as the responsibilities performed by a teacher in the school environment in order to achieve the desirable objectives (Thangavelu&Sudhahar, 2017). The performance of teachers is linked with task accomplishment. There are many indicators of job performance in the existing research which include teacher's subject knowledge, classroom planning, and management effective communication, assessment strategies, individual growth and development and create an attractive learning environment (Raja, 2017). The teacher plays a leading role in the teaching-learning process. He employed many teaching methods while delivering the lesson to students. He/she always use appropriate teaching method according to the nature of the subject and teach according to the mental level of the learners. Lack of teaching methods affects the performance of the teacher. So, a good teacher always uses different techniques like questioning, explanation, kinesthetic approach, Expeditionary approach, brain-based approach,etc (Atta, 2012).

Teacher's performance, for the most part, relies upon the teachers' qualities like subject knowledge, awareness of other's expectations, and curiosity; the students' attributes such as the opportunity to learn, and academic work and the teaching elements like lesson planning and effective communication, the learning angle include the students' engagement in curricular and extracurricular activities (Rajbhandari, 2016).

Teachers' job performance remains an issue and main concern to school authorities. According to Raja (2019) Job performance refers to the general capability and efficiency of completing different tasks. Existing research indicates that different factors affect the teacher's job performance which includes reward system, school climate and culture, leadership behavior and career development. If such factors are effectively handled which improves the performance of the teachers.

Conceptual Framework

Numerous studies investigated the association between role clarity and job performance in the education sector. Thangavelu and Sudhahar (2017) found that role clarity has a significant impact on the employees' performance, if employees have enough information and clear about their responsibilities then employees perform well and achieve desired objectives. Kroposki and Tavakoli(1999) explored that there is a positive association between Role clarity and Job Performance. They concluded that high role clarity results in high job performance. Furthermore, role ambiguity and role conflict negatively affect the performance of the workers. The study concluded that if two roles are assigned to an employee it will minimize the performance. Allameh, Harooni,
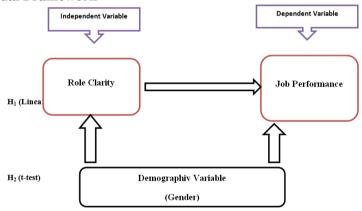
Chaleshtari, and Asadi (2013) found that role clarity has got a key role in worker service quality. In other words, role clarity has a significant effect on the employees' job performance. Atta (2012) discovered that there is a significant difference between male and female teachers working in high and higher secondary schools in Khyber PakhtunKhwa. As considered the above discussion, the following research hypotheses are formulated.

H_1: Effect of Role clarity on Job Performance of IPEs is significant.

H_2: There is no significant difference in the perceived role clarity between male and female IPES.

H_3: there is no significant difference in the performance of male and female IPE.s

Conceptual Framework

METHODOLOGY
Research Design
The researcher tailed Positivist philosophy while conducting this study. Positivism philosophy is deep-rooted in empirical sciences. The philosophy based on the views that knowledge can be obtained and verified through observation, experiment and mathematical proof (Cooper & Schindler, 2003). Therefore, the quantitative research method was employed to conduct this study. Moreover, the survey research design was used. The role of a researcher in this study confined to data collection and statistical analysis. According to Hanneman, Kposowa, & Riddle (2013) Survey research is employed to collect views, feeling, attitudes and beliefs from individuals of the selected group to seek the answer to the research questions in some particular phenomenon.

Population and Sampling
The study was conducted in southern Districts of Khyber PkhtunKhwa (LakkiMarwat, Bannu, D.I.khan and Tank). There are 141 (89 male and 52

female) IPEs working in different Higher Secondary Schools([Educational Management Information System [EMIS], 2019). A sample of 104 IPEs was taken by using the Stratified sampling method. The entire population of the sample was divided into two strata (male and female). Following Yamane (1967) mathematical formula was applied to determine the accurate sample size.

$$n = \frac{N}{1+Ne^2} = \frac{141}{1+(141*.05^2)} = 104$$

Table 1:   *Sample*

Individuals	Gender	Population	%	Required sample
IPEs	Male	89	63%	104*63%=66
	Female	52	37%	104*37%=38
Total	-----	141	100	104

Data Collection Tool

A questionnaire was used on the Five Point Liker Scale to collect data. The questionnaire was based on two sections. The first section of the research tool was entailed of Role Clarity Scale (11 Items) and the second section was comprised of Job performance scale (23 Items).

Validity and Reliability of the Instrument

Instrument validation is an important phase and for this purpose, the questionnaire is validated through a pilot study and experts' views. The research questionnaire was distributed to 10 experts of Gomal University and the University of Science and Technology Bannu having different expertise in social research. Index of item-objective congruence (IOC) was applied for content validity. The cutoff criteria range for each item is ranging from .05-1.0 (Turner& Carlson, 2003). The following formula was used to estimate the IOC score:-

IOC= $\frac{\Sigma R}{N}$ (Where 'R' refers to numbers of experts rated the item relevant while N is the total number of experts)

Table 2:   *IOC Score*

Variable	No. of Items	IOC	Result
Role Clarity	11	0.7,0.7,0.8,0.9,0.5,0.8,0.9,0.7,0.6, 0.8,0.6	All items retained
Job Performance	23	0.6,0.5,0.5,0.7,0.9,0.9,0.7,0.8,0.5,0.8,0.6,0.9, 0.7,0.8,0.7,0.7,0.8,0.6,0.7,0.7,0.8,0.5,0.6	All items retained

Table 2 indicates that item score which falls between the acceptable ranges. Therefore, on the basis of the above result, all items are included in the questionnaire. The next step of instrument development is the estimation of internal consistency (reliability) of the data collection tool. For this purpose, Cronbach's Alpha was used. The score of Cronbach's Alpha was estimated through SPSS (version, 21.0). Reliability score of data collection tool is in the given table:-

Table 3:   *Reliability Score*

Scale	No. of questions	Cronbach' Alpha
RC	11	.861
JP	23	.872

DATA COLLECTION AND ANALYSIS

The researcher adopted different methods of data collection with ethical considerations. The researcher personally visited schools and also sent the questionnaire to the IPEs postal addresses. The response rate of the questionnaire was 100%. The data was arranged and fed into the SPSS data matrix sheet. Linear regression was used to test the H_1 and t-test was used to test the H_{2-3}.

RESULT AND DISCUSSION

Table 4:   *Relationship between Role Clarity (RC) and Job Performance (JP)*

		Role Clarity (RC)	Job Performance (JP)
Role Clarity	Pearson Correlation	1	. 553[**]
	P-value		.000
	N	141	141

Table 4 depicts the correlation between RC and JP by applying Pearson Product Movement Correlation. The table is self-explanatory which shows that there is a positive and significant association between the RC and JP (r=553[**], P=.000<.05

Table 5:   *Regression output model regarding the effect of Organizational climate (OC) and Job Satisfaction (JS).*

Predictors	R	R^2	Adj R^2	B	F-Value	Sig	Durban Watson
	.553	.147	.141	.407	23.19	.000	2.02

The table 5 indicates the linear regression between the predictors (RC) and the dependent variable (JP). The model summary reveals that $R^2=.147$ which shows that 14% variation in role clarity brings incremental changes in job performance. The result depicts that F-value (23.19) and it is significant at P=.000<.05. The positive B indicates .407 unit changes in Job performance if one unit increases in Role clarity. There is no autocorrelation between the independent variable (RC) and the dependent variable (JP) shows by the score Durban Watson test (2.02).

Table 6: ***Showing Mean Difference in the Role clarity perceived by male and female IPES.***

IPEs									
	Male			**Female**			**Leven's**		
Role Clarity	**M**	**SD**	**n**	**M**	**SD**	**n**	**test**	t	Sig
	4.47	.509	89	3.92	.566	52	.886	-2.37	.019

The Table 6 indicates that there is a significant difference in the Mean score regarding perceived role clarity of male IPEs (M=4.47, SD=.509) and female IPEs (M=3.92 and SD=.566). The P score is less than .05 (Alpha level of significance) which indicates that there is a significant difference between the male and female perceived role clarity.

Table 7: ***Showing Mean Difference in the Job performance perceived by male and female IPES.***

IPEs									
	Male			**Female**			**Leven's**		
Role Clarity	**M**	**SD**	**n**	**M**	**SD**	**N**	**test**	t	Sig
	4.26	.471	89	3.59	.613	52	.140	-2.48	.014

The Table 7 indicates that there is a significant difference in the Mean score regarding perceived Job Performance of male IPEs (M=4.26, SD=.471) and female IPEs (M=3.59 and SD=.613). The P score is less than .05 (Alpha level of significance) which indicates that there is a significant difference in the male and female Job Performance.

DISCUSSION AND CONCLUSION
The ambiguous role is one of the challenging issues in many organizations. Therefore, clear vision and objectives about the role area key factor to uplift the efficiency of the employee performance. The present research paper tries to provide a contribution to the existing literature for researchers and apex bodies

of elementary and secondary education, Khyber PakhtunKhwa. The result of the study indicates that there is a positive correlation between role clarity and Job Performance. The result of the current study is supported by Thangavelu and Sudhahar (2017). They found that Role clarity plays a significant role in boosting the performance of employees. The same result was mentioned by Allameh et al. (2013). They explored that role clarity has a significant effect on the workers' job performance. Role clarity is one of the components which influence the employees' job performance. The result of the study depicts that there is a significant difference in the perceived role clarity of male and female employees. The result of the study is in line with Lynn and Kalay (2015). They found that males have much information and are clear about their job positions as compared the female employees. The result also indicates that there is a significant difference between the male and female performance. The result of the study is supported by Atta (2012). He found that males perform well as compared to the female teachers in terms of students' academic achievement, teaching methods, classroom management, and communication skills.

The result of the study shows that there is a positive relationship between Role clarity and Job performance. The study concluded that the job performance of IPEs determined through how IPEs clear about their job. If IPEs have a clear vision about their job then it can make a significant contribution to their job performance. More precisely, higher role clarity leads to higher job performance. The result also indicates that there is a significant difference in the male and female IPEs Performance. The study concluded that male IPEs perform well as compared to female IPEs in terms of subject matter knowledge, assessment strategies, and communication skills.

RECOMMENDATIONS AND RESEARCH IMPLICATION

The result shows that role clarity has a significant effect on Job performance of IPEs. The study recommended that the Department of Elementary and secondary education may define clear roles and responsibilities for IPEs. The study also recommended that proper feedback and evaluation mechanism may be established to monitor the performance of male and female IPEs. With the passage of time, innovative methods are introduced in Sport Sciences and Physical education. Therefore, the department may focus on the workshops in order to equip the IPEs with innovative methods.

The current research paper has significant implications in the field of sports sciences and physical education. There are very limited research that have been conducted regarding the relationship between role clarity and Job Performance. This paper provides empirical evidence that role clarity plays an essential role in enhancing the Job performance of IPEs. The current research is a guideline

for the higher authorities of E&SE that good performance of IPEs is associated with role clarity.

The study has practical implications for school principals and apex bodies of elementary and secondary education, Khyber Pakhtunkhwa. The importance of OC is vital to enhance the job performance of Physical instructors.

REFERENCES

Aacha, M.(2010). Motivation and performance of primary school teachers in Uganda. A dissertation for award of Masters of Arts in social sector planning and management of Maker ere University.

Abualoush, S. H., Obeidat, A. M., Tarhini, A., & Al-Badi, A. (2018). The role of employees' empowerment as an intermediary variable between knowledge management and information systems on employees' performance. *VINE Journal of Information and Knowledge Management Systems*.

Atta, A. (2012). *Gender based comparative study on the Performance of subject specialists inSouthern districts of Khyber Paktunkhwa* (PhD Thesis).Institute of Education &Research, Gomal University, D.I.Khan, Khyber Pakhtunkhwa, Pakistan.

Babbie, E., 2007. The practice of social research 11th ed.. Belmont, California: Thomson Wadsworth.

Choo, L. S. (2017). Colleague support and role clarity in promoting the work engagement of frontliners in Malaysian hotels. *Performance Improvement Quarterly*, *29*(4), 389-405.

Cooper, D.R., & Schindler, P.S. (2003).*Business Research Methods* (8th ed.). Boston, MA: McGraw-Hill Irwin.

Education Management Information system *[EMIS].*AnnualStatistical Report.(2018). [cited 2019 May 29]. Availablefrom: https://www.kpese.gov.pk

Fatemeh , S., Riahi , L., &Tabibi, J. (2015). The Relationship between Role Clarity and Efficiency of Employees in Management & Resource Development, Department of Ministry of Health and Medical Education of I.R.Iran, 2014.*Biosciences Biotechnology Research Asia*, December 2015

Hanneman, R. A., Kposowa, A. J., & Riddle, M. D. (2013).*Basic Statistics for Social Research*.Jossey- Bass: A Wiley Imprint

Islami, X., Mulolli, E., & Mustafa, N. (2018). Using Management by Objectives as a performance appraisal tool for employee satisfaction. *Future Business Journal*, *4*(1), 94-108.

Lynn, G., &Kalay, F. (2015).The effect of vision and role clarity on team

performance.*International Journal of Economic and Administrative Studie, 2016(17)*

Paliszkiewicz, J. (2019). Information security policy compliance: Leadership and trust. *Journal of Computer Information Systems*.

Piccoli, B., Callea, A., Urbini, F., Chirumbolo, A., Ingusci, E., & De Witte, H. (2017). Job insecurity and performance: the mediating role of organizational identification. *Personnel Review*.

Punita, P. (2011). Relationship between Role Clarity, Job Perception and Performance of Employees in a Scientific Research Organization.*Journal of Psychosocial Research*,6(2)

Rahi, S. (2017). Research design and methods: A systematic review of research paradigms, sampling issues and instruments development. *International Journal of Economics &Management Sciences*, *6*(2), 1-5

Raja, S., Madhavi, C., &Sankar, S. (2019). Influence of Organizational Climate on Employee Performance in Manufacturing Industry.*SurajPunj Journal For Multidisciplinary Research*, 9(3), 146-157

Rajbhandari, S. (2016).*A Study on the Relationship between Employee's Job Satisfaction an their on Job Performance* (Master's Thesis). In Business Universal Bank Ltd, Nepal.

Srikanth, P. B., &Jomon, M. G. (2013). Role Ambiguity and Role Performance Effectiveness:Moderating the effect of feedback seeking behavior.*Asian Academy of Management Journal*, 18(2), 105–127

Thangavelu, A., &Sudhahar, C. (2017). Role Clarity and Job Performance among the Employees in Small and Medium IT Industries. *Research on Humanities and Social Sciences*, 7 (17), 6-10

Turner, R., & Carlson, L. (2003).Indexes of Item-Objective Congruence for Multidimensional Items.*Official Journal of the International Test Commission, 3(2).*

Wang, D., Wang, X., & Xia, N. (2018). How safety-related stress affects workers' safety behavior: The moderating role of psychological capital. *Safety science*, *103*, 247-259.

Yadav, M., &Kumar , A. (2017). An Indian Outlook on Role Clarity, Organizational Citizenship Behavior,and Gender Relationship: Multiple Group Confirmatory Factor Analysis (MGCFA) Approach.*JindalJournal of Business Research*, 6 (1)

Yamane, T. (1967). Elementary Sampling Theory, Prentice-Hall Inc., Englewood Cliffs, NJ