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CONSEQUENCES OF RESPONSIBILITY AMBIGUITY AND ROLE CONFLICT ON TEAMWORK EFFECTIVENESS

Thesis
CENTRIA UNIVERSITY OF APPLIED SCIENCES
Business Management
February 2019
Purpose of the present thesis is to figure out and to understand the consequences of ambiguous factor in responsibility and role conflict on a result of teamwork performance. As a team, individual roles and responsibilities play a part of contribution of effectiveness and has considerably an impact on their performance. Furthermore, responsibility and role are a milestone composed for a team and hence any negative forces in the beginning of responsibility and role delegation significantly yields different results indirectly or directly. The study is inspired from social cognitive theory of self-regulation theory and author’s observation from working life and collection of discussion from interviews.

The thesis aims to deliver a fact of responsibility ambiguity and role conflict which is existed in teamwork and to give an evidence of a tight relationship between role, responsibility and teamwork effectiveness. And an effectiveness is focused on communication, decision making, teamwork process and working satisfaction factor within a teamwork

This thesis is a precious opportunity for either the author or readers to understand an aspect of effective cooperation and eliminate any potential risks in the result of responsibility ambiguity and role conflict.

Key words
Consequences, responsibility ambiguity, role conflict, work effectiveness.
ABSTRACT

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1 INTRODUCTION

In the threshold of future career, students will be more integrated into a professional networking and social life that allow them to experience with various types of teamwork exercises in either universities or working places. The teamwork is a flagship of cooperation important for any students who is eager to pursue a successful career. Teamwork definition refers how people in a group are compatible with each other to fulfil their role and achieve the mutual goal. Building teamwork tackles vary of pitfalls if we do not delegate clear responsibilities and roles for team members. The consequences of responsibility ambiguity and role conflict are defined in detail in relation with teamwork effectiveness.

The scope of the study is collected ideas and thoughts irrespective of cultural factors in the hope that the thesis will deliver facts and multi-faced prospect in responsibility ambiguity, role conflict when it comes to cooperation and be possibly applied the results in a working life. Although researchers have studied roles and responsibilities in an organization for many years, there have still been an argument between negative or beneficial or non-affected or strong relationship of responsibility ambiguity and role conflict and teamwork effectiveness. Since organizations are structured by roles and responsibilities with exception of emotional relationship amongst team members, either responsibility ambiguity or role conflict existed in organizations or teamwork could lead to negative outcomes of team performance. Hence, the thesis has focused on negative consequences.

Purpose of the present thesis is to figure out and to understand the consequences of ambiguous factor in responsibility and role conflict on a result in teamwork performance. As a team, individual roles and responsibilities play a part of contribution of effectiveness and has considerably impact on their performance. Since responsibilities and roles shape a team, any negative forces in the beginning of responsibility and role delegation significantly yields different results. The study is inspired from social cognitive theory of self-regulation and collection of discussion from interviews.

The thesis aims to deliver a fact of responsibility ambiguity and role conflict in teamwork in the result in misunderstanding communication, overlapping scheduling or time wasted, decision confusion, teamwork process and working satisfaction. The thesis either shows an evidence of a tight relationship between role, responsibility and teamwork, or mutual effects with each other.
This thesis is covered by two chapters of theoretical part. The second chapter is responsibility ambiguities and role conflicts in teamwork which explains and gives definitions and examples of how responsibilities and roles have affected on teamwork. The third chapter is consequences of responsibility ambiguity and role conflict on teamwork. Consequences is focused mainly on communication, teamwork process, decision-making, job satisfaction. This thesis is a precious opportunity for either the author or readers to understand an aspect of effective cooperation and eliminate any potential risks in the result of responsibility ambiguity and role conflict. While teamwork is compositing of interactive supports and interdependence amongst members, role and responsibility system are cell units of organization. Development concept is accepted by effective teamwork.

The practical part of research in chapter five and six is about interviews with methodology of qualitative research in order to capture human experience, emotion, and their responses in a certain phenomenon. The method has contributed a great effort to condense interviewers’ working experience forwards role conflicts and responsibility ambiguity. Their truly stories are evidences of existed concern in the thesis and deliver a witness of case study in a particular situation. Each interviews’ experience is conducted in twenty-three questions which are randomly shattered for an individual. The author recorded interviews to preserve a truthful and genuine information without analysis or transformation in order to achieve a right purpose of phenomenology.
2 RESPONSIBILITY AMBIGUITY AND ROLE CONFLICT IN TEAMWORK

Organizations are structured by roles and responsibilities, which mold any business model and mechanical process under interaction amongst employees. A well design structural organization needs a clear role and interdependent responsibility executed by teams or groups to run different tasks smoothly and achieve any mutual profitable targets. It is important to understand key terms in the thesis then accumulate and brainstorm the idea of responsibility and role influence on teamwork performance.

2.1 Teamwork Effectiveness

In the era of digitalization and globalization, team is more diverse and specialized depends on different purpose and teamwork is a common word in any life situations for goal achievement. Team is defined by Oxford English Dictionary (1979) as number of persons united in certain join actions. Teamwork is one of flagship approaches to achieve a mutual goal, get over difficulties in any sectors or aspects by synergy of team. As during team process, team members ceaselessly improve their skill, accumulate experience by sharing and assimilating knowledge together (Cooney & Sohal 2004).

The search for teamwork effectiveness must begin with a deep understanding of “effectiveness” meaning in business section and well understanding of factors in association with contribution of teamwork performance. Some business writers, effectiveness is an exploitation of profit. Alternatively, a profit is the key indicator to score effectiveness. In other respect, effectiveness is a measurement of how materials or resources is utilized (Johnson & Scholes 1989). It is important to assess effectiveness based on the comparison of the input and outputs when the desired output is recognized. Similarly, the input is experience, skills, competence, roles and tasks of team members; throughputs or processes is interaction and interdependence carried out by team members; the output is an achievement (Kozlowski and Ilgen 2006). And the thesis has focused on interaction and interdependence of communication, decision-making, teamwork process and work satisfaction within teamwork.
2.1.1 Building a Teamwork Effectiveness

There are various ideas on how to enhance a teamwork effectiveness by concentrating either inputs or throughputs or outputs. Is team goal too beyond or under their ability or how well they communicate with each other, manage time, allocate tasks or improve a work satisfaction? Nowadays, several teamwork stories inspired how to build a teamwork, as Marvel’s the Avengers has delivered a best message for team synergy to accomplish the team goal rather than do it alone (Brevoort T., Darling A., DeFalco T., Sanderson P., Teitelbaum M., 2006). The synergy of team will bring a magic result when delegate a right person at right tasks for a right enemy. The teamwork is obviously shown in some kinds of sport competition when each player holds a specific role with limited responsibility boundary, sometime in matches if we noted, team members give a special sign to communicate with others from a far distance. This is a typical way to improve teamwork performance by oriented communication approach. Otherwise, some cases in an orchestra, a teamwork effectiveness depends considerably on a conductor, each part does not need to be interdependent and they work freely within their roles and responsibility in accordance with a conductor, however, they come together and play a perfect melody. Since team is structured by different role and responsibility systems, in different situations there are several ways to improve a teamwork effectiveness whether you focus on inputs or throughputs or outputs or leadership of teamwork, it is crucial to define current issues resulted in conflicts and mislead behaviors amongst team members, then give a proper application on a current team.

Building an effective teamwork is a long-term process and invests many efforts from all members. In the previous case of Marvel team, they have been through many series and conflicts and tough rivals to protect the primary purpose of peaceful world. Whenever the world has a new issue, a new hero is born to solve that issue with a right role and function. The process of teamwork has ceaselessly evolved and changed to solve any new issues and problems. The person who comes up with a new role needs a certain time to adapt and learn to compatible with others. (Cooney, R. and Sohal, A. 2004.)

An effective teamwork is a vital element to withdraw potential profits, human intelligence and expected by synergy of team members. A team synergy is more efficient than an individual when it requires more diverse and creative functions to obtain glory growth and success. Since a well structural team opens opportunities for individuals to diverge thoughts and collect feedback, team members learn evitable skills and assimilate knowledge to one another. Ultimately, teamwork provides a great learning – process
and momentum for intellectual development. When an organization invests in teamwork, they simultaneously invest in human value. (Ancona D.G. and Caldwell D.F. 1992.)

2.1.2 Factors Based on Teamwork Effectiveness

![Input-Members and Team](image)

Figure 2. Scores for input factors (Carmen, 2013)

According to the study of Carmen Jaca as figure 1 which shows the results of teamwork input factors in healthcare and manufacturing industries indicates that team structure (role, responsibility, task allocation) or rules/procedures are highly scored and most organizations agree that those factors are one of the most important force to perform teamwork effectiveness. This study is concentrated five factors associated in a contribution of improvements of team effectiveness that includes communication, scheduling, decision-making, goal achievement and work satisfaction.

In every aspect of a business, an effective communication engaged in teamwork is needed for successful group performance (Ancona & Caldwell 1992). In teamwork, since characteristics of communication should be disciplined before any goal setting, it is important to get to know each other first then create an accepted way of communication.

Working in group is never seemed easy when it comes to a multi-phrase project. A proper teamwork process enables team to optimize individuals’ ability and avoid job stress (Sauter, Hurrell, Murphy, Levi 1997), and time wasted. Based on the duration of time, a time pressure stimulates a proliferation of stress and effect on individual performance directly (Sujit & Eddy 2014).
Since decision-making system can be individuals or consensus collective structure, a responsibility boundary allows individuals to participate and raise their voice related to a mutual beneficial success. Otherwise, as noted by Schein (1988), the researcher pays more attention on a leader role which is considered as a decision-making of teamwork.

Another factor to impact the teamwork performance is goal achievement. Team goal-setting is not merely an action to establish a primary and shared vision but also a process of accumulating consensus collection of team members’ motivation (Marco, René, Isabel 2015). In fact, team goal-setting must be based on the nature of team and their expectation of learning-process.

Tracking teamwork satisfaction is a vital way to improve an efficient performance and eliminate any pitfalls during a teamwork process. It is also one of necessary outputs elicited by working in a team after comparing the input and the whole process.

### 2.2 Responsibility Ambiguity

The primary solution to avoid any ambiguity responsibility is a clarification of whether a given task is an order of delegation or a responsibility. Even though a level of responsibility ambiguity involves either negative or positive view, a given task with a purpose of motivation or challenge needs to be foreseeable or accepted and understandable by all team members. Since a boundary of positive result of ambiguity is not lucid enough to distinguish and hypothesize that in the situation with limits of time and high labor cost, the ambiguity responsibility is mostly accepted in training or learning process. When it comes to work with responsibility and profit or effectiveness, a prerequisite of business is to minimize any risks and inefficiencies.

#### 2.2.1 What is a Responsibility Ambiguity?

While responsibility ambiguity in learning from failure is a measurement of lucid and transparent information for individuals to perform a given task (Christopher, Bradley, Francesca 2014), in a business view, responsibility ambiguity is a lack of transparent or lucid or consistent information for individuals
to perform a given task. As under a contract of employment, employees know their clear responsibilities and interdependent tasks amongst teams that allow them to trace errors in any case of failures or crisis and fix them immediately.

Since responsibility ambiguity has been discussed in different aspects of business, the term is still struggle with many divergent views. When a person does x, people have a propensity to say that a person is responsible for x. Alternatively, if a superior or manager has asked you (an inferior) to carry a task beyond your responsibility, is it true to say that you are responsible for the task? As noted by Tomalin & Nicks (2010), when a manager gives their inferiors a task without allocating responsibility, it is simply an order or a command or a demand. At the early stage of working in a team, it is important to clarify whether the task is covered a responsibility or just an order. An ambiguity occurs between the unclear boundary of demands and lack of responsibilities. In case there is more demands and less responsibility, junior staffs may feel demotivation of working without obligations or challenges and managers will take ownership every pieces of work (Tomalin & Nicks, 2010).

In learning and training process as well as noted by Colon (2003) informal student groups whose study is based on their favors/ activities/ experience from living environment, a responsibility ambiguity facilitates a person to increase self-enhancing and motivation to learn from their environment because in education, errors and failures are accepted or even more. Since definitions of responsibility ambiguity are various in different circumstance and point of views, the thesis aims to discuss about an overdose of responsibility ambiguity affects teamwork performance because a working environment is not similar as a learning or training process which is able to accept any errors or failures as gifts. Otherwise, teamwork in a business environment to be effectiveness needs to eliminate any potential risks or failures.

2.2.2 Relationship Between Responsibility Ambiguity and Teamwork Effectiveness

The interdependent relationship between responsibility ambiguity and teamwork effectiveness leads to either benefits or threats (Christopher, Bradley, Francesca 2014) depending on a level of ambiguity or clarity. Responsibility ambiguity can increase threats of anxiety by giving less responsibility and sense of helplessness. Conversely, the task with less ambiguity of responsibility allows junior staffs to carry out the task as a challenge and an opportunity to fill the knowledge gap (Sitkin 1992) as similar thought as noted by Marsick & Watkins (2001), informal learning in a workplace can motivate individuals to
increase their performance because 80% of learning mostly from informal activities and interactions. In other word, formal learning or informal learning without ambiguity responsibility, individuals may feel lack of motivation and self-enhancing behaviors but too much ambiguity can trigger stress and anxiety (Farh & Dobbins, 1989, Audia & Brion 2007). The right level of ambiguity is different amongst individuals and given tasks.

As Beard (1999) notes that responsibility ambiguity is stimuli of negative consequences for teamwork effectiveness, including job dissatisfaction, job stress and high resignation rate of an organization. These negative effects have confirmed by a research of Tubre & Collins (2000). Since responsibilities are carried out by team members, any inconsistent information which occurs within responsibility boundary will yield different results. As one of definition of effectiveness aforementioned – an exploitation of profit and measurement of materials and resources utilized, ambiguity in responsibilities trigger high risks of unprofitable results and inefficient labor cost.

2.3 Role Conflict

An organizational role is defined by detailed tasks and responsibilities within groups and teams (Ebbers & Wijberg, 2017). Alternatively, a person who is in charge in specific role in an organization or a team is motivated to execute, communicate or behave and make decision or plan in comply with mutual team or organizational benefits. The prerequisite of talent acquisition or job interview is a role with job description which is explained more details in tasks and responsibilities in job vacancy. In an organizational structure, role is what employers expect employees to execute tasks and carry responsibilities during their future career (IIgen and Hollenbeck 1990). Role has ceaselessly changed or evolved over time to fit ones competent and experience delegated by seniorities or superior managers because employees accumulated skills and experience over time and find the most efficient way to accomplish their job. That change would probably be an ability test for a future promotion or training or another symptom of overloaded works.

When team members are confused with role boundary and unable to distinguish roles amongst team, the concern leads to certain negative outcomes in job performance. Although employees can hold a same task or responsibility so long as they differ in the role boundary noted by Morrison (1994), role without a clear boundary of tasks and duties can cause either demotivation and mislead behavior within a team.
2.3.1 What is a Role Conflict in Teamwork?

Conditions stimulate role conflict when members work in incompatible with each other or execute even overlapped requests to fulfill their role (Biddle 1986). In that case, members behave in negative way to find out solutions and confused in decision making or direction to achieve a mutual goal. It exists in dual leadership where two members hold a same role in a team, alternatively, a team is divided into half and was led under two different role leaders (Mark & Steven 2001). When time is limited without necessary creativity factor, the role conflict is not a perfect idea to increase teamwork efficiency. Moreover, in a circumstance of small scales of business and high labor cost, overlapped role can push a team into catastrophe of unprofitable outcomes.

Another definition of role conflict is that team members have no idea how to distinguish roles of which tasks and duties is composited. Employees can experience with that condition at least once in their career, they are not sure about other person’s task and duties while teamwork is interactions and bridges to one another.

2.3.2 Relationship Between Role Conflict and Teamwork Effectiveness

Since a teamwork is shaped by role system, employees behave differently once they hold a different role in a team. In many cases, there have been a tendency that superiors or seniorities who hold an upper role in top-down organizational structure allow to persist their wrong information and hence other inferior roles tend to obligate their leaders’ decision because any contradict can lead to loss of face and disrespectful to their leader (Tomalin & Nicks 2010). In some situations, a person which holds a role outside of their expertise or tasks or responsibilities of the discussion do not give a permission to raise their voice or suggestions on another role issue (Tomalin & Nicks 2010). Alternatively, roles are a door to classify members and affect them to behave a different way within their role boundary. Role definition allows them to raise their voice in a proper communication or a certain circumstance.

In decision making, roles play an important part for a team direction that who have a right of which parts and decide any movements. Employees do not allow to execute a different task or responsibility outside of their role without superiors’ permission because each of team members is delegated a certain role. As
noted by Tubre & Collins (2000), role conflict can cause negative effects due to conflicting information, team members are unable to fulfil their tasks and responsibilities and even feel more demotivated. From Tubre & Collins (2000) view, since role conflict represents a lack of information and demotivation, they have negative impact on team performance.

However, as noted by Ebbers & Wijberg (2017) the relationship between role conflict and job performance can be beneficial in project based and dual leadership structured. From profitable view, when working time is elastic and business scales is big enough to invest in human intelligence, beneficial factors can occur in role conflict circumstance because team members who have a high self-regulated learning can control their own behavior and evaluate their learning process by trial and error. For example, a self-regulated person who is involved in role conflict situation able to clarify and define role in relation to each other and adapt his/her role to others by observation or self-learning (Manuel 2000). The process of adaptation gives a person to develop their cooperation with others, to learn other evitable tasks or unexpected responsibilities from others but it is a long trial process and takes time and not many people is self-regulation.

Thus, role conflict in the results in lower levels of teamwork and communication permission and different behaviors affect teamwork effectiveness. In two studies (Tubre & Collins 2000) and (Abramis 1994), their results indicated that role conflict negatively affects job performance. As noted by Ebbers and Wijberg (2017), the stronger emotional relationship exists in teamwork, the worse impact of role conflict exists in teamwork performance. When team members work emotionally, there have been a tendency of working less or beyond their role. As a case mentioned, if inferiors who is too admired and respectful to their seniority or superior in a top-down hierarchy is perhaps willing to persist the wrong information and to receive irrelevant tasks or verbal responsibilities. Thus, wrong information accepted in that case breaches the mutual teamwork effectiveness.
3 CONSEQUENCES OF RESPONSIBILITY AMBIGUITY AND ROLE CONFLICT ON TEAMWORK EFFECTIVENESS

An overdose of ambiguity in responsibility and role triggers negative effects in teamwork performance within cognitive and motivational driven processes (Tubre, TC & Collins, JM., 2000). For example, role conflict due to conflicting information that prevents an individual to accomplish their expected task or a person does a task that accepted by A. manager but unaccepted by B. manager. The thesis analyses its consequences of role conflict in communication, decision-making, teamwork process and work satisfaction.

3.1 Communication

Communication in the context is a way of exchanging information amongst individuals to carry out a mutual task, some examples of different types of communication in a team:

Image 1. Knapsack ants (Dake, 2006)

The image shows pheromone signal from ants and bees used to direct other in their colony to find sources of food. Otherwise, wolfs or monkeys cry out a warning for help when an enemy or danger is near. In volleyball or basketball match, team members use secret gesture to inform their team to apply a certain tactic. Another example of important factor in a rhetoric communication is about language, in the movie “Arrival” (2016), the linguistics professor Louise Banks put many efforts in finding a mutual language to communicate with the extraterrestrial visitors. Communication is not merely a sound but also visual
signals or chemicals so long as all team members involved in a conversation are able to understand with each other and to achieve a same message.

Communication is important in teamwork, especially in problem solving. The main function of communication is to carry out information. Information is transferred from one to another and in digitalized business, most of them believe that to keep the best original information is needed to be official in written or by email. As noted by Shumate & Fulk (2004) “roles are established by communicative interaction”, communication is not only for molding role but also for achieving expectation within role boundary. Thus, role conflict leads to communication conflict. However, a study from Queens University of Charlotte showed that merely 27% of employees get communication training and feel confident within their role at work. Employers today have not given prominence to communication coach and still consider that skill as an innate ability.

![The Current State of Strategic Communication](image)

**Figure 2. Communicating in the modern workplace: How Millennials and Their Managers Compare.**

A communication failure due to role conflict triggers a message or an issue to be stuck in a circle in a result of unreciprocated information and waste of time. Especially, when a message of communication involved in a hierarchical bureaucracy as in the movie “Operation Petticoat” (1959), an issue is unsolvable until getting a right role, or accumulating more issues to become a communication crisis. Positions or roles in negotiation hold a major hub in bargaining and achieve win-win and efficient agreements. According to Roger, William and Bruce (1991), a position is implied a personal ego and social status to give a communicator powers to make any decisions. Communicating over position due to role conflict or responsibility ambiguity leads to unwise and inefficient agreements and threatens to long-term relationships (Roger, William and Bruce 1991). When roles and responsibilities are embedded, the more
opening the confusion of responsibility and the more ambiguous decision-making, the more time and efforts it will take to get a right decision or accomplishments.

Miscommunication because of role conflict and responsibility ambiguity spreads a wrong information which becomes a battle and endangers a relationship among teamwork performance. Each joined members will empower others to change their voice in a result of anger and resentment. Team members joined tasks together may stop speaking with each other and sometimes wreck a relationship that triggers a catastrophe of teamwork performance while a mutual mission is unsolvable. (Kozlowski and Ilgen 2006.)

As aforementioned in World’s Business Culture by Tomalin and Nicks (2010), Germany business structure is quite hierarchy and they comply with top down management. It is also said that in any meeting, never set up incompatible ranks or positions. It is better to know other attendees beforehand and arrange equivalent position to participate in meetings by looking at their role or position. Thus, in German culture, either role conflict or responsibility ambiguity is against their business structure. Even in a meeting, role and responsibility classify participants and direct a manner of communication and thus they decide or limit a person’s power of penetration in a conversation.

Role conflict and responsibility ambiguity have influence on an approach of communication among teamwork that lead to a classification of power and limitation of someone’s voice. Role is a prerequisite of defining responsibilities and navigating a power of speech.

3.2 Teamwork Process

Process or procedure is a flow of activities and tasks to complete a certain mission. Any business sectors obviously require a clear process or production stages with clear roles and responsibilities to achieve the most effective results. A whole business should divide into different phrases or who is in charges of which stage and thus role conflict and responsibility ambiguity have impacts on series of tasks from assignments to accomplishments.

Conflicts when team members interact and work with one another during teamwork process is sometimes caused by unidentified tasks and overlapped responsibilities. A breakdown in teamwork process
tailors team members when one of them is not sure about what to do in any phrases, a process will be postponed for conflicts and unclear tasks. Moreover, consequences of role conflict and responsibility ambiguity make assisting and coordinating with other team members more difficult and involving more emotional reactions that further moderating an on-going relationship. When responsibility ambiguity existed with benefits or profits, it may be more catastrophe.

Nowadays, there have been a tendency of autonomous innovation because a replacement of higher cost labor for lower cost machinery and robotic machines with eliminating conflicts or ambiguities, but otherwise human intelligence is still regarded as more creative and innovative than Artificial Intelligence (AI). In R&D sector or training, role conflicts and responsibilities may foster human capacities and inventiveness during teamwork process. As Alan De Martino says that “Failure is the mother of success.” but if too much conflict and ambiguous in a process, people may be stressed out before developing their own learning (Sauter, Hurrell, Murphy, Levi 1997). Although there are contrary opinions about pros and cons of role conflict and responsibility ambiguity in teamwork process, team performance is effective in different ways depending on a certain circumstance.

3.3 Decision Making

A team is synergy when an organization delegate a right power allocation because roles navigate a decision making. Role conflict and responsibility ambiguity may cause job stress and time stress due to shortening of time (Beard 1999). Under time stress is considered a negative effect to elicit unqualified decisions and unwise actions (Megan, Shirley, Jennifer, Lauren, Ashley, Eduardo 2017). As Thomas Jefferson says that “When angry, count ten before you speak; if very angry, count to a hundred.”, his words are a warning notice for taking time into consideration before making any actions or decisions. Time dominates decision outcome and an efficient structural organization is a combination of time-saving and desired or intended results. However, avoidant decision-making under emergent situations may threaten outcomes and be harmful to teamwork performance. Therefore, eliminating negative effects from role conflict or responsibility ambiguity elicits a productive time management and prevent time stress from decision-making process.
Under role conflict or responsibility ambiguity, the more people involved in decision-making, the more difficult to achieve reciprocal concessions or final agreements. Particularly in German, bypassing feedback or asking for decision needs to be in order and abiding managerial structure. Any acts of violating the top down managers in decision-making threaten a strategic trust and disrespectful to others in managerial relationships.

Codetermination system in German as an example of how roles and responsibilities affect teamwork cooperation, is a core discipline to deliver a democratic decision-making process at the firm role (Page 2009). Exception of R&D or training sector, the rest of business fields tried to avoid setting up incompatible ranks or positions from appointments or meetings or negotiations. It is better to know other guests’ or visitors’ role and position prior to a meeting and arrange equivalent position by looking at their role or responsibility because visitors who are involved in the meeting will carry out decision-making and have a power to dominate conditions of business meeting. Conflict and ambiguity in role or responsibility is not merely confused in teamwork but also bewildered for business partners.

![Codetermination on the Company Level](image)

Figure 3. Codetermination on the company level
In the figure above showed that a relationship of how codetermination work in the Germany firm and the firm’s decision-making process. Communities further raise a question whether benefits and responsibilities overlap or are in contrast with each other. Germany structures in particularly and the global world in generally take roles and responsibilities into account when establishing a firm’s structure.

A case study of Huawei’s R&D sector, they have no leader or head of team but otherwise a strategy decision committee, their philosophy is that today a firm unnecessarily leans on one person to make a complex decision (Roger, William and Bruce 1991). In the case of Huawei, they implemented a shared responsibility and divergence of responsibility for any team members under R&D sector. They believe that everyone has a right to make decisions and raise their voice that would foster incremental innovation among team performance. Shared responsibility is a great motivation for team members to make a choice and decision. Sometimes it is unnecessary for one person to hold all tasks and piece of works, a lucid delegation is the most effective way to run a teamwork. Since decision-power is made by role and responsibility, any conflicts and ambiguities in those fields triggers harmful responses and makes interests and goals contrary with each other. A lucid structural organization with specific responsibilities and roles can avoid unwise decisions and time stress.

3.4 Job Satisfaction

Job satisfaction is different from each individual and the level of emotional satisfaction can be various in value with others. This part aims to analyzes a correlation between job satisfaction and teamwork performance, further work stress caused by role conflict and responsibility ambiguity. Apparently, the more favorable motivation in an occupation, the more job satisfaction at workplace.

Under a result of role conflict and responsibility ambiguity, there are many contrary ideas under its effects on teamwork performance. It was obvious to believe that an increase of role conflict triggers various malfunctional effects on job satisfaction and decrease in teamwork performance, further cause negative effects on organizational effectiveness (Rizzo 1970). Early work by Kaln (1964) emphasized that role conflict and responsibility ambiguity are two main factors lead to dissatisfaction work and increase work stress in an organization. However, the latest study of Ebbers, & Wijnberg (2017) shows that role conflicts are positively beneficial related to project based and dual leadership structure, they
believe that a malfunctional system may motivate and give people an opportunity to train themselves, track a problem or increase self-control and boost an innovation. Therefore, there is reasonable to believe that a strong causality between role conflict and job dissatisfaction due to work stress.

Work stress is a psychological process yields short-term strains or long-term changes in employees’ mental and physical health (Ganster and Rosen 2013). Findings of negative influences of work stress is considered clear benefits for organizations to eliminate work stress among employees on both emotional or physical health. Furthermore, work stress triggers constraints and demotivation in working, for instance, being absence from work and an increase of health care expense to treat different sicknesses of work stress (Ganster 2005). As Davis and Newstrom (1996) argue that work stress can be harmful to a person’s mental and physical health that causes anxiety or asthenia. To be consistent to a negative outcome of work stress in teamwork performance, a similar study from Meško (2013) stress decreases work performance, motivation and yields exhaustion. Since a company needs to take employees’ health into consideration and care about intelligent profitability when they seriously invest in human capital. Additionally, higher stress levels among employees leads to increased costs, inefficient utilization of time and a lower level of innovation.
The findings from the table above indicated that the correlation among work stress and job performance and job satisfaction of female nurses in the Sawerigading Palopo Public Hospital (Ujianto, Nurhaenil, Suhermin 2018). The result of causality test demonstrated that work stress triggers a lower level of job satisfaction and negative effects on job satisfaction. Furthermore, the higher level of conflict in team-work decreased job satisfaction. Therefore, in term of two significant findings, work conflict due to role conflict or responsibility ambiguity lead to negative impacts on job performance. That results consistent to Tubre & Collins (2000), Farh & Dobbins (1989), Audia & Brion, (2007).

Table 2. Causality Test of Regression Weight
4 EMPIRICAL RESEARCH METHODOLOGY

4.1 Qualitative Research Methodology

The thesis measurement is based on the qualitative research study. A definition of qualitative research is a interpretation of descriptive data under written or spoken or observation. To carry out the methodology, researchers need to keep their attention on a frequency of behaviors within a target environment (Taylor, Bogdan & DeVaul 2015, 17-18). Doing qualitative research requires the researchers to have a master understanding and knowledge of social science theory and proficient interaction with others to be consistent with findings. Qualitative research can be formed under interviews or surveys that enable us to make sense of reality and distinguish individual concepts to one another. Qualitative research is a intense process of assimilating knowledge and capturing one’s soul and intellect (Janice, Peggy 1996). Under qualitative research, raw information collected from interviews or surveys is constructed by questionaires then organized so that they are converged together to elicit a cohesive meaning (Draper 2004, 643). Thus, observed norm and experience in qualitative research is a prerequisite of generating a solid theory but otherwise not enough information to formulate a theory (Janice, Peggy 1996).

The qualitative research used in the study is phenomenology in order to capture human experience, emotion, and their responses in a certain phenomenon (Waters 2017). The method has contributed a great effort to condense interviewers’ working experience forwards role conflicts and responsibility ambiguity. Their truly stories are evidences of existed concern in the thesis and deliver a witness of casestudy in a particular situation. Each interviews’ experience is conducted in twenty-three questions which are randomly shattered for an individual. The author recorded interviews to preserve a truthful and genuine information without analysis or transformation in order to achieve a right purpose of phenomenology.

Interview is formed in the study under conversations and meetings. The researcher delivered and asked randomly serveral experience in a list of intervew questions. The age of interviewees is above 28 years old. The reason for limiting age in the research is intensive working experience and almost of situations in the questions requires managerial skills and surface knowledge of role conflicts and responsibility ambiguity. New born employees may lack of those necessary experience to achieve a genuine perspective. It is not effortless to arrange an interview with skilled employees and carry out all questions during an interview or a meeting. A stochastic trouble for all interviewers is unfamiliar terms of role
conflict and responsibility ambiguity, however, they were easy to get the ideas after applying questions in some equivalent situations in reality.

Interview strategies is included structured interview, semi-structured interview and non-structured interview. The thesis is a combination of semi-structured and structured interview to collect all genuine information by asking formalized list of questions and open-ended questions according to specific situations. This method requires more influent communication skills to have a conversation with interviewees and direct a conversation in a meeting and adequate knowledge to simplify an intricate or professional terms into easy understandable words. Structured and semi-structured interview is the most appropriate tool to describe research concerns and make sense issues by listening and empathizing interviewees’ stories and experience. They are witnesses of on-going problem mentioned in the study and create more added value to the thesis.

4.2 Reliability and Validity

Reliability and validity are important elements for any researchs. Without them, the research is meaningless and deliver untrustworthiness of data or information. The concept of reliability and validity are explained and shown more details below.

The research is conducted in six interviews with selected group of similar traits of experience duration (over 4 years of working experience) under face validity. Validity is how contents of information should be measured and face validity refers a test in which delivers a subjectively thought to measure (Fitzner 2007). The result is satisfied and according with objectives of the test. The information shared in the interviews is valid within the time of interview occurs. Alternatively, if interviewees have shifted to a new environment of working, all answers from this interview may be changed and it does not deliver same result as first interviews. A new workplace environment of objectives can affect the validity because objectives have been a tendency to adapt a changed environment to cooperate with a new team or even a new working system or when interviewees are promoted to new role with different responsibilities. A possible threat to internal validity is a history of interviewee that have changed in the participants’ environments other than those forming a direct part of the enquiry (Reliability, Validity, Generalizability and Creditbility. Pt. 1 of 3: Research Quality 2012).
Internal reliability refers to whether your data collection techniques and analytic procedures would reproduce consistent findings or whether they repeat similar answers on another occasion or if they were changed by another researcher (Reliability, Validity, Generalizability and Creditibility. Pt. 1 of 3: Research Quality, 2012). To make sure the result does not change day-to-day, interviewees should not give a different answer in a similar research, and the researcher should not encourage the interviewees to give a correct answer or desired answer. The concept of reliability refers to a consistency and reproducibility ability of a data produced by a giving method, techniques or experiments. The form of interviews are said to be reliable if they repeatedly reproduce a stable and similar result under consistent conditions within the date and time of interviews are conducted.

External reliability or generalisability is the extent to which the findings of a study can be applicable to other settings and how the result reaches out the population and its relevance beyond the situation investigated (Fitzner 2007). In this research, the group of research is typical and specific representatives of executives and managers with a long period of working duration to answer all questions in the interview. The practical research set up with 3 interviews in Ho Chi Minh city, Vietnam and 3 interviews in Finland. Sample interviews are considered well representative because they are selected in mutual specific traits of managerial skills and experience lifetime.
5 INTERVIEWS

Six interviews were conducted in-person on 24th – 26th February 2019 in a same frame of questions (APPENDICES). Interviewees have worked in different companies and hold a position as managers, their experience and skillful expertise elicit a truly response and genuine valuable perspectives.

5.1 Interview A

The first interview was conducted on 24th February 2019 at 4:00 pm and an interviewee is an Production Operation Manager at a fibre and yarn company in Ho Chi Minh city. She has more than 10 years of experience in the industry and accumulate knowledge in managerial skills. A present company is an start-up established around 3 years and have two factories.

5.1.1 Awareness of Responsibility Ambiguity and Role Conflict

She strongly stated that when a person did a certain task, he or she must be responsible for that task. During working, she and her colleagues usually contact with a same client and always help colleagues by doing all their tasks because they are overloaded.

The company structure has not still isolated roles or responsibilities and even a procedure because a total number of main key person is under 4 persons in the result of carrying out a task that should be done in a different way and ignore a policy. I consistenly receive a new task which does not exist in my job description asked by a higher superior and sometimes I was blame for a task that I did not do. Sometimes, I need to support my fellow workers to handle her tasks because as a team, we have to support to each other. When it comes to decision-making, I often accepts to a manager’s decision which I believe that is wrong. I have a right to refuse and accept a new task whether it is out of my knowledge and expertise and really sure how much authority I have but otherwise I rarely refuse a new task. Furthermore, she regularly carries out a task without adequate materials and sometimes feels lost when a manager gives a new task. Sometimes I have done thing that are not accepted by a boss of my boss. She rarely does thing things that are acceptable to one person and unacceptable to others.
5.1.2 Causality of Role Conflict and Responsibility Ambiguity on Teamwork.

The interviewee agrees that there are existed systems of role conflict and responsibility ambiguity in her company and hence a company hitherto has not clarified each person roles and shared responsibilities. They work with high emotional responses forwards a mutual goal achievement. With 4 persons in a company, they have hold a different function and even take care piece of work from production to selling that cause job stress and burnout. If a company ceaselessly expands and returns high profitability in the future, they will invest more in human capital. They believe that hiring a minor number of skilled labors is a cost innovative substitution for many lower-cost labor.

Due to a minor number of important persons in her company like a family company, the most important factor to achieve an efficient teamwork performance is the cooperative relationship amongs them. She indicated that she received desirable supports from one to another and straightforward communication. She consistently has a task to do everyday and strong connection with other persons. She has been enjoyable satisfaction with colleagues and lesser pleased with her boss.

5.2 Interview B

The interview occurred on 24th February 2019 at 4:30 pm and an occupation of the second interviewee is Site Manager at a construction company and he has more than 8 years experience of this field. He works with tight schedule to commit the expected project timeline. Time stress is inevitable effect for the work, however, his philosophy of working is that choosing a boss is more important than choosing a workplace environment because a boss can change workplace culture and its prospect.

5.2.1 Awareness of Role Conflict and Responsibility Ambiguity

He quite strongly agreed that when did a task, you were responsible for the task because when you did, you unspokenly carried out its following responsibility. And if you do not want to be responsible for a task, you should not do it at the beginning. In his company, he and his colleagues often contact
simultaneously with a same client and make a situation confusing and he quite regularly help colleagues by doing all their task because they are overloaded.

I rarely receive a new task from my higher supervisor which does not exist in my job description and never was blame for a task that I did not do and be straightforward communication with boss’s decision if I believe that it is wrong. I rarely handle friends’ task. A good manager should know how much competence limit when he or she assigns tasks for others. You cannot accept all her requests and then ask someone to complete the task for you. I have a right to raise my voice to refuse and accept a new task which is out of my knowledge and expertise. I often do thing that are acceptable to one person and unacceptable to others. I never feel lost when a higher superior gives me a new task and I surely know how much authority I have. Under any projects, I want to focus not only on my duties but also on other roles to complete a project.

5.2.2 Causality of Role Conflict and Responsibility Ambiguity on Teamwork

He stated that a company with more than 50 employees has a clear policy and procedure of how carrying out any tasks and duties. He rarely bypasses feedback or decisions over the company structure. He works as a team to deploy the project from contacting with suppliers to site delivery. He is very pleased with his boss and quite dissatisfied with his colleagues, however, they quite regularly support with each others and go to a party together whenever a project gets done. He believes that responsibility in decision-making is the most important factor to obtain a teamwork effectiveness. If anyone does a task with full responsibility, the ultimate quality of project will be highly evaluated and achieve succeed. Role conflict and responsibility ambiguity are quite blur in his company because any failures exists in phrases of construction may lead to catastrophe. Thus, each teams surely know their duties and roles during carrying out a project. After any completions in build project has a defective process checked by other party, any failures in a project may cause loss of trust in brand image.

For him, it is important to eliminate ambiguity and conflict when it comes to teamwork, especially while doing a big project. Time stress due to ambiguous roles and responsibilities triggers many malfucntions and failures in cooperative communication and decision-making.
5.3 Interview C

About the third interviewee, she has been worked in several international private companies in the position as sales manager and the interview was on 24\textsuperscript{th} February 2019 at 5:00 pm. Most of her clients are foreigners, she has a reliable and genuine experiences and working observation as regularly communication with multi-culture clients.

5.3.1 Awareness of Role Conflict and Responsibility Ambiguity

The initial opening answer of the first question showed her diversified perspective about delgation and demand. When you do a task x, it does not always mean that you carry out responsibilities. Delegation is the way of doing a new task following responsibility, meanwhile demand is the way of your superior asked you to do more new tasks without responsibilities. It is crucial to clarify with your superiors about a new task responsibilities and its condition at the beginning of agreement. A new task responsibility regularly along with bonus or promotion or gain a new knowledge or increase level annual salary. If your superior gives you more demands than delegation, it may cause a malfunction or job stress in organization structure and you do not have enough motivation to carrying out a new task as further your superior will take care of piece of work. A superior often offers her new tasks which do not exist in her job responsibilities, she considers carefully whether accept or refuse them by measuring benefits and risks while carrying out those tasks and she was rarely blame for the task that she did not do.

In my firm, I was rarely blame for a task that I did not do or a new task given by my superior. Often I done things that is accepted by my leader but is unaccepted by a manager. When the superior makes a decision which I believe that it is wrong, I do not hesitate to raise my view and discuss freely with them. I receive many supports and materials from colleagues and my superiors to carry out a new task. However, it does not mean that I support to do or handle colleagues’ tasks if they are overloaded, they should tell their boss to have a solution. My time is not a solution and it cannot be accepted if frequency of asking support from colleagues to handle task is too often. Any task received from managers takes time and energy.
5.3.2 Causality of Role Conflict and Responsibility Ambiguity on Teamwork

In her opinion, the most significant factor in teamwork performance is cooperative communication, especially in an international environment workplace. Communication is an important way of delivering core and pure messages to the receiver/s and a prerequisite for teamwork performance. Effective communication will allow more cooperative working relationship among team members and smoothen workloads. Otherwise miscommunication triggers team conflict and threaten to a cooperative team connection. Improving communication will improve teamwork effectiveness.

I satisfy with fellow workers and my boss. Me and colleagues know exactly authority that we have and what we contribute to the firm. The firm procedure and policy are quite lucid under written. Every years, Board of Directors make a decision to adjust and upgrade inappropriate rules or policy to be more innovative within sustainable development.

5.4 Interview D

The fourth person who was interviewed is an engineer from African and has worked in Helsinki for more than 3 years and joined the interview on 26th February 2019 at 4:00 pm. He is strongly dynamic and full of energy to inspire and empower anyone with whom communicates. He was graduated from Centria University of Applied and Sciences with an IT diploma. His diversified culture experience contributes a different point of view about an awareness of role conflict and responsibility ambiguity in teamwork.

5.4.1 Awareness of Role Conflict and Responsibility Ambiguity

He vigorously states that whenever you do a task given by your superior, it consistently means that you is responsible for the task. If you disagree, just do not do it at the beginning of an offer. In his workplace, there are an obvious procedure and policy how to be done and run the task flow and rarely to contact with colleague’s client, however, sometimes he does things in a different way to achieve an accomplishment because the world surround us has ceaselessly changed and he should hesitately look forward to the future and stop holding on the old way of doing things. He thinks that it is a way to be evolutionary.
I regularly receive new tasks from my superior, I virtually accept every offers given by him although I feel more risks than its beneficial compensation and quite out of my expertise and knowledge. However, my acceptance does not mean that I carry out a task alone, I will discuss with my superior step by step until elicit an appropriate solution for the concern. I even ask him to gather more colleagues in case of overloaded and I do not accept to handle a task for others without managers’ notice. Anything should be straightforward discussion with my superior because he is also a part of teamwork and not a demander. I was rarely blame for a task that I did not do or a new task given by manager. A good boss is who know exactly what he delegates and task allocation and I havenot experience with doing thing that either unacceptable or acceptable by others. If I am confused about what he gave to me, you should find ask for supports when you carry out a new task.

The European workplace environment is different from three audiences aforementioned in Viet Nam. The fourth interviewee, he does not hesitate to contrary to his superior if he thinks that it is a wrong decision. In some Asian countries, that could be a taboo because an inferior can make their superior loss of face and disrespect for a higher position.

5.4.2 Causality of Role Conflict and Responsibility Ambiguity on Teamwork

His relationship with colleagues and superior are well-satisfied. He is pleased to work with them and receives supports from others while deploying a project. In his workplace, the nature of task is carried out by a team and they usually work overlapped tasks. There are not accurate list of detailed tasks but they know what to do to achieve the team goal. He indicated that the prerequisite of teamwork is cooperation and good communication skill. Cooperation forsters effective communication and eliminate unproductive competition in teamwork. For him, good cooperation in teamwork can compensate for role conflict and responsibility ambiguity.

5.5 Interview E

Another student from Centria University of Applied and Sciences joined an interview section via skype on 26th February 2019 at 4:30 pm. She has been worked in Finland for more than 5 years and stayed in
Europe for her whole life. Her observation and perspective plays an different side of contribution to the thesis. However, some of her chosen options and answer are quite similar to an interview D.

5.5.1 Awareness of Role Conflict and Responsibility Ambiguity

She first indicated that it depends of which tasks that you do. If it takes more time and energy to complete then you should consider whether you refuse or accept it. She not often receives a new task from her superior or supports from her colleagues. In her workplace, a task allocation is quite clear and infrequently changed and she has experienced with carrying out a task that conflict among others. The process has run for many years and people work based on their expected function. Due to natures of her work, she does not work in sales or customer services, she has not experience with contacting colleague’s client. The firm development is quite sustainable and stable. Her job does not require too much creativities or tremendous ideas so she most carries out a task by following predecessors. There are not so many new tasks given, however, during rush period such as Christmas Eve or holiday occasions, she and fellow workers feel overloaded and burnout that is contrary to an usual days and she needs to support by doing other tasks. She usually receives supports from other fellow workers when she carries out a new task.

5.5.2 Causality of Role Conflict and Responsibility Ambiguity on Teamwork

She has been satisfied with fellow workers and less pleased with her boss. The conflict as she stated that during rush months, her superior does not prepare well enough labor force or seasonal workers to support full-time workers. She know exactly how much authority and her responsibility boundary. In her perspective, she vigorously believes that teamwork process is a significant force to achieve teamwork effectiveness. Teamwork process needs a clear task allocation to smoothen a well working procedure. A well designed organizational structure with lucide role and responsibility will maximize or optimize productive outputs.
5.6 Interview F

During the interview F on 26th February 2019 at 5:00 pm, the interviewee tried to share many genuine stories related to those questions for the researcher to report and condense his thoughts. He has several years in a position as Sales Development and Negotiation and cooperated with many clients from China, Viet Nam, Thailand, Germany and France and accumulated experience from objective observation.

5.6.1 Awareness of Role Conflict and Responsibility Ambiguity

A boundary of responsibility must be clarified at the beginning of acceptance. In business or working life, oral agreement can be accepted merely in a long-term trusted relationship when carrying out a request. I believe that a silence means neither acceptance nor refuse but an action does without voices. Whenever I agreed to do a new task, I must be responsible for my action less or more depending on types of new tasks. Doing a task without responsibility is merely a demand or request or a favor for a demander whereas carrying out a task with responsibility is a delegation or commission.

He says that doing a same thing as following previous predecessors is not always good so creative employees who ceaselessly find a new way to doing things carrying out tasks that can be done in a different way within a boundary of acceptance because the world around us runs and changes everyday. He and an account quite often do a task together and possibly contact with a same client for revising payment terms in the contract or payment request, however, they share and tell what happened during a conversation with that client. Responsibility ambiguity is obviously existed in his situation but a strong communication can fix them in a positive way.

With the question “Did your manager ask you to do a task which does not exist in your job description?”, he strongly replied that if you were a talent player, you would receive many offers from superiors. Every offer brings a commission following with a certain condition. If a new task is out of the job description, the best way is to ask the purpose of the task. Does it give you an opportunity to learn new things or have enough time, knowledge and passion to do that task. In his working life, he received quite many suggestions of new tasks. The first offer, he accepted the task without consideration of beneficial conditions, and the first leader was a demander, but he was blame himself because he intentionally did not
eliminate ambiguity in his responsibility. His overloaded work tailored their relationship to a catastrophe of conflict and misunderstanding. He once was blame for a task that he did not do because he asked his fellow worker to complete the task for him while he was overloaded and burn out. Obviously, his boss did not know that the task done by his friend, but he was not denied his responsibility. He thought that if he has measured his ability and said to his boss or asking his boss for supports from his co-worker before agreeing to take the task, the situation must have been happened in a different flow without loss of his face and trust. In my workplace, everything that we do is discussed in advance and rarely done a task that is unaccepted by others.

To accept or to respect is two different ways of expression of an idea or a decision. If not accept, I will show my contrary ideas in a basis on manager’s decision. No one wants to make a mistakes or failures in decision-making, I think that when we argue each others is the best way to reveal different aspects of issue or problem.

Sometimes, he has trouble with sticking in the middle of contrary ideas from different predecessors. In his opinion, the best way to find the solution and make a wise decision are to set up or arrange a meeting which gathers relevant people. Let the argument face-to-face begin. He used to handle a task with less supports and guides or lack of materials while he invest his money in a mutual project with his friends. He and his friend spent their own time and energy to work on the project. However, after done a project he received enough devidend yield from a current profit without compensation of his working time. That is one example of responsibility ambiguity, if he is in the position as a shareholder, he will receive devidend yield, however, if he further invests his working time and contributes his energy to the project, he will receive a salary. He missed his salary in that situation and thus an ambiguity destroyed a friendship relationship.

5.6.2 Causality of Role Conflict and Responsibility Ambiguity on Teamwork

As a current workplace, he is satisfied with all fellow workers and he believes that one way or another, role conflict and responsibility ambiguity considerably impact on teamwork performance in either positive or negative just because his objective observation in working life. In his perspective, the most important force for effective teamwork is cooperation because any ambiguity or conflict is bowed in front of a strong cooperation. Cooperation means working together, taking turns and helping each other out. A synergy of teamwork is shown in how all member cooperate and connect all task together.
6 DISCUSSION

The current study does not have adequate interviewees to mold a theory and elicit consequences of role conflicts and responsibility ambiguity on teamwork performance whether cause negative or positive effects. Two interviewees worked in Viet Nam, their view may narrow within a boundary of Vietnamese culture. After interviews, the author recognized whether culture or a size of company have affected on teamwork performance in a causality with role conflict and responsibility ambiguity. For further studies, it is crucial to expand the study by gaining more andiences’s survey within the research at least 100 cases to elicit an expected value and analyze its consequences.

6.1 Awareness of Role Conflict and Responsibility Ambiguity

6.1.1 Do you believe that when you carry out a task x so you are responsible for a task x?

Most of interviewees are aware of carrying out a task following with responsibility. As interview A and B was not hesitate and strongly believed in the first situation. As interviewee D, E, F took quite many actions into account before carrying out a task x, interview F said: “I believe that a silence means neither acceptance nor refuse but an action does without voices.” For interview D, E, F, carrying out a task following with responsibility depends on a negotiation and agreement before a task proposal because it can be a demand from your boss. A demand is different from delegation, and usually asked by supervisors. As interviewee F, a demand can be carried out without responsibility.

6.1.2 Have you ever done things that should be done in a different way?

The question is to elicit interviewees’ response about procedure of their company whether they have a clear or ambiguous process of working. Interview A, B, C, D, F experienced with doing a work in different way but as a rarely level while Interview E have regularly done a task in different way. As interviewee E said that the task carried out did not require a creativity, following the way of precedent person’s experience would bring the best value. Conversely, interviewee D, F convinced that they sometimes should do a job in different way because the world has ceaselessly changed and revolutionized. The view of D and F is consistent to the study of Ebbers, J & Wijnberg, N (2017) whereas interviewee
E belongs to Tubre, TC & Collins, JM (2000). A lucid role and responsibility can diminish creations and new ideas (Marsick & Watkins, 2001)

6.1.3 Have you and fellow workers contacted with a same client?

Contacting with a same client is an example of overlapped task, it can cause troubles or be advantageous depends on the how strong teamwork is. Interviewee A, B, C, F have contacted with fellow workers’ client, they even do some tasks together whereas interviewee D, E have not experienced the situation due to their nature of work not related to sales or customer management and their company have clear steps of process.

6.1.4 How do you think that helping your colleague by doing all her or his task because she or he was unable to do that?

The question shows how each person deal with a situation of responsibility ambiguity when they carry out the task for others. While interviewee A, E, F experienced with doing a task for others, interviewee B, C, D are quite disagreeable and annoyed about the situation. The perspective of A, E is about teamwork cooperation and reasons why they need to support others under pressured time while F is a friendship and emotional decision. Conversely, as points of view from B, C, D they do not want to handle tasks for others because of other’s faulty or poor leading skill.

6.1.5 Did your manager ask you to do a task which does not exist in a job description?

The question is to know how interviewees experience with new tasks given by their manager. While A, D and F quite often receive new tasks, B, C, E rarely do. The interviewee A agreed to handle a new task without consideration of benefits and loss again with C, D, F. Interviewee C, D, F quite balance of what he has received in that situation. For F, a new task gives you an opportunity to learn new things following
with a promotion proposal or salary increase. F says that if a manager suggests a new task without a bonus benefit, it can be exploited.

6.1.6 Have you ever been blame for a task that you did not do? Have you experienced situations that are acceptable to one person and unacceptable to others?

Most of them were rarely blame for a task that they did not do because a manager who has a good leading skill should know a task allocation and whosoever responsibilities. The role conflict can be seen in the second question, while A, B, C have quite often done things that either acceptable or unacceptable among others, interviewee D, E, F were rarely in that situation. One point should be noticed that D, E, F have worked in Europe and they have involved in quite different decision-making system from A, B, C in Vietnam. The situation is not only about role conflict but also depends on decision-making system. The more complicated hierarchical system will take more time to solve an issue that have created a tendency of doing first and know decision after. An environment of D, E, F is better democracy system of decision-making, role conflict in the situation is lesser than a workplace of A, B, C.

6.1.7 Do you have to accept to a manager’s decision which you believe that it is wrong?

Most of interviewees have experienced with role conflicts and responsibility ambiguity in their workplace, however, a level of conflict and ambiguity is different from each situation and unable to compare due to lacking of information and statistics. While the European workplace environment is different from three audiences aforementioned in Viet Nam, the interviewee D, E, F they do not hesitate to contrary to a superior if they think that it is a wrong decision. In some Asian countries, that could be a taboo because an inferior can make their superior loss of face and disrespect for a higher position. For the question “Do you have to accept to a manager’s decision which you believe that it is wrong?” is whether affected by cultural factor. Does culture get involved in consequences of role conflict and responsibility ambiguity influence on teamwork.
6.1.8 How you handle a new task given by a superior without any supports or materials?

Responsibility ambiguity is shown in cooperation of teamwork. The lack of transparent information to handle a new task from either colleagues or a manager can be a symptom of ambiguity. While interviewee A and F received quite regularly less supports and lack of materials when handling a new task, interviewee B, C, D, E have not experienced with that situation. As interviewee B, C, D, E, they have a good cooperation with their team and a clear responsibility to handle tasks.

6.2 Causality of Role Conflict and Responsibility Ambiguity on Teamwork

6.2.1 How satisfied are you with your relationship with the people in the organization you work for?

While interviewee A and E, they have been enjoyable satisfaction with colleagues and lesser pleased with her boss, interviewee B is very pleased with his boss and quite dissatisfied with his colleagues, however C, D are enjoyable both, they quite regularly support with each other. As C said: “I satisfy with fellow workers and my boss. Me and colleagues know exactly authority that we have and what we contribute to the firm. The firm procedure and policy are quite lucid under written. Every years, Board of Directors make a decision to adjust and upgrade inappropriate rules or policy to be more innovative within sustainable development.”. The reason why interviewee E is not satisfied with her boss because the conflict as she stated that during rush months, her superior does not prepare well enough labor force or seasonal workers to support full-time workers.

6.2.2 What is the most important factor for teamwork effectiveness?

It can be seen from all interviews in general that they have worked in different position and various industries and shared to us many faces of view about each situation and how they reacted. Nothing is absolute right or wrong in their reaction, their response is a story for recommendations and revise.
Most of interviewee (A, C, D, F) agreed that good communication in cooperation will increase efficient teamwork performance. A indicated that she received desirable supports from one to another and straightforward communication. Communication is an important way of delivering core and pure messages to the receiver/s and a prerequisite for teamwork performance. Effective communication will allow more cooperative working relationship among team members and smoothen workloads. Otherwise miscommunication triggers team conflict and threaten to a cooperative team connection. Improving communication will improve teamwork effectiveness. For interviewee D, good cooperation in teamwork can compensate for role conflict and responsibility ambiguity. As F said that the most important force for effective teamwork is cooperation because any ambiguity or conflict is bowed in front of a strong cooperation.

Another idea is from interviewee B, to have a good teamwork performance is to eliminate ambiguity and conflict when it comes to teamwork, especially while doing a big project. Time stress due to ambiguous roles and responsibilities triggers many malfucntions and failures in cooperative communication and decision-making.

Furthermore, interviewee E says that teamwork process is a significant force to achieve teamwork effectiveness. Teamwork process needs a clear task allocation to smoothen a well working procedure. A well designed organizational structure with lucide role and responsibility will maximize or optimize productive outputs.
7 CONCLUSION

Organizations are structured by roles and responsibilities, which mold any business model and mechanical process under interaction amongst employees. A well design structural organization needs a clear role and interdependent responsibility executed by team or group to run different tasks smoothly and achieve any mutual profitable targets.

The study focused on explanation of research terms and key words in the first chapter from diversified definitions of scholars to give readers a well-understanding of mentioned concerns. Building an effective teamwork is a long-term process with patient efforts and human capital investment. Furthermore, teamwork effectiveness has been considerably influenced by interactive communication and teamwork process or schedule, goal achievement and job satisfaction. Those forces likewise have causalities with functioning roles and sharing responsibilities.

The author has simplified keywords of role conflict and responsibility ambiguity after interpreting other intellects’ perspective. Since role is crucial for establishing a business structure, role conflict which is embedded roles with an unclear boundary of tasks and duties, leads to several malfunctioning concerns related to teamwork performance. Furthermore, responsibility ambiguity is a lack of transparent or lucid or consistent information for individuals to perform a given task in term of business view. Although there are many contrary ideas about negative or positive effects of role conflicts and responsibility ambiguity on teamwork performance, in the thesis, the author indicated and notify specific conditions in every negative and positive circumstance. Consequences of role conflict and responsibility ambiguity have positive or negative impacts on teamwork performance depending on in which target phenomenon.

An overdose of ambiguity in responsibility and role triggers negative effects in teamwork performance related with communication, decision-making, teamwork process and work satisfaction. The thesis showed a causality between those factors and teamwork performance from several reliable studies. First influent factor is communication among teamwork that lead to a classification of power and limitation of someone’s voice and role is a prerequisite of defining responsibilities and navigating a power of speech. Furthermore, conflicts when team members interact and work with one another during teamwork process is sometimes caused by unidentified tasks and overlapped responsibilities in the result of poisoning the team cooperation and prevention of innovation. Another factor is decision-making, under time stress is considered a negative effect to elicit unqualified decisions and unwise actions (Megan,
Shirley, Jennifer, Lauren, Ashley, Eduardo, 2017) because role conflict and responsibility ambiguity may cause job stress and time stress due to shortening of time (Beard, 1999). Finally, it was obvious to believe that an increase of role conflict triggers various malfunctional effects on job satisfaction and decrease in teamwork performance, further cause work stress on organizational effectiveness.
REFERENCES


Christopher, M., Bradley, S., Francesca, G. 2014. “MY BAD!” HOW INTERNAL ATTRIBUTION AND AMBIGUITY OF RESPONSIBILITY AFFECT LEARNING FROM FAILURE.


Sujit, S., Eddy, Ng. 2014. Extending Theory on Job Stress. The Interaction Between the “Other 3” and “Big 5” Personality Traits on Job Stress.


APPENDICES

Interview Questions

Please let us know how your experience with teamwork in working life

<table>
<thead>
<tr>
<th>Experiences</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do you believe that when you carry out a task x so you are responsible for a task x?</td>
</tr>
<tr>
<td>Have you ever done things that should be done in a different way?</td>
</tr>
<tr>
<td>Have you and fellow workers contacted with a same client? Please describe a situation</td>
</tr>
<tr>
<td>Did your manager ask you to do a task which does not exist in your job description?</td>
</tr>
<tr>
<td>Have you ever been blame for a task that you did not do?</td>
</tr>
<tr>
<td>Do you have to accept to a manager’s decision which you believe that it is wrong?</td>
</tr>
<tr>
<td>Have you experienced situations that are acceptable to one person and unacceptable to others?</td>
</tr>
<tr>
<td>How you handle a new task given by a superior without any supports or materials?</td>
</tr>
<tr>
<td>How do you think that helping your colleague by doing all her or his task because she or he was unable to do that?</td>
</tr>
<tr>
<td>How satisfied are you with your relationship with the people in the organization you work for?</td>
</tr>
<tr>
<td>What is the most important factor for teamwork effectiveness?</td>
</tr>
</tbody>
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