

# A Study On Role Conflict In Reducing Job Stress At Workforce

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**Abstract:** This study emphasizes on the fact that Stress is a boiling subject to discuss since numerous years ago. Stress generates a negative behavior from employees. In long term, stress would lessen the entire organizational performance. All the organizations tried to advance their employees job satisfaction as it would usually lead to a constructive attitude from the employees. Employee's organizational commitment was a key which lead to organizational success. Role conflict is also manifested as a problem in the work-life as the employees could not balance their role both as employees and as a family member simultaneously. This study is destined to understand the reasons which lead to employees stress within an organization.

**Keywords:** workforce , Stress, organizational commitment, role conflict, Job satisfaction, employees.

## 1. Introduction

Now a days organizations are facing more and more complex competition which forces them to sketch better goals to accomplish. This leads to an extra workload on employees. As workload increases, the pressure of work is also high. Stress is a primary component of workers daily life. Stress presence will disturb the workers routines and may lead to a decline in their performance. In these circumstances, stress becomes more sensitive. In a long term, if the stress cannot be managed well, it will lead to a decline on the organizational performance as well (Wong, K.S., Cheuk, W.H., & Rosen, S, 2000; Dobрева-Martinova, T., Villeneuve, M., Strickland, L., & Kimberly, M., 2002).

## 2. Review of literature

As we talk about stress, we find a bundle of reasons of employee's job stress level. It may be as simple as the employees themselves, their team, their co-workers and even their working environment. Job stress level is directly related to time-push of the job given, workload and working environment (Cooper, C. L. Sloan, S.J. & Williams, S., 1988). Even stress can be found due to bad relationship between employees and role conflict also.

As soaring workload portray stress on employees and they experience an unbalanced emotional situation as they cannot stay quiet on the given situation. They worried about their performance decline due to the problematic emotion. Therefore, this stress level has to be handled with utmost care so that it cannot harm their performance. This is more helpful and beneficial to every organization globally.

Stress is negatively correlated to job satisfaction, both for male and female workforce (Singh, T., Singh, A., & Singh P., 2007). Besides, stress has a positive correlation with their role conflict. Furthermore, organizational commitment is also a vital factor to be considered while evaluating stress. (Khatibi, A., Asadi, H., & Hamidi M., 2009). This paper is paying attention to discuss the variables which robustly correlate with stress level. Hence, a study on stress management will help the organizations to manage their employees in a well good manner.

**2.1: Job Satisfaction:** It can be defined by comparing employee's expectation towards their job and the result of the job. It is connected with the employee's optimistic mind-set toward their job and has been evaluated based on their point of view (Robbins, S.P., & Judge, T.A., 2013). A highly-satisfied employee at work will seize

positive approach toward his or her job. In contrast, a lowly satisfied employee tends to seize negative approach. It is defined as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences” (Locke ,1976, p.1304). The hidden importance in this definition is of both affect or feeling and cognition or thinking. In psychology, cognition and affect are inextricably linked. Therefore, when evaluating jobs, both thinking and feeling are concerned.

Numerous measures are there to evaluate job satisfaction. These measures are marked as a base of employee’s satisfaction toward their present job. It can be evaluated from the job itself, money reward, supervision at work, promotion and relationship with co workers. Employees are satisfied if they get more than what they guess. A satisfied employee tends to show positive attitudes such as better performance, better life expectation, high motivation, more resistance, and more discipline. This kind of employee is less likely to leave the organization, even becomes more commit to the organization. (Christen, M., Iyer, G., Soberman, D., 2006; Ge, C., Fu, J., Chang, Y., Wang, L., 2011; Alexopoulos, E.C., Palatsidi, V., Tigani, X., Darviri, C., 2014).

**2.2: Organizational Commitment:** It is the psychological attachment that an employee has with the organization. It plays a giant role in

ascertaining the bond that the employee shares with the organization. It is also helpful in determining the value of an employee to an organization. Employees with higher commitment are more constructive and proactive with their work (Mathis, R.L., Jackson, J.H., and Valentine S., 2014).

**2.3: Role Conflict:** It is a given situation in which individual has to play a unusual role concurrently (Robbins, S.P., & Judge, T.A., 2013). Employees have to play both roles as a worker and as family member normally and these roles are significant for almost every human, especially those who have been working and married. Work-family conflict will be obvious when one or both roles create extra pressure which breaks the balance of the two roles. (Greenhaus, J.H. and Beutell, N.J., 1985; Amelia, A., 2010). An imbalance of time, effort, and attention to any role will lead to this kind of conflict as they will produce negative feelings such as guilty, pressured, and uncomfortable situation. There are three forms of work-family conflict, (1) time-related conflict which occurs due to an imbalanced time management to play both roles; (2) strain-related conflict which occurs due to a generated pressure from both roles; and (3) behavior-based conflict which occurs due to a requirement of specific behavior at both roles which may harm a situation on the other roles.

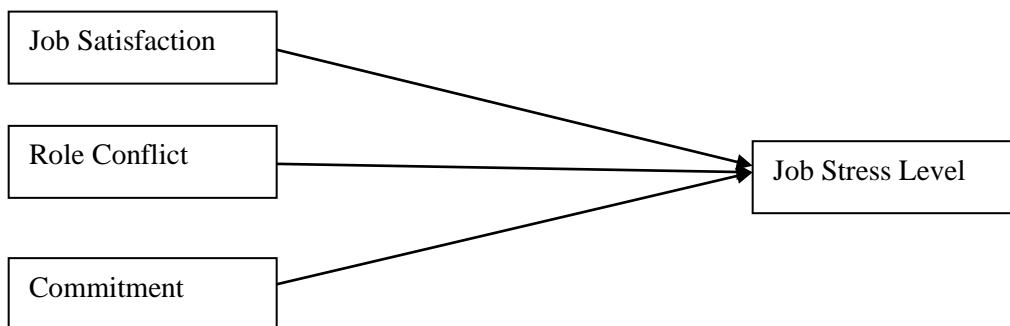


Figure-1: Factors influencing employee’s job stress level

**3. Objectives**

The following specific objectives were considered:

1. To identify the most effective factor of job satisfaction that has high impact on employee's job stress.
2. To find out whether the employees are satisfied with their jobs or not.
3. To assess the employees level of satisfaction with all job satisfaction factors.

4. To study about the motivation and commitment level of employees in the organization.

#### The main 4. Hypothesis

#### 5. Sample

purpose of the study is to establish a relationship of job satisfaction, role conflict and organizational commitment on employee's job stress level.

1. There is a significant negative effect of job satisfaction on stress levels of employees
2. There is a significant negative effect of organizational commitment on stress levels of employees
3. There is a significant positive effect of role conflict on stress levels of employees

The study was focused to evaluate the effect of role conflict which might be perceived by workers while connecting the conflict with their organizational commitment levels and job satisfaction in order to avoid bias and correct measurement to their perception. The sample size is 86 employees across various organizations. The results are at a level of 5% significant accuracy. Data was collected using self-administered questionnaires. The data was analyzed with correlation and multiple regression analyses. Correlation analysis showed that stress

had a strong positive relationship with family conflict. Stress moderately correlated with the employees' organizational commitment level and satisfaction level. Multiple regression analysis showed that job satisfaction might reduce employees' job stress but it was insignificant. Job stress was positively and significantly affected by employees' satisfaction and commitment. Employees' organizational commitment negatively and significantly affected the stress level.

The independent variable of the study is job satisfaction factors It is an explanatory variable in five format options (strongly disagree - don't agree – neutral – I agree– strongly agree). Each option is given the numerical values (1-5) respectively. The total answers of every single of the sample is put in the form of four categories with length equal to the number of phrases that concerning the variable. Each category is given the numerical values (1, 2, 3 and 4) respectively. The employee's job stress level is a dependent and descriptive variable. It has been expressed in the questionnaire, in form of five options: (strongly disagree -don't agree – neutral – I agree – strongly agree). Each option is given the numerical values (1-5) respectively. The total answers of every single of the sample will be put in the form of four categories with length equal to the number of phrases that concerning the variable. Each category is given the numerical values (1-4) respectively. There is a statistically significant relationship between job satisfaction factors and employee's performance



Figure-2: dependent and independent variables of employee's job stress level

#### 6. Methodology

This segment acknowledged the methodological strategy. The study targeted the (86) respondents across various organizations. (Male=46 and female =40). The intent is to identify the impact of job satisfaction on employee's performance.

The Questionnaire was used for collecting the data. Eighty six questionnaires were dispatched through mail to these respondents. A total of (86) filled questionnaires were received which were used for data analysis.

Respondents were asked to rate their answers on multi- item scale. The scaling is: (5 for strongly agree, 4 for agree, 3 for neutral, 2 for don't agree and 1 for strongly disagree) has been given in order to analyze the data. Descriptive statistics,

correlation, and multiple regressions were used to test and analyze the data collected from the respondents. Responses analyzed through the SPSS (Statistical Package for Social Sciences).

**7. Data Analysis**

Responses were analyzed through the SPSS. The following statistical tools were used to analyze the data.

**1. Multiple Regression Analysis:** A multiple regression analysis was used on the study to evaluate and estimate the effect on independent variable to dependent variable. The results are summarized in the following table.

Table-1: Results of multiple regression analysis

Sl. No.	Independent Variable	Dependent Variable	Estimate	Critical Ratio (CR)	Standard Error (SE)	Probability (P-Value)	Hypothesis Status
1	Job satisfaction	Level of stress in job	-.097	-1.587	-.062	.113	Accepted
2	Organizational Commitment		.398	5.181	.078	0	Accepted
3	Role Conflict		-1.34	-2.235	.061	.024	Rejected

**2. Chi-Square Test:** Chi –square test to test the independence of each of the three axes of the hypothesis which are as follows:

- Relationship of job stress with job satisfaction.
  - Relationship of job stress with organizational commitment.
  - Relationship of job stress with role conflict
- From the tables analysis, using (SPSS), it is clear that the level of significance ( $\alpha$ ) = (0.05). It indicates the rejection of null hypothesis and

accepts the basis of the study. While using the chi-squared analysis, the hypotheses will be formulated as follows:

Null Hypothesis (H0): There is no statistically significant relationship between the variables study.

Alternative Null Hypothesis (H1): There is a statistically significant relationship between the variables of the study.

Table-2: Level of Job Stress and Level of job satisfaction

	Count		Job Satisfaction				Total
			5-10	10-15	15-20	20-25	
4-8	Actual	7	0	1	0	8	
	Expected	.8	2.9	2.9	1.4	8.0	
8-12	Actual	2	29	8	0	39	
	Expected	4.1	14.1	14.1	6.8	39.0	
12-16	Actual	0	2	18	9	29	
	Expected	3.0	10	11	5	29.0	
16-20	Actual	1	1	3	5	10	
	Expected	0	1.5	1.5	7	10.0	
Total	Actual	9	31	31	15	86	
	Expected	9.0	31.0	31.0	15.0	86.0	

Table-3: Test Result

Calculated Value	Table Value	Degrees of Freedom (DOF)	Level of Significance (LOS)
86.7	119.34	9	.05

**Interpretation:** As Chi Square calculated value is less than table value accept null hypothesis

and reject alternative hypothesis. This indicates that there is a statistical relationship between the

two variables. In order to confirm the relationship, we can refer to table (3) that show the Chi-squared test of relationship between the variables. Thus, there is a negative and

statistically significant relationship between job stress level and job satisfaction. If the level of stress is less then there is a higher job satisfaction.

Table-4: Level of Job Stress and Organizational Commitment

	Count		Organizational Commitment				Total
			5-10	10-15	15-20	20-25	
Job Stress Level	4-8	Actual	6	1	1	1	9
		Expected	1.8	2.9	2.9	1.4	9.0
	8-12	Actual	2	28	8	1	39
		Expected	4.1	14.1	14.1	6.8	39.0
	12-16	Actual	1	3	18	7	29
		Expected	3.0	10	11	5	29.0
	16-20	Actual	1	2	3	4	10
		Expected	2	1.5	1.5	5	10.0
	Total	Actual	9	30	31	16	86
		Expected	9.0	31.0	31.0	15.0	86.0

Table-5: Test Result

Calculated Value	Table Value	Degrees of Freedom (DOF)	Level of Significance (LOS)
79.8	82.54	9	.05

**Interpretation:** As Chi Square calculated value is less than table value accept null hypothesis and reject alternative hypothesis. This indicates that there is a statistical relationship between the two variables. Therefore, there is a negative and

statistically significant relationship between job stress level and organizational commitment. If the level of stress is less then there is a higher organizational commitment.

Table-6: Level of Job Stress and Role Conflict

	Count		Role Conflict				Total
			5-10	10-15	15-20	20-25	
Job Stress Level	4-8	Actual	5	2	0	2	9
		Expected	1.8	2.9	2.9	1.4	9.0
	8-12	Actual	2	27	8	2	39
		Expected	4.1	14.1	14.1	6.8	39.0
	12-16	Actual	1	2	18	8	29
		Expected	3.0	10	11	5	29.0
	16-20	Actual	1	2	3	4	10
		Expected	2	1.5	1.5	5	10.0
	Total	Actual	9	30	31	16	86
		Expected	9.0	31.0	31.0	15.0	86.0

Table-7: Test Result

Calculated Value	Table Value	Degrees of Freedom (DOF)	Level of Significance (LOS)
118	97.54	9	.05

**Interpretation:** As Chi Square calculated value is more than table value reject null hypothesis and accept alternative hypothesis. This indicates

that there is a statistical relationship between the two variables. Hence, there is a negative and statistically significant relationship between job

stress level and organizational commitment. If role conflict is more the stress levels are also more.

## 8. Conclusions and Suggestions

The following conclusions were drawn in light of this study and suggestions are also made subsequently based on the conclusions.

1. Job satisfaction certainly reduces the employee's stress level of job. On the other hand, this relation is not worth mentioning. While it is residual true that stress will be reduced, as reduction effect is too small in comparison with the effort to build job satisfaction itself.

In this connection, organization's culture and main policy can be considered as concrete and can effectively satisfy the employees in general. Even though there are several employees which are less satisfied than the others. Therefore, even if they are highly satisfied or less satisfied it will only affect small amount of their stress level. Because even if employees are burdened by a heavy workload and it is compensated in a good terms, they will be happy.

2. Organizational commitment considerably helps to reduce employee's job stress level. Highly committed employees are more resistant and they manage stress in a better way. They also faithful to the organization and give their paramount attempt in achieving the goals. If employees are more committed, they will be stressed less, even under a high workload. This attitude must be imprinted on each individual within the organization.

3. Role conflict supplies the most persuading factor to build job stress. The core problem is high workload or overtime duty which forces the employees to sacrifice their time with family in order to justify their role as employees. It develops a conflict inside the individual as they cannot divide their time with the family. Therefore, it is important to manage the role conflict to reduce stress. Each organization has to be able to help employees to balance their work-life and family-life. In addition, organization has to evaluate the employees' workload and regulate them not to work overtime too often. It has to be eliminated.

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