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The Level of Role Stress and Its Association with Demographics Factors

Shelomeya Ragel

Assistant Lecturer in Management, Department of Management, Eastern University, Sri Lanka

shelo.ragel@gmail.com

In today's competitive world each and every employee facing high level of burden on themselves. Unmanageable level of load of problems creates many issues at Organizations. Stress denotes to the causes and the effects of mental state of pressure. Role stress is the stress experienced by the people because of their job role in the organization. This research was conducted to achieve level of Role Stress among bank employees and to determine its association with demographic factors at Batticaloa district. This study included 13 banks at Batticaloa district. Total study population is 247 and on which 175 employees selected as sample using random sampling method. Structured questionnaire issued to selected samples and 166 questionnaires were received back from respondents. The level of variable was analysed by analysis of mean and standard deviation. According to the results, moderate level of Role stress experienced among bank employees at Batticaloa district. The results also show that demographic variables such as Bank type, Age limit, Income level and Experience have significant differences between the levels of Role stress, except the Gender. This indicates that, there is significant differences based on Bank type, Age limit, Income level and Experience among employees on Role Stress in banks at Batticaloa district.

Key Words: Role Stress, Role Ambiguity, Role Conflict, Role Overload

1.0 INTRODUCTION

1.1 Background of the study

Today's organizations are facing an incredible number of stresses on them. Organization's managers have to travel through new group of changes such as globalization, technological advances new equipment and quick changes in information technology. Here, the great challenge of human resource management is to attract and maintain talented employees. To successfully complete this function, organizations are in need to have a stress-free environment.

Role Stress become large concern for organizations in recent years and critical

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problem every one facing today. While experience Role Stress organization have problems such as increasing absenteeism, decreasing commitment at work, increasing staff turn-over, job burnout and resignation, diminishing performance and productivity, increasing unsafe working practices and accident rates etc. Thus, Organizations are providing their best to overcome this problem.

1.2 Research Problem

Nowadays, banking industry is well reputed industry and have high demand for bank employees. Each and every employee have so many duties and responsibilities; while they are performing their tasks they are facing so many challenges and issues. Cause of that increasing level of Stress can be take place at banks. But this increasing level of stress at banks could leave many negative consequences and that should be managed properly. So, this is leaving an opportunity to investigate Role Stress at banks. However, Role stress has previously assessed by researchers and it is not sure whether is investigated in Sri Lankan context. So, this study primarily investigates Role stress among Bank employees in Sri Lankan context.

1.3 Research Questions

- What is the level Role Stress in banks of Batticaloa?
- How does Role Stress with demographic factors in banks of Batticaloa?

1.4 Research Objectives

- To determine the level Role Stress in banks of Batticaloa.
- To determine how Role Stress associate with demographic factors in banks of Batticaloa**.**

2.0 LITERATURE REVIEW

2.1 Role Stress

Stress is “adverse reaction of people at unfavourable situation”. Role stress is the stress experienced cause of role in job. In 2009, Chang, Shih, Ho & Liang stated Role stress as "the stress formed by the combined expectations of an individual's behavior from all circles”. This stress can occur where there is a conflict between job demands on the employee and the amount of control an employee has over meeting these demands.

Normally stress counted as a negative influence; but it also shows positive influence on people up to the point it

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manageable. Selye named this positive stress as 'eustress'. When it goes beyond the limit, it turns as negative influence. But past arguments suggest that to maintain a certain amount of stress is providing motivation and let way to achieve further improvements. However, excess stress is harmful to the individual as well organization, cause of that every organization is giving more priority to stress.

2.2 Dimensions of Role Stress

Several instruments were used by past researchers for their study purpose. Chang & Hancock (2003) use role ambiguity and role overload as measures of role stress. Role ambiguity, role conflict and role overload had used by Chang, Shih, Ho & Liang (2009), Trayambak, Kumar, & Jha (2012), Nafei (2014) and Katsapis (2012)). Considering the above researches, this study using Role ambiguity, role conflict and role overload as dimensions to measure role stress.

2.2.1 Role Ambiguity

Role ambiguity occurs when people are unclear or uncertain about their expectations within a certain role, typically their role in the job or workplace. Workers may be unclear regarding the goals, expectations, or responsibilities associated with the performance of their positions. Unclear roles may involve expectations for behaviour or performance levels.

2.2.2 Role Conflict

Role conflict describes a conflict among the roles corresponding to two or more statuses fulfilled by one individual. It arises in a situation in which a person is expected to play two incompatible roles. For example, a situation of an employee when pulled between family and professional obligations

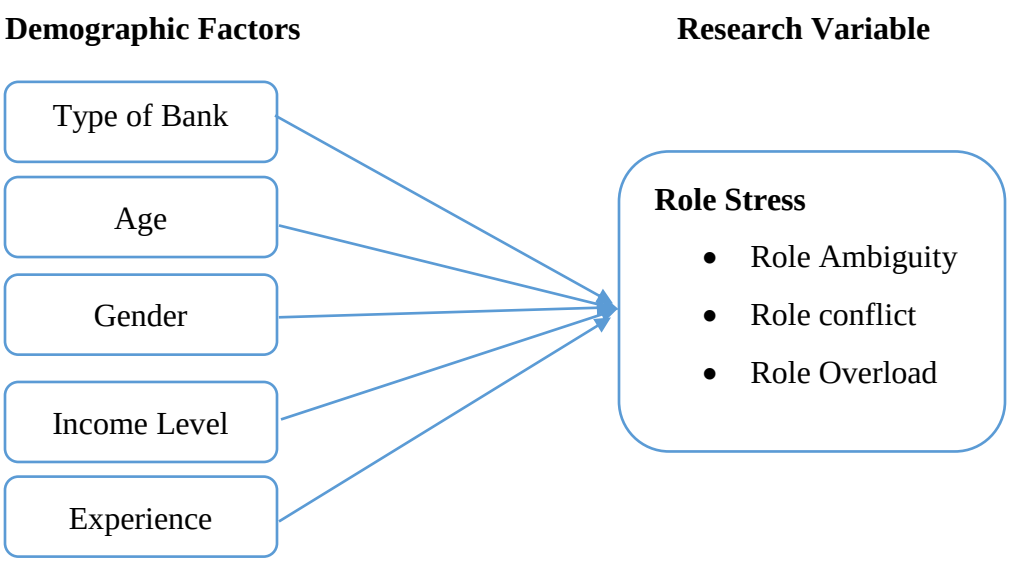
2.2.3 Role overload

Role overload occurs when an individual experiences excessive role demands. This can be arising in the situation where there is too much to do or else individual does not have the experience or ability to carry out role demands. For example, roles of daughter and babysitter have ended, and now, new roles such as wife, mother and worker come to take place

3.0 METHODOLOGY

3.1 Conceptual Framework

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(Source: Developed for study purpose)

Research hypotheses for this study are as followed.

HI: There is significant difference between type of banks and level of Role stress among employees.

H2: There is significant difference between age level and level of Role stress among employees.

H3: There is significant difference between gender and level of Role stress among employees.

H4: There is significant difference between income and level of Role stress among employees.

H5: There is significant difference between experience and level of Role stress among employees.

The reliability and credibility of the research is depending on data collection. Descriptive research design was adopted for the study. Variables are measured with quantitative analysis. This research mainly used primary data. Study population for this study contains 247 employees working in 13 selected banks in Batticaloa district. Out of total population, 175 employees were selected as sample by using random sampling method. For the study purpose 175 structured questionnaires with closed statements were issues to samples and 166 questionnaires were received back. Statements measured through Likert's scale method and data analysis simplified through SPSS 19.0. The level of variables was analysed by univariate and research hypothesis.

3.2 Study Design

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4.0 DATA ANALYSIS AND RESULTS

4.1 Sample profile

Results of respondents' demographic variables are shown in Table 1. Descriptive statistical analysis was used to find results.

Table 1: Summary of Demographic information

Demographic Profile		Frequencies	Percentages (%)
Bank Type	Public	56	33.7
	Private	110	66.3
Gender	Male	97	58.4
	Female	69	41.6
Age limit	21-30	115	69.3
	31-40	38	22.9
	41-50	10	6.0
	Over 50	3	1.8
Income limit	Below 20,000	30	18.1
	20,001 – 35,000	20	12.0
	35,001 – 50,000	48	28.9
	50,001 – 75,000	51	30.7
	More than 75,000	17	10.2
Working experience	Less than 2 years	37	22.3
	2 – 4 years	46	27.7
	5 – 7 years	49	29.5
	8 – 10 years	13	7.8
	Over 10 years	21	12.7

*(*Source**:** *Survey Data)*

According to the demographic results of Table 1, 33.7% of sample from public banks and rest belongs to private banks. In total 166 respondents 97 males and 69 females are there. Majority of the respondents were between 21 to 30 years of age, which make 69.3%. About 48% of employees have income range within 35,001 to 75,000. 29.5%, most of respondents have 5 to 7 years of experience in the industry.

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4.2 Reliability analysis

The Reliability of an instrument was measured using cronbach's alpha test.

Table 2: Reliability

Variable	No. of Statements	Cronbach's Alpha coefficient
Role Ambiguity	3	0.665
Role Conflict	3	0.781
Role Overload	3	0.799
Role Stress	9	**0.879**

*(*Source**:** *Survey Data)*

The overall Cronbach's alpha coefficient was 0.879 with respect to 9 statements. Therefore, all items considered in this study are to be reliable, which suggest that the internal reliability of the instrument was satisfactory.

4.3 Level of Variables

The level of each variable was analysed by analysis of mean and standard deviation.

Table 3: Decision criteria

Range	Decision attributes.
1<=Xi<=2.5	Low level
2.5<Xi<=3.5	Moderate level
3.5<Xi<=5.0	High level

X_i = Mean of the data

(Source: Developed for this study)

Table 4: Level of Variables

Dimension	Mean	Std deviation	Decision attribute
Role Ambiguity	2.31	.9734	Low level
Role Conflict	2.94	1.058	Moderate level
Role Overload	3.24	1.048	Moderate level
Role Stress	**2.83**	**.8945**	**Moderate level**

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*(*Source**:** *Survey Data)*

According to the results, Role Ambiguity is having mean value of 2.31; which showing low level of Role ambiguity at banks. But Role conflict and Role overload are in moderate level with mean values 2.94 and 3.24 respectively. It is also well known that overall role stress found to be moderate Level (Mean value – 2.83). To conclude, Bank employees in Batticaloa district are experiencing moderate level of role stress.

4.4 Test of Hypotheses

4.4.1 Hypothesis testing for Type of banks and level of Role stress

HI: There is significant difference between type of banks and level of Role stress among employees.

Table 5: Mean comparison between type of banks and Role Stress

Bank Type		Role Ambiguity	Role Conflict	Role Overload	**Role Stress**
Public	Mean	2.07	2.56	3.15	**2.59**
	SD	.992	1.092	1.182	**.957**
Private	Mean	2.44	3.13	3.28	**2.95**
	SD	.945	.992	.976	**.841**
Significant value		**0.020**	**0.001**	**0.460**	**0.020**

*(*Source**:** *Survey Data)*

The above table shows the mean comparison between type of banks and Role stress. The overall Role Stress significant value is 0.020 (P>0.05), it indicates that there are significant differences between the level of Role stress and Bank type. Based on the results both private and public bank staffs are facing moderate level of stress but Private bank staffs are facing increased level of Role stress (Mean = 2.95) comparing to public bank staffs at Batticaloa district.

4.4.2 Hypothesis testing for Age level and level of Role stress

H2: There is significant difference between age level and level of Role stress among employees.

Table 6: Mean comparison between age limit and Role Stress

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Age Limit		Role Ambiguity	Role Conflict	Role Overload	**Role Stress**
21-30	Mean	2.42	3.06	3.38	**2.95**
	SD	.912	.990	.961	**.821**
31-40	Mean	2.20	2.74	3.19	**2.71**
	SD	1.097	1.046	1.062	**.919**
41-50	Mean	1.80	2.73	2.27	**2.27**
	SD	.996	1.489	1.215	**1.144**
Over 50	Mean	1.22	1.22	1.56	**1.33**
	SD	.192	.192	.509	**.111**
Significant value		**0.036**	**0.010**	**0.000**	**0.001**

*(*Source**:** *Survey Data)*

The above table shows the mean comparison between Age limit and Role stress. The overall Role Stress significant value is 0.001 (P>0.05), it indicates that there are significant differences between the level of Role stress and age limit. Based on that young employees (21 to 30 years) are have feeling of role stress at increasing level comparing to others. While, who have pass 50 years are experiencing low level of role stress. Overall employees who less than 40 years of age are facing moderate level stress and more than 41 years of age have low level of role stress at Batticaloa district.

4.4.3 Hypothesis testing for Gender and level of Role stress

H3: There is significant difference between gender and level of Role stress among employees.

Table 7: Mean comparison between gender and Role Stress

Gender		Role Ambiguity	Role Conflict	Role Overload	**Role Stress**
Male	Mean	2.32	3.10	3.25	**2.89**
	SD	1.001	1.095	.977	**.889**
Female	Mean	2.30	2.70	3.22	**2.74**
	SD	.941	.964	1.147	**.901**
Significant value		**0.896**	**0.016**	**0.824**	**0.282**

*(*Source**:** *Survey Data)*

The above table shows the mean comparison between Gender and Role stress. The overall Role Stress significant value is 0.282 (P>0.05), it indicates that there are no

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significant differences between the level of Role stress among the gender. Based on that male and female are experiencing Moderate level of Role stress in banks at Batticaloa district.

4.4.4 Hypothesis testing for Income and level of Role stress

H4: There is significant difference between income and level of Role stress among employees.

Table 8: Mean comparison between income and Role Stress

Income		Role Ambiguity	Role Conflict	Role Overload	**Role Stress**
Below 20000	Mean	2.74	3.44	3.53	**3.24**
	SD	.7040	.864	.8556	**.687**
20001-35000	Mean	2.72	3.43	3.63	**3.26**
	SD	.894	.873	.764	**.720**
35001-50000	Mean	2.39	3.26	3.44	**3.03**
	SD	.862	.876	.973	**.713**
50001-75000	Mean	2.03	2.37	3.07	**2.49**
	SD	1.100	.997	1.099	**.951**
Above 75000	Mean	1.69	2.22	2.20	**2.03**
	SD	.854	1.124	1.007	**.867**
Significant value		**0.000**	**0.000**	**0.000**	**0.000**

*(*Source**:** *Survey Data)*

The above table shows the mean comparison between income level and Role stress. The overall Role Stress significant value is 0.000 (P>0.05), it indicates that there are significant differences between the level of Role stress and income level. Based on that employees whose earning between 20,001 to 35,000 are have increased role stress that the others. Employees earning more than 75,000 experiencing least amount of role stress comparing to other categories. Concluding, those who are earning more than 50,000 have less role stress comparing to employees who are earning less than 50,000 at Batticaloa district.

4.4.5 Hypothesis testing for Experience and level of Role stress

H5: There is significant difference between experience and level of Role stress among employees.

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Table 8: Mean comparison between experience and Role Stress

Experience		Role Ambiguity	Role Conflict	Role Overload	**Role Stress**
Less than 2 years	Mean	2.78	3.56	3.72	**3.35**
	SD	.704	.854	.722	**.650**
2-4 years	Mean	2.20	2.96	3.26	**2.81**
	SD	.952	.989	.996	**.837**
5-7 years	Mean	2.14	2.65	3.08	**2.62**
	SD	1.018	1.041	1.059	**.895**
8-10 years	Mean	2.54	2.79	3.28	**2.87**
	SD	1.151	1.191	1.193	**1.030**
Over 10 years	Mean	1.97	2.52	2.68	**2.39**
	SD	.9712	1.073	1.236	**.945**
Significant value		**0.006**	**0.000**	**0.004**	**0.000**

(Source: *Survey Data)*

The above table shows the mean comparison between Experience and Role stress. As per the overall Role Stress significant value is 0.000 (P>0.05), it indicates that there are significant differences between the level of Role stress and experience. Based on that employees with less experience facing increased amount of role stress comparing to others. Employees have more than 10 years of experience are feeling least amount of role stress. As per the findings, employees who serve more than 10 years are working with low level of stress; while the others have moderate level of stress (Moderate level = 2.5 <= X <3.5) at Batticaloa district.

5.0 CONCLUSION AND RECOMMENDATION

As per the findings Moderate level of role stress is experiencing among bank employees at Batticaloa district. As already discussed a limited amount of stress can improve the performance. So, it is advisable to maintain this moderate level of stress to improving performance at banks. But also bank managers should more aware on role stress; because after a point it may negatively affect the employees. If so it will harm the employees as well reputation and overall performance of bank.

The results also show that, demographic variable gender has no mean differences with Role Stress. While there is difference between Bank type, Age limit, Income level

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and Experience with level of Role Stress. Based on the results, male and female are experiencing Moderate level of Role stress. Private bank staffs facing more role stress than public bank staffs. Young staffs are facing extra role stress than aged ones. Who earning more than 50,000 have less role stress and employees have experience over 10 years are facing less role stress.

The results of this study provide important information about Role Stress at banks. As maintaining role stress in a limit is essential to banks managers need to be aware about Role stress and this results will help to identify which group of people need to be managed. If management develop strategies for manage the level of Role Stress, then it will be more advantage for banks. This conclusion can offer some support to the managers in dealing with employees of banks. This research mainly focused in banks of Batticaloa district but theis can be expanded to other regions and sectors. Also, larger sample than this can provide more informations.

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