Impact of Role Conflict on Job Satisfaction, Mediating Role of Job Stress in Private Banking Sector

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Abstract
Present study tried to explore direct relation of role conflict with job satisfaction and job stress; and mediating role job stress in role conflict and job satisfaction among employees of private banking sector in Pakistan. An effort is made to find out how role conflict act as a job stressor to negatively influence job satisfaction with an aim to provide policy guidelines for mangers and public in general. Three step regression was used to test hypothesis and results indicate that there is significant positive relation between role conflict and job stress while role conflict has negative relation with job satisfaction and lastly job stress mediates between role conflict and job satisfaction.

Keywords: Impact ; Role Conflict ; Job Satisfaction; Mediating Role ; Job Stress ; Private Banking Sector

Introduction
When the responsibilities are not properly defined or appropriately defined, role conflict will occur. Role conflict has been defined by Rizzo et al., (1970) as “The contradicting roles carried out by an individual in an organization. Role conflict has also been defined as “the level to which a person experiences pressures within one role that is incompatible with pressures that take place within another role”. (Glissmeyer et al., 1985). While (Cooper et al., 2001) defined role conflict “reflects incompatible demands on the person (either within a single role or between multiple roles)which can persuade negative emotional reactions due to the perceived inability to be effective on the job”. Role conflict has been divided into many dimensions, which are work family conflict and role conflict. This study is going to investigate the role conflict only.

Banking sector is not only progressing but transforming, resulting in quick and outstanding modifications in strategy changes, increased competition, expansion in private sector and innovations of new technologies. As a result of these transformations, the high stress
level is practicing in the banking segment. Banking employees acknowledged that their jobs have been affected by stress. Advanced and boom up economy, pressure for maintaining the profitability and large and maximized responsibilities are chief roots causes of the stress. Potential for conflict exists in every organization. Lazarus & Folkman (1984) observed that there are two types of stress i.e. eustress and distress. Eustress means that stress on the employee which generates positive change in the work of employee or approach while distress means the stress which generates negative results in the work or approach in the employees.

Job stress is the outlook of individual dysfunction attributable to the environment in the workplace. And it is the psychological effect to the tight, unfavorable or unapproachable workplace position.

Aziz, (2004) and Pareek, (1993) defines role as, different tasks combination that has been assigned to employees and the employees perform these in such a way that the organization has some expectations from them. Role ambiguity, a type of job stressor, occurs due to lack of clear information (Larson, 2004).

The job satisfaction has been defined by different researchers in different manner. The one definition which is very important is given by Robbins (1997) job satisfaction is a positive state of mind and a happy, cheerful and hard-hitting employee is the prime asset of any organization, in those banks are also included. Personnel of any bank are liable to a huge output and prosperity. For the success of banking sector, it is vital to handle human resource successfully for the purpose that their employees are happy or not. If the employees are happy and satisfied, so they will be committed to their work and they will have a good image for the organization (Bashir & Ramay, 2010).

OBJECTIVES OF THE STUDY

The focus of the study is on the role conflict, job satisfaction and mediating role of job stress. The views were taken from the employees of private banking sector of Islamabad and Rawalpindi region. Research was focused on the following research questions.
1. What will be the relationship between role conflict with job stress?
2. What is the impact of role conflict on job satisfaction?
3. What will be the effect of job stress as a mediator between role conflict and job satisfaction?

STUDY SIGNIFICANCE

This study explores the relationship of job stress with job satisfaction, relationship of role conflict with job satisfaction and the mediation role of job stress between role conflict and job satisfaction. This study aspire for a deeper outlook of job stressors and also to identify that how these variables impact job satisfaction in the presence of role stressors. There may be many indicators of job stress, however, present study has been confined to conflict as a cause of job stress and consequent job dissatisfaction among employees of private companies in Pakistan.

RESEARCH QUESTIONS

I. How does role conflict influence the job dissatisfaction?
II. How does job stress influence the job satisfaction?
III. Does job stress mediate the relationship between role conflict and job satisfaction?

Literature Review:

Role Conflict:

The role arises when more demands have been taken place upon the individual by the peers, supervisors, subordinates. Such type of stress is more dominant in the jobs which have lack of descriptions or unclear descriptions and these require the conceptual thinking and decision making (Zhao et al., 2010).

Role theory states that “when behaviors expected of an individual are incompatible he or she will experience stress, depress, become dissatisfied, and perform less effectively than if the expectation imposed do not conflict, Thus, it can be seen that role conflict can negatively affect
an individual’s state of mind”. Another way to explain it, the individual commitment may be decreased due to role conflict, Ahmad and Taylor (2009). Kahn et al., (1964) explained the role theory and they suggested that an environment of the organization affects the expectation of the role of employees. The expectations are pressures and norms to act as they have directed. But the roles may not be in the range of his/her duties.

Role conflict will be generated when the demands are incompatible with the employee’s goal, ability, value and belief. Singh et al., (1994) suggested that role conflict can be visible all Organizations.

Lipinskiene, (2008) gave a broad definition of the job satisfaction in his words it is emotional positive state or pleasurable emotional state resulting from the job experience or appraisal of one’s job.

**Mediating role of job stress between role conflict and job satisfaction:**

In the study of Lourel, et al., (2009) it was concluded that the perceived stress has mediated the relationship between home work interface and job satisfaction.

The relationship of role conflict with job stress that mediated by job insecurity is significant (Safaria et al., 2011). Yousef, (2000) studied that role stressors do not affect the job satisfaction combine but it can affect the job satisfaction separately. In the study of Lankau et al., (2006) it is concluded that if the role conflict is reduced, the level of job satisfaction and organizational commitment will be increased. Higher the level of role conflict the job satisfaction level will be lower (Higgins et al., 1992). Yousef (2002) studied that role stressors has direct and negative relationship to the job satisfaction. In (2006) the Wu & Norman investigated that negative relation was found between role stressors and job satisfaction. Bennet et al., (2000) identified in their study that significant relationship is there between Work life conflict or work home interference and job satisfaction. In the study of Feldman (1976) its concluded that relationship exists between the Inter Role conflict and job satisfaction. The study of Bhagat et al., (1985) identified negative relationship between job satisfaction and work conflict.

Role conflict has strong negative effect on job satisfaction (Netemeyer et al., 1990).
Theoretical model

Hypothesis

H1 There is significant positive relationship between Role Conflict and job Stress.
H2 There is significant negative relation between role conflict and job satisfaction
H3 Job stress mediates between role conflict and job satisfaction.

Methodology

Population and Sample
Employees of private banks in Pakistan were selected for as population of research and sample size is 350.

Measure: The Research Instrument

- Role conflict:
  Role conflict or job stressor scale developed by Rizzo, et al., (1970) was used for this study.
- Job stress:
  Job Stress Scale (JSS) that was used by Jamal and Baba in (1992) with a summarized version of the Job Stress Scale consisting of nine items.
- Job Satisfaction:
  For the measurement of Job Satisfaction Global Job Satisfaction (GJS) was used and was developed by Quinn and Shepard, (1974) and was modified by Pond and Geyer, (1991) and Rice et al. (1991). A Five Point Likert Scale was used. Such as; “In general, how much do you like your job?” etc.

Data Collection
For the collection of data structured questionnaire were distributed. The distribution was made personally. At last the filled questionnaires were collected. The data was gathered from all the private banks.
Data Analysis

For the analysis of data the tools were used of Statistical Package for Social Sciences (SPSS). The study was focused on the correlation and regression mainly. The mean, maximum and minimum tests were also used for the responses on the questionnaire. To find out the relationship of different variables the Correlation test was used. This also represents the variables relationship whether positive or negative. ANOVA test was used to find whether the model which has been developed is fit or not? Regression analysis was also used to find out the mediation role of job stress between role conflict and job satisfaction. This was measured according to the Barron and Kenny (1986).

Results

<table>
<thead>
<tr>
<th></th>
<th>RC</th>
<th>JSt</th>
<th>JS</th>
</tr>
</thead>
<tbody>
<tr>
<td>RC</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td>1</td>
<td>.411**</td>
<td>-.224**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>305</td>
<td>305</td>
<td>305</td>
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<tr>
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<td>N</td>
<td>305</td>
<td>305</td>
<td>305</td>
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</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).

Correlation table, above show that role conflict has significant negative relation with job satisfaction (R=-.224 at P value=.000). Role conflict has significant positive relation with job stress, where R=.411 and p=.000. It means as role conflict increase job stress also increases. Job stress and job satisfaction has significant negative relation which means as job stress increases job satisfaction decreases at R=-.188 and p value=.001.
Regression Model 1

Table 2: Model Summary 1 of Role Conflict and Job Satisfaction

<table>
<thead>
<tr>
<th>Mode</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>F</th>
<th>Std.error</th>
<th>Standardized Coefficients Beta</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>.224</td>
<td>.050</td>
<td>.047</td>
<td>15.976</td>
<td>.79196</td>
<td>-.224</td>
<td>.000</td>
</tr>
</tbody>
</table>

The R Square value is .050 which shows the variance between role conflict and job satisfaction. The value indicates that 5% variance in job satisfaction can be predicted from the variable role conflict. The F value is 15.976, which is significant at this level. The Beta value is -.224 which indicates that the rate of change in independent variable is caused by the dependent variable which is job satisfaction and the coefficient is negative which would indicate that large role conflict results in lower job satisfaction.

Table 3: Model Summary 2 of Role Conflict and Job Stress

<table>
<thead>
<tr>
<th>Mode</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>F</th>
<th>Std.error</th>
<th>Standardized Coefficients Beta</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>.411</td>
<td>.169</td>
<td>.166</td>
<td>61.417</td>
<td>.70525</td>
<td>.411</td>
<td>.000</td>
</tr>
</tbody>
</table>

The R Square value is .169 which shows the variance between role conflict and job stress. The value indicates that 16.9% variance in job stress can be predicted from the variable role conflict. The F value is 61.417, which is significant at this level. The Beta value is .411 which indicates that the rate of change in independent variable (role conflict) is caused by the dependent variable (job stress). The average of (JSt, B=0.411) is significant (p=0.001), and the coefficient is positive which would indicate that large role conflict related to large Job Stress and vice versa.
3. MEDIATION

Table 4. Regression Analysis of Job Stress Mediating between Role Conflict and Job Satisfaction.

<table>
<thead>
<tr>
<th>Step No. 1</th>
<th>R</th>
<th>R²</th>
<th>R² change</th>
<th>Sig.</th>
<th>Beta</th>
</tr>
</thead>
<tbody>
<tr>
<td>Role Conflict</td>
<td>0.224</td>
<td>0.050</td>
<td>0.000</td>
<td>-0.224</td>
<td></td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Step No. 2</th>
<th>R</th>
<th>R²</th>
<th>R² change</th>
<th>Sig.</th>
<th>Beta</th>
</tr>
</thead>
<tbody>
<tr>
<td>Role Conflict</td>
<td>0.411</td>
<td>0.169</td>
<td>0.000</td>
<td>0.411</td>
<td></td>
</tr>
<tr>
<td>Job Stress</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Step No. 3</th>
<th>R</th>
<th>R²</th>
<th>R² change</th>
<th>Sig.</th>
<th>Beta</th>
</tr>
</thead>
<tbody>
<tr>
<td>Role Conflict</td>
<td>0.188</td>
<td>0.035</td>
<td>0.001</td>
<td>-0.188</td>
<td></td>
</tr>
<tr>
<td>Job Satisfaction</td>
<td>0.247</td>
<td>0.061</td>
<td>0.026</td>
<td>0.000</td>
<td>0.176</td>
</tr>
</tbody>
</table>

* p<.05; ** p<.01; *** p<.001

Role conflict significantly affects the job satisfaction. As per statistical analysis step 1 is confirmed. That role conflict and job satisfaction had a significant relationship (Beta= -0.224, p<.01). In step 2 role conflict and job stress has significant relationship (Beta= 0.411, p<.01). In 3rd step when job stress was taken as mediator between role conflict and job satisfaction. R value increased from .188 to 2.47 which suggest that job stress successfully mediate between job satisfaction and role conflict.

**Hypothesis Testing:**

We shall see do the results of hypothesis approve or disapprove our hypothesis:

**H1 There is positive significant relationship between Role Conflict and Job Stress.**

This hypothesis was accepted because the correlation between role ambiguity and job stress was significantly positive and the value was 0.411 at a level of p<0.01. The regression coefficient value was 0.411, p<0.01. The value is significant at this level. So the hypothesis is supported by this study.
H2 There is negative significant relationship between Role Conflict and Job satisfaction.
According to results of correlation the relationship between role conflict and job satisfaction is -0.224. The regression value was measured as -0.224. At this level the regression is significant. Hence results support hypothesis 2 of study.

H3 Job stress mediates between role conflict and job satisfaction.
The results also support this hypothesis as R value of role conflict and job satisfaction was increased from .188 to .247 when mediated role of job stress was tested.

Conclusion:
Banking sector is a growing sector of economy in Pakistan and it is challenge for managers to keep their employees well motivated through job satisfaction. So that the performance and service quality of employees may be increased to such an extent that banks may have more loyal customers. One way in which private banks can increase job satisfaction of their employees is presented here, that if role conflict is removed and job stress is reduced so job satisfaction can be increased. The results, however, may not be generalized to other sectors or industries in Pakistan or else where as our sample size and population was limited to private banks only.
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