

Ambiguity of Role and Conflict of Role Impact on Job Satisfaction (A Quantitative Study Amongst the Employees of Jubilee Life Insurance Peshawar)

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ABSTRACT

The theme of job satisfaction in association with conflict in role and ambiguity in role at work place has been methodically considered in Jubilee Life Insurance Peshawar KP, Pakistan. Modest work has been conceded in Peshawar, province of Pakistan. The aim of this study was to observe ambiguity in role & conflict in role and its impact on job satisfaction amongst the employees of Jubilee Life Insurance. The research also investigates objectives to perceive the relationship and significance between conflict in role & role ambiguity on job satisfaction. In this connection, the adopted questionnaire comprised two sections by Rizzo et al., (1970) and another section by & Kacmar et al., (1991) used to accumulate primary information from respondents. Using random sampling technique, a reply rate of 40.8% from a whole of 51 questionnaires was distributed amongst the executives, middle and lower level of employees. Descriptive analysis and simple linear regression was used to interpret the data. All the hypotheses were tested. The co-relation R between variables were found 24%, similarly R square was found 64% while adjusted R square were found 62.6% shows relationship between dependent variable and independent variables. The result shows that the ambiguity in role and conflict in role have negative connection with job satisfaction. More work in this line is highly suggested.

KEY WORKDS: Role conflict, Role ambiguity. Job Satisfaction, Jubilee Life Insurance, Peshawar

INTRODUCTION

Individual career existence is important part of their own way of life understanding that possesses anxiety in it since career wants their own awareness. Globalization gives improvements in every function involving particular person living. These types of improvements generate very much strain among folks at business along with some other corporations. These kinds of modifications develop ambiguity as well as struggle as to how a project should be concluded. These kinds of instances get in the way person to perform. In each and every morning relationships the term conflict is usually related with damaging response including discord, contest as well as combating. Nearly all self-control provides the hypothetical tactic of being familiar with clashes greater in their work. Economists are usually paying out concentration on game theory and conclusion generating. Psychologist find out interpersonal conflicts and political science is centered on household and overseas variance. Individuals full of desire for achievement tend to be dissatisfied when they see job project to be comparatively ambiguous. Without obvious comprehension of job tasks high need for achievement individuals will certainly expertise higher troubles in achieving value. In the same way when high need for achievement individuals given contradictory needs using their purpose fixed that they encounter higher hurdles in successful job success. (Johnson & stinson, 1975).

The conflict in role and ambiguity can also be directly linked to low degrees of job satisfaction they appear to have an even greater indirect relation to satisfaction as a result of their relation to tension. The findings also reaffirm the benefit of career satisfaction for the perceived desirability of leaving or vacationing in corporations. (Bedeian & Armenakis, 1981). Work load stress and satisfaction on job were being proved to be remarkably in a negative way linked. The particular believed notion of which role conflict along with role ambiguity work as job stressors was verified for the reason that the superior the feeling of ambiguity in role and conflict in role is the greater the particular described do the job stress. Additionally it is true how the greater the task challenges the extra likely the particular director would be to report job dissatisfaction. (Ram, Khoso, Shah, Chandio, & Shaikh, 2011)

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Task practical knowledge possess positive relation to job satisfaction and fact that values concerning the business inside improvement involving organizational commitment. (Glisson & Durick, 1988)

Employers have to get steps to cut back role stress and occupation family conflict as a way to enhance employee's satisfaction within the dissimilar proportions in their occupation. Management really should obtain your demographics in their workers under deliberation along using the probable proportions of employment unhappiness ahead of making policy changes intended towards dropping role stress and work family conflict. This is extremely imperative offered the role job satisfaction plays in making organizational responsibility and falling abandon goals. (Boles, Wood, & Johnson, 2003)

Higher level job satisfaction lead to superior work performance, sturdy commitment, reduce turnover along with decreased absenteeism. Role conflict and role ambiguity straight and adversely influence employment satisfaction claim that Higher level job satisfaction lead to superior work performance, sturdy commitment, reduce turnover along with decreased absenteeism. Conflict of role and ambiguity of role straight and adversely influence employment satisfaction claim that employees that perceive higher level of ambiguity of role and conflict of role are going to be less enthusiastic about job. This could have negative consequences for both workers and corporations. (Yousef, 2002)

Main focus in this particular research is going to be in two of these ambiguities in role as well as conflict of role plus the impact of these on satisfaction of job in this particular research declaration. In accordance with different organizational scientists those 2 variables influence human being performance within a harmful means leading to vagueness in addition to frustration. Through this research, the author would make an effort to be familiar with how ambiguity in role in addition to conflict in role negatively attached to the satisfaction of job and find the answer the way you can stay away from these factors & how you can maintain workers happy which bring about productivity.

Research Statement

Ambiguity of role & conflict of role and its impact on job satisfaction

Objectives of the Research

Below mentioned are the major objectives of the research.

- To know the relationship of role ambiguity on satisfaction of job.
- To know the relationship of role conflict on satisfaction of job.
- To come across the level of significance between role ambiguity and satisfaction of job.
- To find out the level of significance between role conflict and satisfaction of job.

Research Questions

- What is the association between ambiguity of role and satisfaction of job?
- What is the association between conflict of role and satisfaction of job?
- What is the rank of significance of ambiguity of role and job satisfaction?
- What is the rank of significance conflict of role and job satisfaction?

Scope of the stuff

This research was done in Jubilee life insurance. The outcome of the research would be appropriate and can be generalize to same insurance corporations.

Hypothesis

Ho: There is no association between ambiguity of role and satisfaction of job.

H1: There is connection between ambiguity of role and satisfaction of job.

H01: There is no association between conflict of role and satisfaction of job.

H2: There is affiliation between conflict of role and satisfaction of job.

Purpose of Research:

The aim of conducting this research was to locate relationship and level of implication of ambiguity of role and conflict of role on satisfaction of job.

Significance of the Study

This report will give extensive information and perception regarding to ambiguity of role and conflict of in firm and the connection to satisfaction of job. This will help the organization especially HR managers to stay away

from side possessions of ambiguity of role and conflict of role which impact on satisfaction of job. Managers would make purpose focused plan. If the staff members are unsatisfied with their job; it will decrease the production and successfulness of the firm.

Limitations

The result of this research can be generalized only to Jubilee life insurance.

LITERATURE REVIEW

Role theory refers to behaving in specific predictive patterns according to social context (Biddle, 2010). Biddle (2010) explained that although extensive research relating to role theory, there may no consent concerning terminology. As a result, conflict in role and ambiguity of role may give to Counselor in Training CIT's confrontation to supervision (Bernard & Goodyear, 2014; Ellis, Hutman, & Chapin, 2015; Stoltenberg & McNeill, 2010). Ambiguity in role and conflict of role while increasing their mindful and insensible confrontation to feedback (Abernathy & Cook, 2011), thus discouragement the supervisory relationship. According to (Backlund, 2017), role ambiguity, and role conflict in addition to moving back the efficiency of the supervisory association and slow down learning. Furthermore (Backlund, 2017), say's that guidance offered Counselor in Training with tools to increase conscious of their confrontation in order to expand supervisory associations and shrink ambiguity of role and conflict of role. Backlund (2017), argued that supervisory association is a central attribute of successful supervision and may be pretentious by role conflicts & role ambiguity. Sinha & Subramanian (2012). stated that role ambiguity as the extent of doubt seeming in achieving role necessities or the nonattendance of unavoidability concerning the effect of role behaviour.

As per the Hartenian et al. (2011), role ambiguity is the distinctions between projected & supposed roles or the nonappearance of role precision. Furthermore Hartenian et al. (2011) added that role conflict is practiced when a diversity subsist between the supposed roles and the endorse roles. Similarly (Yongkang et al., 2014) illustrated the role conflict as when persons are used to with incompatible role prospect about their everyday jobs. Judeh (2011), say's that role conflict may occur in circumstances where two workers have diverse thinking regarding their occupation consequential in incompatible anxiety and prospect thus leading to mismatched conclusion. Role conflict is happen when a role occupant is requisite to carry out two or more roles that present dissimilar, conflicting, or yet equally restricted behavior" (Rahim 2011).

Concerning the judgment of Quaratul-ain et al. (2013), role conflict is reasons by inappropriateness of load and burden with workforce goals, aptitude, value and faith. In relating to the situation an inter-role conflict is take place when a person holds two or more roles whose prospects are not in agreement" (Rahim 2011). The outcome of Vijaya & Hemamalini (2011) demonstrated ambiguity of role and conflict of role considerably affected the commitment of teaching staff towards their work negatively. It shows that that both ambiguity in role and conflict in role should be managed effectively to avoid any kind of negativity towards organizational commitment and loyalty. Duzie (2012) linked conflicts in role with the unspecified anger between the qualified educational administrators which has resulted in obstruct the achievement of outcomes of educational institutions. In this regards Hartenian et al. (2011). stated that ambiguity in role decrease organizational effectiveness and leading to job dissatisfaction towards stress and compact turnover. There is a negative impact of role surplus, conflict in role and ambiguity in role in all type of organizations especially small and medium level which leads to stress and stress may affects employee's attention, decision making power and psychological health Vanishree (2013).

According to Quaratul-ain et al. (2013), stated that association between conflict in role and job satisfaction is not worth mentioning. Tang and Chang (2010) argued that role conflict have a positive effect on work even though many de-motivational effects exists of conflict in role in work environment. Duzie (2012) confirmed that conflicts in role are have a number of helpful impact although the supposed negative pressure represent in majority places.

Dilshad & Latif (2011) in other place stated that there is a negative existence of conflict of role and ambiguity in role surrounded by the teaching staff of educational institutions. The same, Duzie (2012) declared that conflict of role is always there in between the administration and faculty of university. Interestingly Dilshad and Latif (2011) proved that male teaching staff seeming superior rank of ambiguity in role and conflict of role in contrast to female teaching staff of university. In literature the definition of role is given as: the individual or individuals have to show certain behavior in an organization with respect to their designation that is called role (Driscoll, McKinnon, & Israelow, 1978). There are certain role powers and it has very deep effect and is accepted by the people. Grade, personality enhancement and enhanced confidence are some of the benefits which are provided by the role power. It is also a possibility that sometimes an individual may not succeed in completing the expectations that are associated with his/her role. If a person does not have complete knowledge about what he/she

has to do in his particular job, and is not aware of the powers associated with his/her position, it will cause stress and low morale (Idris, 2011).

If there is work related stress and dissatisfaction in any organization anywhere in the world, it should must be addressed because this stress and dissatisfaction can lead to decreased satisfaction and performance of the employees working in the organization. Companies and firms working throughout the world must spread awareness about the work related stress issues among the workforce of the organization and construct mechanisms to reduce it (Engle & Dimitriadi, 2006). In today's world of rapid changing technologies, the structure and nature of the firms is also changing very fast. Employees' health and the overall culture of the firms is getting changed due to these rapid technological changes. A worker working in a certain organization will face work stress and will result in decline performance if he has to perform work that is not according to his capabilities and resources on hand (Niosh, 1998). Nowadays there is competition in every sector of the business and all the sectors strive their best to excel and beat competitors in the market, same is the case with higher education institutes, the workforce there work hard to perform good which lead to many stress related issues and also the level of satisfaction they have from the job. Ambiguity of role and conflict of role are the two main variables which play an important role in formation of stress at workplace inside an organization (Safaria, Othman & Abdul Wahab, 2011). When work load is placed upon the body of a human being, the body of the human shows reaction to it in the form of stress. This pressure or stress happens when human body is doing a work that is beyond its capabilities Mansoor, Fida, Nasir & Ahmad, 2011). Role conflict and role ambiguity are the two factors which rely internally and forces stress upon workforce which lead to bad effects and dissatisfaction among employees working in the organization (Bishop et al 1997). Role conflict and role ambiguity has deep and long lasting effects on both the performance of the workers and also the level of satisfaction of the workforce of the organization, this fact has been supported also by research studies (Eagle & Dimitriadi, 2006).

Job satisfaction of an employee(s) is inversely interrelated to ambiguity of role and conflict of role of a position held by an employee of the organization. Job dissatisfaction can occur if an employee does not have an idea about his job or his work is in conflict with another, this will make him to perform not at the required level and eventually his performance will decline (Kahn 1964). Job satisfaction correlation with conflict of job and ambiguity of the job, is negative (Ali & Baloch, 2011).

There are two kinds of approaches concerned/ associated with conflict, one of which is subjectivist and the other is objectivist. Subjectivist approach is related with the basis of the conflict in relation to social & political setup. The objectivist approach is related to distinction and inaptness of the objectives. Conflict can further be divided into two types, one is violence based conflict and the other is non-violence based conflict. The type of conflict where difference of opinion exists but the two conflicting parties do not use force on each other is called non-violent conflict. On the other hands, when difference of opinion lead to use of force then this is called violent conflict.

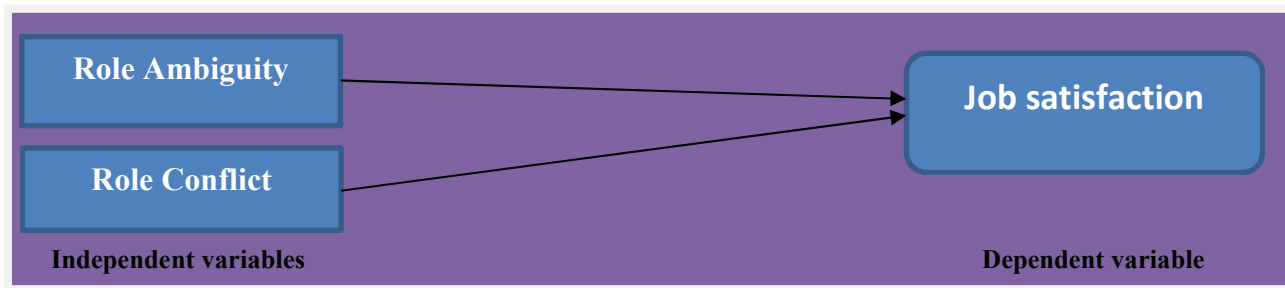
When there are two different opinions and the opinions conflict with each other as there is clash of views, then conflict arises. When a person cannot manage hi/her work because of work load or have to do different task with not enough time then conflict can arise. When there is conflict about the work as what to do and how to do and what is the authority, it gives rise to role conflict (State institute of health and family welfare, 2008). There are times when family and work schedule collides and due to this a conflict arises, that not only affects an employee's personal life but also affects work life and causes dissatisfaction in job (Calvo-Salguero, Carrasco-Gonzalez & Maria 2011). Conflict can occur between two people of an organization, between more than two people of organization and can also occur within a person (mind). Organizational commitment and job satisfaction are the two important variables which are the basis of organizational conflict (Mills & Schulz, 2009). Job satisfaction is greatly affected by conflict and the role conflict has negative effect on an employees' job satisfaction (Malik Waheed & Malik 2010).

Conflict of role occurs when person responsibilities collide with the hopes associated with that responsibility and the person is uncomfortable in carrying out assigned work as it is in conflict with other issues (Glissmeyer et al, 2008). When an employee working in an organization does not possess enough information about his/her job which is given to him it's known as ambiguity of role. Ambiguity of role also occurs when an employee is not sure that he/she can perform a particular assigned task (Findlay, 1987). Role conflict and role ambiguity are the two important issues that organizations come across and which causes job dissatisfaction (Jenice et al, 2009). When a person has to perform two or more tasks and those tasks either overlap each other or in conflict with each other, role conflict arises and due to this role conflict the performance of the employee starts declining. While on the other hand when there is lack of enough information for an employee to carry on a task, it is role ambiguity.

Ambiguity of role and conflict of role are universal issues and can occur in any form of organization and eventually it leads to job dissatisfaction (Cervoni & DeLucia-Wack, 2009). Role conflict happens when the quantity

& quality of demands are different that are required from an employee while the role ambiguity is a situation where an employee cannot understand the nature of the work he/she has to do which is assigned to him (Grusky, 1980). In organizational literature the factor or variable across which a person comes very often is job satisfaction. Job performance of any employee working in an organization is highly affected by the job satisfaction that is why it is highly valued and this has been proved by many facts and examples present in the literature in support of it (Ranz, Stueve & McQuistion, 2011). Those firms which have more satisfied workforce are more effective as compared to those firms which have less satisfied workers (Prema& B, 2005). In a firm where the workforce is not satisfied with their job, the workers will tend to leave the organization and turnover ratio will increase (Dogan, 2009). Organizational researchers take very keen interest in satisfaction of job as it is directly connected to job performance of the workforce of an organization. If the workers are happy and satisfied they will work harder to complete the assigned tasks and eventually the firm will be able to achieve the target set by it. Job satisfaction and job dissatisfaction are two distinct measures which were explained in Herzberg theory (McCormick et al, 2005). Appraisal, Responsibility for the given task, personal development, achievement of goals and continuous improvement comes under the factor job satisfaction. If there is lack of hygiene factors it will cause dissatisfaction among the workers of an organization but having said that, if these factors are fulfilled still job satisfaction level will not be achieved, as per Herzberg theory. Those people working in organization who have low job satisfaction are likely to have more stress and anxiety and this stress can appear in different forms like role ambiguity, role conflict and job overload (Manoharan et al, 2003). Absenteeism, low productivity and turnover all result at times when the morale of workers is down and their satisfaction level is low and they are not motivated towards their assigned tasks as job satisfaction is related with attitude of people towards work (Calvo-Salguero, Ma & Maria, 2010). It is evident from literature that role ambiguity and conflict are two important factors which cannot be sidelined because these factors are the main cause of unwanted behaviors like decreased job interest, lower level of satisfaction, absenteeism etc. Employees of an organization face challenges at work and in personal life if their job is pretentious by role conflict and/or role ambiguity (Lian, Lin & Wu, 2007)

Theoretical Framework



METHODOLOGY

According to (Saunders et.al. 2007) that research methodology is basically the theory of how research shall be commenced. As per (Miller Brewer, 2003) research methodology compose of pre planned rules regulations and procedures that direct a researcher in the estimation and reproduction of research conclusion to make new perceptive.

Research Design:

For every task there should be a pre planned process adopted for the successful achievement of goal. In this connection a procedure is planned regarding how the data will be collected, how the sample size would be set, who will be responsible to collect unbiased data, how data would be interpret to show statistically proved results.

Research type:

This is quantitative research. The aim is of this research was to show the relationships among variables and to see the significance of variables.

Research Purpose

The main purpose of this investigation was to test the hypotheses and to conclude whether relationship is exists or not.

Types of Investigation

In sequence to answer the research questions, the causal study has been performed. The research was based on the investigation which directly or indirectly relates with the problem. In this connection co-relational study has been used.

Extent to Researcher Interference with this study

As concern with the field study, the interference of researcher was minimum.

Time Horizon

The data was collected from Jubilee Life Insurance Peshawar branch at once within 3 days of short time as all of the staff members were presented.

Technique/ Tools

The most common software SPSS 17.0 version was used to interpret the collected data.

Population:

There were 125 workers including executives, managers and supporting staff working in Jubilee Life Insurance, Peshawar branch.

Sampling type:

A sample is a subset or some part of a large population. In this research random sampling technique was used for taking sample. 51 out of 125 staff members were selected as sample in which 31 were male while 20 were females.

Data collection:

Generally we have two types of data

Primary Data

Preliminary data was obtained through adopted questionnaire. The questionnaire was circulated among the employees of jubilee life insurance Peshawar.

Secondary Data

For the sake of support of current study, secondary data was collected from different sources such as research papers, articles and books for the establishment of literature review.

Variables

Three basic variables are part of this study. Job Satisfaction, ambiguity of role and conflict of role are the variables.

Dependent variable

For any research the primary interest is the major concern to find. In this study the major concern is to find out the job satisfaction of the employees working in life jubilee insurance Peshawar.

Independent variables

If there is dependent variable, there must be one or more independent variables. In this study we have two independent variables as mentioned below

- Role conflict
- Role ambiguity

Data collection tools:

Rizzo, House & Lirtzman (1970) questionnaire was used including 8 items. The items of role conflict were considered using the well-known 7 items scale made by Rizzo, House & Lirtzman (1970) questionnaire. Kacmar and Ferris (1991) questionnaire was used including 9 items.

RESULTS

In this study the data of N = 51 Jubilee Life Insurance Employees have been analyzed. Descriptive analysis, and regression analysis was used for interpretations.

Descriptive Analysis

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	20	39.2	39.2	39.2
	Male	31	60.8	60.8	100.0
	Total	51	100.0	100.0	

Total fifty one questionnaire(s) among employee's of life insurance were distributed. There were thirty one male and twenty female.

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-35	37	72.5	72.5	72.5
	36-45	8	15.7	15.7	88.2
	46-55	5	9.8	9.8	98.0
	above 55	1	2.0	2.0	100.0
	Total	51	100.0	100.0	

The above table shows the response of the employees according to their age. The employees from age 25-35 responses more i.e. 37 as compare to other age limit.

Designation					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	lower staff	9	17.6	17.6	17.6
	officer staff	41	80.4	80.4	98.0
	Executives	1	2.0	2.0	100.0
	Total	51	100.0	100.0	

This table shows that the officers staff level were more than that of executive and lower level staff.

Qualification					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Master	6	11.8	11.8	11.8
	Bachelor	34	66.7	66.7	78.4
	Intermediate	2	3.9	3.9	82.4
	Other	9	17.6	17.6	100.0
	Total	51	100.0	100.0	

This table shows that the Bachelor level employees are more than as compare to Masters and Intermediate level.

Regression Analysis

Model Summary									
Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	Change Statistics			
						R Change	Square	F Change	Sig. F Change
1	.240 ^a	.642	.626		.28742	.024		1.468	.031

a. Predictors: (Constant), Role Conflict, Role Ambiguity

Interpretation:

The table above shows that correlation R between variables is .240 is significance. Adjusted R square value is 0.626 which shows that there is a strong relationship between the dependent and independent variables i.e. role ambiguity, role conflict and job satisfaction. The model was found significant.

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.243	2	.121	1.468	.031 ^a
	Residual	3.965	48	.083		
	Total	4.208	50			
a. Predictors: (Constant), Role Conflict, Role Ambiguity						
b. Dependent Variable: Job Satisfaction						

The model tells us about the significance of the overall model. The p-value is 0.031 which is fewer than 0.05. It means that the overall model was found significant. The F-value is 1.468 which is higher means it is better.

Coefficients ^a						
Model		Un-standardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.455	.544		4.516	.000
	Role Ambiguity	-.162	.096	-.249	-1.696	.000
	Role Conflict	-.076	.102	-.109	-.744	.000
a. Dependent Variable: Job Satisfaction						

Interpretation

The coefficient table shows value of Role ambiguity as -.162 which means that for every 1 unit change in role ambiguity there will be 16.2% negative change in the dependent variable job satisfaction. The significance value was set 0.000 which is less than 0.05 which shows that this change is significant.

The value of Role Conflict variable is -.076 which shows that for every 1 unit change in role conflict there will be 7.6% negative change in the dependent variable i.e. job satisfaction. The significance value is 0.000 which is less than 0.05 which means that this change is significant.

DISCUSSION

This research study was about to discover the relationship and level of significance of ambiguity of role and conflict of role with job satisfaction. Results demonstrate adverse connection between independent and dependent variables. Ambiguity of role and conflict of role were shown to be negatively related to job satisfaction. Job satisfaction, ambiguity of role and conflict of role are highly negatively related. All the hypotheses were tested. The result of interpretation shows that one unit change in role ambiguity brings 16.2% negative change in job satisfaction while one unit change in role conflict brings 7.6% negative change in job satisfaction. As per the result of descriptive analysis, the total 51 questionnaires were distributed amongst the employees. There were 31 male and 20 female. Regarding age, 37 employees were observed between the ages of 25 to 35. Concerning the designation of employees, 41 out of 51 were found officer staff and only one was observed executive and other were found lower staff. Relating to qualification of employees, there were found 34 bachelor qualified employees of that organization. In regression analysis, the co-relation R between variables were found 24%, similarly R square was found 64% while adjusted R square were found 62.6% shows strong relationship between dependant variable and independent variables. No firm can ignore the importance of job satisfaction, furthermore HR managers should regard as the impact of both role conflict and role ambiguity on job satisfaction because if the employees are unsatisfied with their job then it will create other issues like turnover intention, stress, low productivity and disloyalty towards organization which may cause the decline of organization. Keeping this line, further studies are needed however.

Conclusion

The present research demonstrates negative relationship between ambiguity in role, conflict in role and satisfaction of job. The part and scope of job satisfaction cannot be ignored by any firm. The present research considered the relationship and level of significance between ambiguity of role and conflict of role with job satisfaction. The result shown that statistical model had been backed entirely from the study. The outcome discovered that each role have important adverse connection with job satisfaction. This report will offer extensive

information about role ambiguity and conflict in firm and their connection with job satisfaction. This will help the organization especially HR managers to stay away from side effects of ambiguity of role and conflict of role which impact on job satisfaction and managers would make purpose focused plan because if the staff members are unsatisfied with their job then it will decrease the production and successfulness of the firm. For the future analyst there are also other major variables for evaluation with job satisfaction.

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Appendix

Questionnaire

Dear Respondents:

You are requested to give 10 minutes to fill the questionnaire. You're provided information will be treated just for the sake of research and the identity of the respondent would never reveal to anyone.

Questionnaire

Gender:

1: Male 2: Female

Age:

1: 25-35 2: 36-45 3: 46-55 4: Above

Designation:

1: Lower staff 2: Officers level 3: Executive level

Qualification:

1: Master 2: Bachelor 3: F.A / F.S.C 4: Other

	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Disagree 5
The working environment of my organization is good.					
I regularly think/worry about work issues when I am at home.					
This job demands too much (physically, emotionally, mentally).					
This job adds significant pressure and anxiety to my life.					
I am satisfied with the benefits offered to me through this job.					
I understood very little about my current position prior to being hired.					
I am confident of my abilities to succeed at my work					
I am satisfied with my income.					
My authority matches the responsibilities assigned to me.					
I know what is expected of me.					
I feel certain about how much authority I have.					
I know what my responsibilities are.					
I have clear planned goals and objectives for my job.					
I don't know how I will be evaluated for a raise					
My boss makes it clear how he will evaluate my performance ;					
I often get myself involved in situations in which there are conflicting requirements.					
There are unreasonable pressures for better performance					
I am often asked to do things that are against my better judgment					
I receive an assignment without adequate resources and materials to execute it.					
I have to buck a rule or policy in order to carry out an assignment					
I received incompatible requests from two or more people					
I have to do things that should be done differently under conditions					