

THE ROLE OF SELF-MANAGEMENT IN REDUCING WORK STRESS CAUSED BY ROLE CONFLICT, ROLE AMBIGUITY, TIME PRESSURE AND WORK OVERLOAD: EMPIRICAL EVIDENCE FROM PAKISTAN

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Abstract

The purpose behind this research was to observe the role of self-management in reducing work stress caused by common stressors (Role Conflict, Role Ambiguity, Time Pressure and Work Overload). Stress is a growing concern in a walk of life, the causes of stress are so many specifically the work stress is researched so much due to the significant impact of this on all important variables of business and life in general. It is always an interesting quest to find the remedy for such issues, for this purpose the emotional intelligence is considered the best copy strategy. This research aims at finding the role of second dimensions of emotional intelligence (self-management) which was taken as the independent variable and 2nd order variable technique were used to obtain the work stress from the four stressors. The smart pls 3.0 software was used to achieve the path coefficients (-0.179, -0.321, -0.285, -0.358) (Role Conflict, Role Ambiguity, Time Pressure and Work Overload) respectively. R square (0.032, 0.103, 0.081, 0.128), T statistic (3.510, 6.775, 6.049, 7.333) and p-value (0.000, 0.000, 0.000, 0.000). This study was conducted in the hospital setting of three main hospitals in district Peshawar namely lady reading, Khyber teaching and Hayatabad medical complex. The sample size of 361 nurses and medical staff was obtained using stratified and systematic random sampling techniques.

Key words: Work stress, role conflict, role ambiguity, time pressure, work overload and self-management

1. Introduction

There are many stimuli that triggers stress in humans, many research claims and identified the sources for stresses, speaking about the work stress in particular role ambiguity, role conflict, time pressure and work

overload is among those stressors which are researched the most. Selye (1985) define stress from a physiological and psychological viewpoint as the body's response against any general demand laden onto it. Alike Selye, Cuceoglu (1999) reflected stress to be both physiological and psychological, and acknowledged stress as an individual's fight beyond own physical and psychological boundaries because of uncomfortable conditions approaching from the environment. In the context of organizations, 'occupational stress' is also acknowledged as 'job stress and/or 'Work Stress'. They are often used interchangeably in organizations settings, but its connotation refers to the similar thing (AbuAlRub, 2004; Harrison, 1978; Larson, 2004). work stress is the stress received while working and there are many stressors that contribute into this conditions, role conflict, role ambiguity, time pressure and work overload are few of them. Role Conflict is when individuals simultaneously perform multiple roles, and they conflict with each other. Role Ambiguity refers to the inadequate information in relation to limits of authority, responsibility, rules and policies of the organization and performance evaluation methods required by the individuals to complete their roles in an organization (ammar, 2006). Time pressure is the pressure that is created in relation to any task needed to be completed while work overload is the degree of stress felt by employee due to the believe that they having difficulty adjusting to the amount of work assigned to them refer to Work Overload (Idris, 2011).

Self-management is the second dimension of emotional intelligence according to Goleman, D. (1998) Self-Management is the ability of a person to monitor and control his behavior with inclination to chase down his goal with enthusiasm and persistence.

2. Literature Review

Work Stress: Individuals recognize a condition which normally happens when they face strains which are more than their endurance is regard as stress. Work Stress or job stress can be defined as; Any physical, psychological or social collection of external detrimental elements in the work setting. (Greenberg & Baron, 2007; Arnold & Feldman, 2000). Ivancevich, Jamal and others viewed job stress as an individual's reactions when he interact with work environment which pose threat morally, emotionally and physically that could be mediated by psychological factors or individual difference. (Ivancevich & Matteson, 2002; Jamal, 2005; Szilagy & Wallace, 1987). In psychology, stress is defined as being under psychological pressure. "Stress is the physical, mental and chemical response of the human being body to the events, causing feelings of fear, excitement, anxiety, danger or anger in the individual". (Yamani, N., and Shahabi, M. 2013).

Role Ambiguity: Ambiguity in between job role creates stressful situations for individuals to perform their task effectively. Kahn et al. (1964), asserts that "Role Ambiguity exists when an individual has inadequate information about his work role, that is, where there is lack of clarity about the work objectives associated with the role, about work colleagues", expectations of the work role and about the scope and responsibilities of the job as cited by (Singh Narban, Pratap, Narban, & Singh, 2016). Role Ambiguity refers to the inadequate information in relation to limits of authority, responsibility, rules and policies of the organization and performance evaluation methods required by the individuals to complete their roles in an organization (ammar, 2006). When individuals do not have a vivid role about the job assigned to them, so in turn, Role Ambiguity comes in play. It is believed that Role Ambiguity arise when individuals don't have detailed directions of what is expected of them in their job. (Kahn et al., 1964) (Rizzo et al., 1970).

Role Conflict: Role Conflict can be defined as when individuals simultaneously perform multiple roles, and they conflict with each other. The demands and expectations that one's job carries are referred as role conflict. (Rizzo et al., 1970; Ivancevich & Matteson, 1980; Ashforth & Lee, 1990) (Idris, 2011). Incompatible role requirements of individual's job create role conflict. Role conflicts also occur when individuals perform contradictory job task or when he is obliged to do things, he has no desire to do (Gharib et al., 2016). Commitment to one role requirement and getting involved in another role requirement put employee in difficult situation (Seller & Damas, 2002). Thus, three types of Role Conflict can be observed. First one is the conflict between the individuals and the role itself, there might be contradiction of personality traits and expectations of the role. Second type is intra-Role Conflict which occurs with confliction expectation about the methods of doing the role. It happens when role requirement are not incompatible with values and attitude of the individuals. The last type of intra-Role Conflict arises with the contrast obligation of two or more roles of the individual performed at same time (Luthans, 2013).

Time Pressure: The degree an individual perceives that inadequate time available to perform related task or to perform a task much faster than that interval of time, is referred as Time Pressure. Baer and Oldham (2006). While Kinicki and Vecchio (1994) views Time Pressure in terms of insufficient time to perform certain tasks. Time Pressure has been debated in numerous readings as a form of stress mainly in decision- making situations like auditing (Solomon & Brown 1992), marketing (Heroux, Laroch, & McGown, 1988) and business management (Bronner, 1982) (Khan, T. I, Saeed, I. Junaid, M., Jawad, 2018). Amongst the job stress components Parker and Decotiis (1983) revealed was feeling under Time Pressure at work, which was strongly connected to the number of hours worked per week. Same as them, Perlow (1999) an organizational psychologist finds that stress is connected to quantitative amount of working hours' time demanded from their workers. Research also looking into work schedules i.e., work shifts as locally known, repeated work shifts, or long working shifts contribute into stress.

Work Overload: Role overload describes states in which individual's sense that there are so many tasks or activities expected of them in relation to the time available, their abilities, and other constraints (Yongkang, Weixi, Yalin, Yipeng, & Liu, 2014). "Role overload occurs when people find inconsistency between the times required to finish the task and the time available for them" (Yongkang et al., 2014). The number of tasks and assignments which employee are bond to perform during his duty time is referred to workload (Ali et al., 2014). The degree of stress felt by employee due to the believe that they having difficulty adjusting to the amount of work assigned to them refer to Work Overload (Idris, 2011). French and Caplan (1973) considered Work Overload can either be quantitative means too much has to be done or qualitative which means something which is very difficult to complete. In theoretical explanation Work Overload refers to excessive demands. Classification of workload can be observed in two forms 1. Role overload and 2. Role lower load. Role overload refers to over expectation from individuals with regards to the available time, resources and their capabilities which are directed from top management, immediate boss, colleagues, and subordinates and even from local community (Ammar, 2006).

Emotional Intelligence: Daniel Goleman, was the first individual who introduced the concept of Emotional Intelligence in the organizations. He stated that "Emotional Intelligence is the talent, skill, or ability, which deeply affects all individual abilities" (Nikoo Yaman, Maryam Shahabi, 2013). Salovey and Mayer (1990) as; "The ability to monitor one's own feelings and emotions, to discriminate among them, and to use this information to guide one's thinking and action" (p.189). Goleman theorizes that there are

four parts to EI: Self-Awareness, self-management, social awareness (empathy), and Relationship Management (social skills).

Self-Management (SM): Denial Goleman stated that Self-Management is composed of six aspects like Self-control, Trustworthiness, integrity, initiative, adaptability-contort with ambiguity, openness to change and desire to achieve. He defines that Self-Management is the ability of a person to monitor and control his behavior with inclination to chase down his goal with enthusiasm and persistence. Landa and Lopez-Zafra, (2010) viewed some primary causes of nurses' stress linked to the direct dealing with pain and death, the expectations of patients and their relatives to respond with emotions and empathies, long shifts, heavy load of responsibilities of the work environment and physical fatigue. Enjezab & Farnia (2001) declared that job stress or Work Stress is a universal problem, it is observed everywhere in the society at all professional and occupational levels, it is also considered very costly to the organization due to which employees overall performance reduces, and it increases the absentees, increase medical cost and insurance and mental disabilities of the workers and funding for new recruitment. Jawahar et al., 2007 considered role conflicts, Role Ambiguity and degree of responsibilities can be sources of stress in organization. Sunil, (2009) found that high work load, high targets, pressure to perform, tight deadlines (Time Pressure), lack of job satisfaction type of work, , long working hours , interpersonal conflicts at the work place such as boss-subordinate relationship and relationship with peers are major sources of stress. Numerous studies have advocated that people with high 'Emotional Intelligence' are more proficient of 'understanding and managing' their 'emotions', which permit them to adjust to their environments and become more accepting to challenging circumstances, including stress (Bar-On, 1997; Goleman, 2005; Matthews et al., 2006). The concept of stress is perceived, and emotional intelligence plays significant role in determining the sources of stress and mental process. Ucar, (2004).

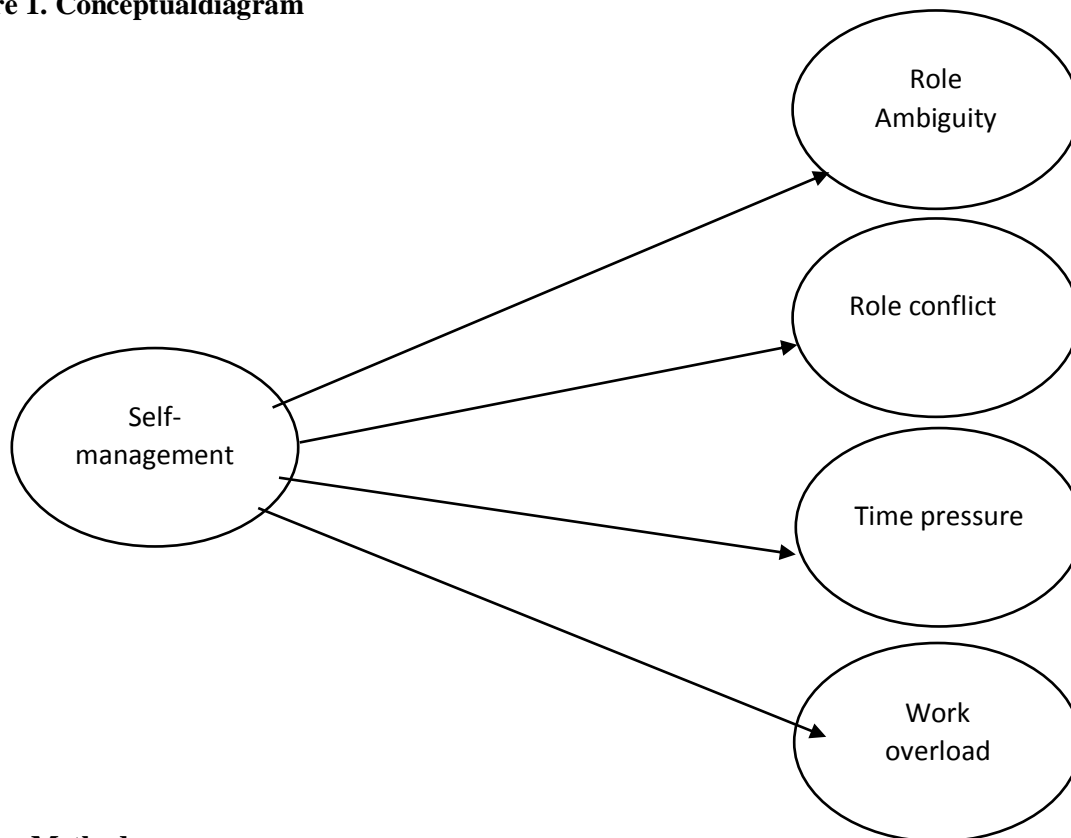
Based on above literature the following hypothesis can be put for test. If emotional intelligence plays a vital role in reducing the stress

H1. Self-management inversely related to work stressors (Role ambiguity, Role conflict, Time pressure and work overload)

2.1. Theoretical and Conceptual Model

Self-efficacy theory given by Bandura's (1977) suggests that if an individual partakes high level of self-efficacy (i.e., credence to his/her capability in achieving a task) this will not beseech his/her unwanted cognitive opinions. Application of this theory in a job-related stress model displays that if a being has high self-efficacy (i.e., faith to his/her aptitude to maintain emotions) this will meritoriously decline his/her occupation stressors and upsurge his/her emotional wellbeing and lower the level of psychosomatic stress. A contemporary sentiment grounded theory that is EI theory in general elucidates those entities who have adequate interactive and intrapersonal proficiencies can correctly control their emotions and other underlying emotions to handle environmental challenges (Salovey & Mayer, 1990, 1997; Bar-On, 1997; Goleman, 1998, 2004).

Figure 1. Conceptual diagram



3. Methods

This study was cross sectional and carried out in non-contrived settings. The self-management was independent variable in this study, 5-point rating scale of ten items was adapted from the emotional intelligence scale of Paul Mohapel (2015). Scales for Role ambiguity, Role conflict, Time pressure and work overload was also adapted Rizzo, House and Lirtzman (RHL) in 1970, Powell, et.al, 2012) Remondet.j.h., and hansson,r.o (1991) respectively . The reliability and validity were achieved for the test.

3.1. Population, Sample and Procedure

Three Major hospitals in district Peshawar was targeted be as population of the study and sample size was drawn using Stratified sampling technique. Different strata of medical staff and nurses were chosen from deferent sections (wards) of the hospital. Among 480 questionnaires 359 questionnaires were received of which 108 from leady reading hospital and 49 from lady reading nursing school. Total of 157 questionnaires from lady readying and lady reading nursing school were received out of 220 questionnaires with responding rate of 71%. 75 questionnaires were received from KTH and 50 questionnaires from KTH nursing school which in total 125 questionnaires were received out of 140 with responding rate of 89%. From HMC total of 54 questionnaires were received of which 29 from hospital and 25 from nursing school Out of 120 questionnaires with responding rate of 45%. The response rate varies but it should be between 30 to 60%. Beutell, Nicolas. (2017). A total sample size of 359 was tested for this study at a 95% confidence level which was 18% of the total population according to the Creative Research Systems survey software sample calculator, (Sample Size Calculator.2019). with population of

2000 with 95% confidence level and confidence level and at ± 5 confidence interval it must be 321. With 359 samples size shows that this current study has overreached the minimum requirement of sample size for the study.

Table 1: Population Break Down

S.No	Population Size	Hospitals Name
1	up to 1000 nurses and medical staff including student nurses and internees	Lady Reading Hospital
2	650 staff and including student nurses and internees	Khyber Teaching Hospital (KTH)
3	350 staff including HMC kidney centre and burn centre.	Hayatabad medical complex (HMC) and kidney centre
Total population up to 2000		

Table 2: Sample Size Distribution

Sample size taken	Hospitals Name (distributed)	Received questionnaires	% Age Received
1000	Lady Reading Hospital Total 220	108 from lady reading hospital and 49 from lady reading nursing school. Total of 157	71%
650	Khyber Teaching Hospital (KTH) Total 140	75 from KTH and 50 from KTH nursing school which in total 125	89%.
350	Hayatabad medical complex (HMC) and kidney centre Total 120	which 29 from hospital and 25 from nursing school total 54 questionnaires were received	45%
Total population up to 2000	Total 480	Total received 359	74%

4. Data Analysis Techniques

This research used Smartpls 3.0 for data analysis. The Structural Equation Modeling, Path Analysis and Bootstrapping were used to find the Path Coefficients, R Square, P-Value, T-Statistics, model significance of the variables under studies.

4.1. Results

This study used self-management as independent variable and four stressors of work stress to find their relationship. Its hypothesis that there will be inverse relationship between self-management and role conflict, role ambiguity, time pressure and work overload, to obtain the results SmartPls 3.0 was used to get the path coefficients, R-square, T-statistic and p.-value.

Table 1. Path Coefficient

Mean, STDEV,
 T-Values, P-
 Values

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
SM -> RA	-0.179	-0.180	0.051	3.510	0.000
SM -> RC	-0.321	-0.322	0.047	6.775	0.000
SM -> TP	-0.285	-0.285	0.047	6.049	0.000
SM -> WOL	-0.358	-0.357	0.049	7.333	0.000

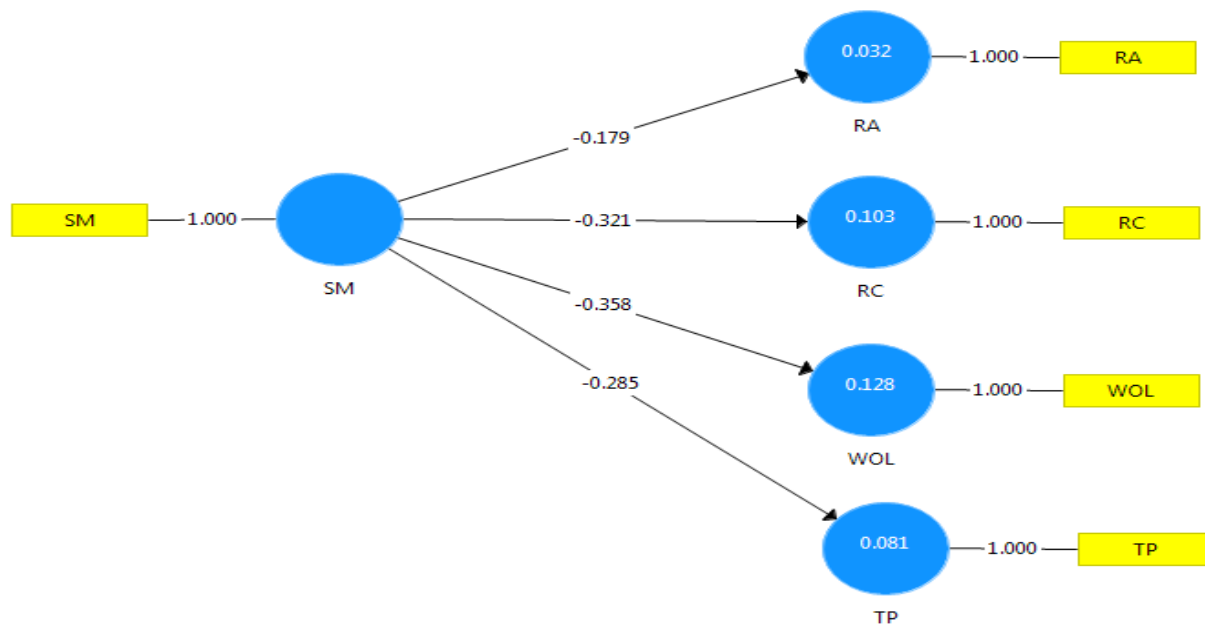
Table 2. R-Square

Mean, STDEV, T-
 Values, P-Values

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Value s
RA	0.032	0.035	0.019	1.706	0.088
RC	0.103	0.106	0.030	3.379	0.001
TP	0.081	0.084	0.027	3.031	0.002
WOL	0.128	0.130	0.035	3.679	0.000

Table 1 and Table 2 illustrates the Path Coefficients and R Square results of path analysis of Self-Management and (RA, RC, TP, WOL) the Path Coefficients results shows the inverse relationship between Self-Management and four dimensions of Work Stress, (Role Ambiguity, role conflict, Time Pressure and Work Overload) the results shows that (-0.18, -0.32, -0.28, -0.36) respectively and R. square (0.030, 0.10, 0.08, 0.13) respectively, Which means that one unit increase in Self-Management will bring 18% unit change in Role Ambiguity, 32% in role conflict, 28% in Time Pressure and 36% in Work Overload.(T-value >2.0) and (P-Value <0.000) shows significant results. The R Square means that the independent variable (Self-Awareness) 3%,10%,8%and 13% variances explained in dependent variables (RA , RC, TP, WOL) respectively . The T statistics and P-values in relationship with RA show insignificant and RC, TP and WOL showsignificance. Self-Management is the second dimension of Emotional Intelligence which means being in control of self-emotions. When a person is aware of his self and then he creates foundation to be in control of self. If a person can understand himself but unable to control his emotion, he will not be in position to cope in stressful situations. The stressors will affect his emotions badly. So, the results and finding shows that the nurses and medical staff of three prominent hospitals of dist. Peshawar show inverse relationship between Self-Management and all four stressors of Work Stress, which repeat the results of previous studies. The higher the level of Self-Management the lower the chances of Work Stress. King & Gardner's (2006), Dehshiri, (2004), Bar-On,(1997) Goleman, (1998)(Salovey & Mayer, 1990, 1997)

The systematic path diagram of the relationship is shown in the figure below



5. Discussions and Conclusions

Emotional intelligence has four dimensions and self-management is the second dimension which means, managing the emotions of self, one must understand and control their emotions to be called having self-management skills. Role conflict is the contradictions between job descriptions and actual activities during one's work. Role ambiguity is the unclear directions about which role to perform first, whom to report and from whom to take orders. Time pressures is the pressure one encounters during a job for the completion of a task or no of tasks in limited time frame. Work overload is the encumbrance that worker executes further work due to time pressures or less disposal of the human resources for that job. These are the four stressors that contribute into work stress.

The present study was conducted in Peshawar, KP, and Pakistan. Nurses and medical staff of main hospitals were the unit of analysis and observation unit. The main objective behind choosing this sector was that nurses and medical staff is considered the first line of defense in any emergency or dealing with a patient's family anger, panic, and disturbance while the doctor has not arrived yet. The importance of this study highlighted the fact that it is the first study in his own style, taking self-management scale from emotional intelligence scale with four stressors.

For this study a sample of 361 nurses and medical staff were selected from three hospitals and adjacent nursing schools during their working hours from three shifts from all the major's wards of the hospitals. The results of the study proved that self-management inversely related to all four stressors. (Role conflict, role ambiguity, time pressure and work overload) which means when one understands and control his emotions, he will be less affected by these stressors which ultimately will reduce the stress caused by these stressors. Work stress is a multi-dimensional phenomenon and multi stressors can contribute to work stress, therefore, it is recommended that different work stressors can be added to assess

the effect and different sectors which are not yet explored or partially explored shall be the focus of future research. Othersignificant sectors which deal in life and death situations like firefighters, rescue services, doctors, bomb disposal squads etc. shall be viewed in future research.

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