

# **Bonds of Inverse Relationships Amongst Role Ambiguity, Role Conflict, Time Pressure, Work Overload, and Self-Awareness: a systematic inquest of nurses and medical staff of government hospitals in Peshawar, Pakistan.**

**Dr. Imran Rafiq**, Lecturer, Department of commerce and management sciences University of Malakand, [irk755@gmail.com](mailto:irk755@gmail.com)\*

**Amira E. Elabasy**, Lecturer, Adult Health & Critical Care Department, Sultan Qaboos University.

**Anisa Bandial**, Sr clinical psychologist, Punjab Employee Social Security Institute.

---

## **Abstract**

The aim of this study was to observe the role of self-awareness and the work stressors specifically Role Ambiguity, Role Conflict, Time Pressure, and Work Overload. It was presumed that self-awareness ability will be helpful in reducing stress caused by these stressors. To obtain this objective a sample of 361 nurses and medical staff were selected out of 1800 total population employing systematic random sample and stratified sample techniques from three main government hospitals in the district Peshawar. For data analysis, Smartpls 3.0 were used to obtain the path coefficient, T-Statistic. The results show inverse relationships between self-awareness and all work stressors (Role Ambiguity, Role Conflict, Time Pressure, and Work Overload) path coefficients (-0.325)(0.199)(-0.16)(-0.278) respectively with P-values (0.00) (0.00) (0.03) and (0.00) and T-statistic values (3.79)(6.826)(2.96) (5.678) respectively show highly significant results. The results demonstrate that being aware of self can be helpful in reducing stress caused by these stressors.

**Keywords:** Self-Awareness, role ambiguity, role conflict, time pressure, work overload

---

## **Introduction**

Numerous researches concluded the significance of work stress with many organizational factors that are closely related to organizational success, growth, production, performance, satisfaction, turnover, etc. (Anjum & Swathi, 2017). It's a proven fact, based on established literature that work stress negatively impacts all the positive organizational variables (performance, satisfaction, growth) and positively affects all the negative organizational variables (employee's health, turnover, absenteeism). Many stressors contribute to work stress i.e. **role conflict, role ambiguity, work overload, and time pressure**. This

paper focused on these four stressors. Emotional intelligence is considered the best-coping strategy to deal with work stress. Emotional intelligence has four dominions i.e. self-awareness, self-management, social awareness, and relationship management. In this paper, the self-awareness dimension will be put to the test to see its effect on these stressors (role conflict, role ambiguity, work overload, and time pressure)

## **Problem Statement**

Human Resources is considered the biggest asset and also the biggest liability in every organization regardless of its size (small, medium, large) and sector (public, private).

Employee health (both physical and psychological) greatly influences the work of individuals and the overall performance of the organization. With increasing work demands, Role Ambiguity (RA), Role Conflict (RC), Work Overload (wo), and Time Pressure (TP) put employee's well-being at high risk which leads to many organizational, family, relationships, and health issues. To deal with such issues, this study particularly looks into the role of Self-awareness in connection with these stressors.

### **The objective of the Study**

The objective of this study was to observe the role of self-awareness in declining the stress caused by work stressors, (**role conflict, role ambiguity, work overload, and time pressure**) to be specific for this study. This study will look in-depth, to find the following objective.

1. To investigate the relationship of Self-Awareness (SA) and Role Ambiguity.
2. To investigate the relationship of Self-Awareness (SA) and Role Conflict.
3. To investigate the relationship of Self-Awareness (SA) and Time Pressure.
4. To investigate the relationship of Self-Awareness (SA) and Work Overload

### **Literature Review**

The term Emotional Intelligence was clearly defined and conceptualized by Salovey and Mayer (1990) as "The ability to monitor one's feelings and emotions, to discriminate among them, and to use this information to guide one's thinking and action" (p.189).

#### **Self-Awareness**

It is impervious to twitch with vibrant descriptions of crucial terms, as misunderstanding between 'consciousness',

'self-awareness', and a multitude of related terminologies is widespread in the literature (Antony, 2001, 2002). The sociologist George Herbert Mead (1934) anticipated a definitive difference between Consciousness and self-awareness, the consciousness concentrating outwards toward the environment while the self-awareness converges the attention toward inward i.e. self. 'Conscious' refers to the adaptively responding to the incoming information's (stimuli) of organisms. (Natsoulas, 1996). Duval & Wicklund, (1972) defined Self-awareness as the capacity of becoming the body of one's attention. During the state of self-awareness, one can easily recognize, process, and stores information about own self. Self-awareness means being "aware of both one's mood and his/ her thoughts about that mood" It can be a non-reactive and non-judgmental tension to inner states" (Rani & Yadapadithaya, 2018). Self-awareness is the core dimension of emotional intelligence. It is the basis on which most of the other elements of emotional intelligence are constructed, the essential first step toward discovering and knowing to understand own self, and toward transformation.

#### **Role Conflict**

Role conflict can be defined as when individuals simultaneously perform multiple roles and are in conflict with each other. The demands and expectations that one's job carries is refers to role conflict. (Rizzo et al., 1970), Ivancevich & Matteson, (1980), Ashforth & Lee, (1990), Idris, (2011). Incompatible role requirements of an individual's job create role conflict. Role conflicts also occur when individuals perform contradictory job tasks or when he's obligations, he has no desire to do (Gharib et al., 2016). Commitment to one role requirement and it involves the involvement of her role requirement put the employee in a

difficult situation (Seller & Damas, 2002). Three types of Role conflict can be observed first one is the conflict between the individuals and the role itself, there might be a contradiction of personality traits and expectations the Second type is intrarole conflict which occurred with conflict expectations about the methods of doing the role, it happens when role requirement is not incompatible with values and attitude of the individuals. And the last type of intrarole conflict arises with the contrast obligation of two or more roles of the individual performed at the same time (Luthans, 2013).

### **Role Ambiguity**

Ambiguity in between job roles creates stressful situations for individuals to perform their tasks 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”, the expectation of the work role and about the scope and responsibilities of the job as cited by (Singh, et al., 2016). Role ambiguity refers to the inadequate information about limits of authority and responsibility, rules and policies of the organization and performance evaluation methods required by the individual to complete his / her role in an organization (Ammar, 2006). When individuals do not have a clear role in the job assigned to them, role ambiguity comes into play. It is believed role ambiguity arises when individuals don't have clear directions of what is expected of them in their job. (Kahn et al., 1964)(Rizzo et al., 1970). There are two models of role ambiguity ‘employees’ normally experience, one is about the task and duty and the second is about the feedback related to the task performed as feedback is considered critical for employees

in evaluating their performance of task accomplished (Idris, 2011).

### **Work Overload**

Role overload describes states in which individuals sense that there are too many tasks or activities expected of them about the time available, their abilities, and other constraints. (Yongkang et al., 2014). “Role overload occurs when people feel inconsistency between the time required to finish the task and the time available for them” (Yongkang et al., 2014). The no of tasks and assignments that employees are bound to perform during their duty time is referred to as workload (Ali et al., 2014). The degree of stress felt by an employee due to the belief that they have difficulty adjusting to the amount of work assigned to them refers to work overload (Idris, 2011). French and Caplan (1973) considered work overload can be either quantitative means too much has to be done or qualitative some things which are very difficult to complete. In theoretical explanation, it 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 regard to available time, resources, and capabilities which are directed by top management, immediate boss, colleagues, and subordinates, and even from the local community (Ammar, 2006). The workload can be qualitative or quantitative (Trayambak et al., 2012). Qualitative refers to the ability of the individual to complete a task while quantitative refers to the no of tasks about the shortage of time (Conley & Woosley, 2000). (2) Role lower load refers to when the level of individual capabilities are higher than the role and duty assignments which leads to boredom or stress, in either case, an individual will experience job stress, one is due to the fear of

not completing the task and expectations of the job and the other is due to the small duty assignments and less importance of the task assigned.

### **Time Pressure**

The degree to which an individual perceives that inadequate time is available to perform a related task or to perform a task much faster than it should be referred to as time pressure. Baer and Oldham (2006). While Kinicki and Vecchio (1994) views time pressure is in term of insufficient time to perform certain tasks. Time pressure has been debated in numerous readings as a form of stress mainly in a decision-making situation, auditing (Solomon & Brown 1992), marketing (Heroux et al.,1988) and business management, Bronner,(1982), (Khan, et al.,2018)

Time pressure added to work stress, the latter has been extensively studied given its prevalence in contemporary society and its potential impact on employee productivity Jex,(1998),Beehr,(1995), Tubre and Collins, (2000), Tang & Chang, (2010)

- ***H1: self-Awareness is inversely related to role conflict***

HI was formulated which state that there is a negative relationship between Self-Awareness and role conflict. Self-Awareness was used as an independent variable while role conflict was used as the dependent variable. Path analysis using smart pls 3.0 were used to test the hypothesis, bootstrapping technique were used to obtain the T-statistics and P-value to see the significance of the relationship. It was found that Self-Awareness is inversely related to role conflict. Hence our hypothesis was accepted. Many researchers like King & Gardner's (2006),Ioannis & Ioannis (2002),Gardner

(2005),Oginska-Bulik (2005),Singh and Singh (2008), Brink (2007) studies shows that emotional intelligence significantly reduces stress. There is no evidence found that specifically can test self-awareness with role conflict. This study is first in the context of separately checking the role of self-awareness with role conflict.

- ***H2: self-Awareness is inversely related to role ambiguity***

H2 was formulated which state that there is a negative relationship between Self-Awareness and role ambiguity. Self-Awareness was used as an independent variable while role ambiguity was used as the dependent variable. Path analysis using smart pls 3.0 were used to test the hypothesis, bootstrapping technique were used to obtain the T-statistics and P-value to see the significance of the relationship. It was found that Self- Awareness is inversely related to role ambiguity. Hence our hypothesis was accepted. Many researchers like Brink (2007), Ioannis & Ioannis (2002), Oginska-Bulik (2005), Singh and Singh (2008), King & Gardner's (2006), Gardner (2005), studies shows that emotional intelligence significantly reduces stress. There is no evidence found that specifically can test self-awareness with role ambiguity. This study is first in the context of separately checking the role of self-awareness with role ambiguity.

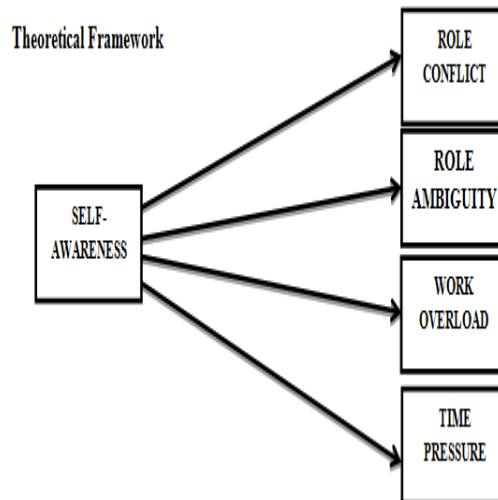
- ***H3: self-Awareness is inversely related to work overload***

H3 was formulated which states that there is a negative relationship between Self-Awareness and Work Overload. Self-Awareness was used as an independent variable while Work Overload Was used as the dependent variable. Path analysis using smart pls 3.0 were used to test the hypothesis,

bootstrapping technique were used to obtain the T-statistics and P-value to see the significance of the relationship. It was found that Self-Awareness is inversely related to Work Overload. Hence our hypothesis was accepted. Oginska-Bulik (2005), Petrides & Furnham (2006), Adeyemo & Ogunyemi (2006), Vembar & Nagarajan (2011), Sherafatmandyari et al., (2012). These researchers proved that emotional intelligence plays a significant role in reducing stress. However, there was no study carried out to test the self-awareness dimension alone and its role in reducing the stress caused by work overload.

- **H4: self-Awareness is inversely related to time pressure**

H4 was formulated which state that there is a negative relationship between Self-Awareness and Work Overload. Self-Awareness was used as an independent variable while time pressure was used as the dependent variable. Path analysis using smart pls 3.0 were used to test the hypothesis, bootstrapping technique were used to obtain the T-statistics and P-value to see the significance of the relationship. It was found that Self-Awareness is inversely related to time pressure. Hence our hypothesis was accepted. Oginska-Bulik (2005), Petrides & Furnham (2006), Adeyemo & Ogunyemi (2006), Vembar & Nagarajan (2011), Sherafatmandyari et al., (2012). These researchers proved that emotional intelligence plays a significant role in reducing stress. However, there was no study carried out to test the self-awareness dimension alone and its role in reducing the stress caused by time pressure. This is the first study to test self-awareness the first dimension of emotional intelligence with time pressure.



## Methodology

Data were collected from the nurses and medical staff of three major hospitals of district Peshawar, employing a personally administrated questionnaire. A Systematic sample random technique was used to select samples out of the population. Three different adapted scales for each variable (self-awareness, role conflict, and workload were used) with 5 points Likert scale. Data were collected during their scheduled working hours mostly during their break times after the approval of respective authorities.

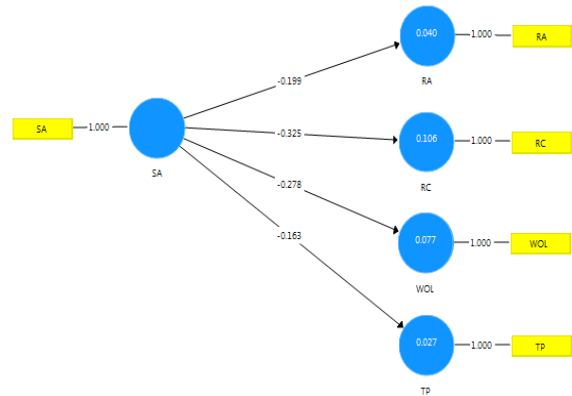
## Data Analysis, Results, and Discussions

For data analysis, the latest Smart pls 3.0 Software was used to perform the path analysis. Path coefficient, R square T-statistic, and P value were calculated to see the significance of the model and results. Before the path analysis, second-order latent variables were obtained before running the PLS algorithm and to obtain the significance of the model basic Bootstrapping option were used



with 1500 subsample. The results, tables and path coefficients figures are as under

**Figure 1.0** Path Coefficients Self-Awareness, Role Conflict Role ambiguity, Work Overload and time pressure



**Table 1.0** path coefficient, T-Statistic and P-value for Self-Awareness, Role Conflict, Role ambiguity, Work Overload, and Time pressure

**Path coefficient**

Mean, STDEV,  
T-Values, P-Values

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
SA -> RC	-0.325	-0.326	0.048	6.826	0.000
SA -> RA	-0.199	-0.197	0.053	3.779	0.000
SA -> WOL	-0.278	-0.278	0.049	5.678	0.000
SA -> TP	-0.163	-0.164	0.055	2.967	0.003

**Table 1.0** results show – 0.32 path coefficients, with a T-statistic value of 6.8 with a highly significant P-value of 0.000 in the relationship of self-awareness with Role Conflict, which means one unit increase in self-Awareness there is a 32% unit decrease in Role Conflict, the negative sign shows the inverse relationship between the two variables, having more than 2.0 T- statistics value and less than 0.05 P-value shows the relationship is highly significant. Same as the next results show – 0.20 path coefficients, with T-statistic value of 3.8 with highly significant P-value of 0.000 in the relationship of self-awareness with Role ambiguity, which means one unit increase in self-Awareness there is 20% unit decrease in Role ambiguity, the negative sign shows the inverse relationship between the two variables, having more than 2.0 T- statistics value and less than 0.05 P-value shows the relationship is highly significant same as in case of work overload the results show that – 0.27 path coefficients, with T-statistic value of 5.7 with highly significant P-value of 0.000. In relationship with self-awareness, which means one unit increase in self-Awareness there is a 27% unit decrease in work overload, the negative sign shows the inverse relationship between the two variables, having more than 2.0 T- statistics value and less than 0.05 P-value shows the relationship is highly significant. Same as in the case of time pressure the results show that – 0.16 path

coefficients, with a T-statistic value of 2.97 with a highly significant P-value of 0.000. In relationship with self-awareness, which means one unit increase in self-Awareness there is a 16% unit decrease in time pressure, the negative sign shows the inverse relationship between the two variables, having more than 2.0 T- statistics value and less than 0.05 P-value shows the relationship is highly significant.

**Table 1.1** R Square, T-Statistic and P-value for Self-Awareness, Role Conflict, Role ambiguity, Work Overload and Time Pressure

**R Square**

Mean, STDEV, T-Values, P-Values

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
RC	0.106	0.108	0.031	3.405	0.001
RA	0.040	0.041	0.021	1.904	0.057
WOL	0.077	0.080	0.027	2.837	0.005
TP	0.027	0.030	0.018	1.455	0.146

**Table 1.1** With the R square of RC 0.11 means that 11 % of the variance is explained by included variable (self-awareness) the P-value is less than 0.05 (0.001) with a T-statistic value of 3.4 which is more than 2.0 showing significant R square results. While the R Square for Role ambiguity is 0.04 means that 4% of the variance is explained by an included variable which is self-awareness, the T statistics value is slightly less than 2.0 which shows less significance, and also the p-value is slightly more than 0.05. the R square for Work overload 0.07 means that 7% of the variance is explained by included variables, (self-awareness ) the P-value is less than 0.05 (0.005) with T-statistic value 2.9 which is more than 2.0 showing significant R square results. While the R Square results for Time pressure is 0.02 which means only 2% variance is explained by an included variable which is self-awareness, the T statistic value is less than 2.0 and the p-value is more than 0.05 which shows insignificant results. The

systematic diagram shows the same results as explained in above figure 1 and table 1.1

The path coefficients values -0.325, -0.20, -0.278, and -0.16 ( RC, RA, WOL, and TP) and R Square values ( RC 0.11, RA 0.04, WOL 0.07, and TP 0.02) means that self-awareness explains the variance in RC, RA, WOL and TP 11%, 4%, 7% and 2% which means collectively self-awareness 24 % explained the four stressors that contribute into work stress. The negative sign shows that the relationship is inverse, which means when one unit increase in the independent variable (SA) there is a decrease independent variables (RC, RA, WOL, and TP).

**Discussions and Conclusions**

Self-awareness is the fundamental dimension of emotional intelligence, which states the ability to be aware of self-consciousness and emotions. Role conflict is the conflict that is in contradiction to the job descriptions while performing one’s role in the organization.

Role ambiguity is the absence of clear instructions of one's tasks and duty of the job mostly in connection with reporting relations and immediate boss while work overload is the burden that employee performs extra work due to time pressures or less availability of the human resources for that job. Last but not least the time pressure is the pressure which is created due to the element of time in connection to completing a task or the no of hour's one performance during the working time. These stressors are considered the main contributor to work-related stress. This study was performed in the hospitals on the nurses and medical staff of three major hospitals in district Peshawar, KP, Pakistan. The reason for choosing this sector was that nurses are the first line of defense against any emergency or dealing with the patients while the doctors arrived late to face the patients. The significance of this study increase as this is considered the first study on these variables under these circumstances. 361 samples were collected from three hospitals and adjutant nursing schools during their working hours from three shifts from the major wards of the hospitals.

The results of the study proved that self-awareness is inversely related to these stressors. This means the more they are aware of themselves can reduce the work stress caused by these stressors. Work stress is a multi-dimensionsphenomenon 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. Other significant sectors which deal in life and death situations like firefighters, rescue services, doctors, bomb disposal squads, etc. shall be viewed in future research.

## References

- Adeyemo, D. A., & Ogunyemi, B. (2006), Emotional Intelligence and Self-Efficacy as Predictors of Occupational Stress Amcoong Academic Staff in a Nigerian University. A trait of a leader <https://www.leadingtoday.org/traits-of-a-leader/>
- Ammar, T. (2006), The effect of internal variables on the level of job stress on the employees of Palestinian Universities at Gaza Strip. Master thesis, Islamic university, Gaza, 55.
- Anjum, A., & Swathi, P. (2017). A Study on the Impact of Emotional Intelligence on Occupational Stress of Secondary School Teachers. *International Journal of Indian Psychology*, 4(3). <https://doi.org/10.25215/0403.114>
- Antony, M. V. (2002). Concepts of consciousness, kinds of consciousness, meanings of 'consciousness'. *Philosophical Studies*, 109(1), 1–16.
- Ashforth, B.E. & Lee, R.T. (1990) Defensive behaviour in organizations: a preliminary model. *Human Relations*. 43, pp. 621-48.
- Baer, M., & Oldham, G. R. (2006). The curvilinear relation between experienced creative time pressure and creativity: Moderating effects of openness to experience and support for creativity. *Journal of Applied Psychology*, 91(4), 963.
- Beehr, T.A. (1995). *Psychological Stress in the Workplace*. London: Routledge.
- Brink, E. (2007). *The Relationship Between Occupational Stress, Emotional Intelligence and Coping Strategies in Air Traffic Controllers*. Masters Thesis, Stellenbosch University.
- Bronner, R. (1982). *Decision making under time pressure: an experimental study of stress behaviour in business management:*



- Lexington Books Lexington, MA.
- Conley, S. & Woosley, S. A. (2000). Teacher role stress, higher-order needs, and work outcomes. *Journal of Educational Administration*, 38(2), 179-201.
- Duval, S., & Wicklund, R. A. (1972). *A Theory of Objective Self Awareness*. New York: Academic Press.
- French, J.R.P., & Caplan, R.D. (1973). Organizational stress and individual strain. In A. J. Marrow (Ed.), *the failure of success*. New York: John Wiley. Front,
- Gardner, H. (1983). *Frames of mind: The theory of multiple intelligences*. New York: Basic Books.
- Gharib, M., Jami, S. A., & Ghouse, S. M. (2016). The Impact of Job Stress on Job Performance a Case Study on Academic. *International Journal of Economic Research*, 13(1), 21–33.
- Heroux, L., Laroch, M., & McGown, K. L. (1988). Consumer product label information processing: an experiment involving time pressure and distraction. *Journal of Economic Psychology*, 9(2), 195-214.
- Idris, M. K. (2011). Over Time Effects of Role Stress on Psychological Strain among Malaysian Public University Academics, 2(9), 154–161.
- Ioannis, N., & Ioannis, T. (2002). Emotional intelligence in the workplace: exploring its effects on occupational stress and organizational commitment. *International Journal of Organizational Analysis*, 10(4), 327-342
- Ivancevich & Matteson (1980). *Stress and work*, Scott, Forestman and Co., Glenview, IL
- Jex, S.M. (1998). *Stress and Job Performance: Theory, Research, and Implications for Managerial Practice*. Thousand Oaks, CA: Sage.
- Kahn, R.L., Wolfe, D.M., Quinn, R.P., Snoek, J.D., Rosenthal, R.A., (1964). *Organizational stress: Studies in role conflict and ambiguity*. New York: Wiley. p.19.
- Khan, T. I., Saeed, I., Junaid, M., Jawad, S. (2018). Impact of Time Pressure on Organizational Citizenship Behavior: Moderating Role of Conscientiousness. *Global Social Sciences Review*, III(III), 317–331. [https://doi.org/10.31703/gssr.2018\(iii-iii\).18](https://doi.org/10.31703/gssr.2018(iii-iii).18)
- King, M., & Gardner, D. (2006). Emotional intelligence and occupational stress among professional staff in New Zealand. *International Journal of Organizational Analysis*, 14(3), 186-203.
- Kinicki, A. J., & Vecchio, R. P. (1994). Influences on the quality of supervisor-subordinate relations: The role of time-pressure, organizational commitment, and locus of control. *Journal of Organizational Behavior*, 15(1), 75-82.
- Luthans, F. (2013), *Organizational behaviour: an evidence-based approach*, McGraw Hill, New Delhi.
- Ogińska-Bulik, N. (2005). Emotional intelligence in the workplace: exploring its effects on occupational stress and health outcomes in human service workers. *International Journal of Occupational Medicine and Environmental Health*, 18(2), 167-175.
- Petrides, K.V., & Furnham, A. (2000). On the dimensional structure of emotional intelligence. *Personality and Individual Differences*, 29, 313-320.
- Rani, P. B., & Yadapadithaya, P.S. (2018). Conquering Workplace Stress through Emotional Intelligence: Strategies and Possibilities. *Indian Journal of Commerce & Management Studies*, 9(1), 07. <https://doi.org/10.18843/ijcms/v9i1/02>
- Rizzo, J. R., House, R. J., & Lirtzman, S. I. (1970).

- Role conflict and ambiguity in complex organizations. *Administrative Science Quarterly*, 15, pp. 150-163.
- Salovey, P., & Mayer, J. D. (1990). Emotional intelligence. *Imagination, Cognition and Personality*, 9 (3), 185–211.
- Seller, R. M., and Damas, A. J. (2002). one role or two? The function of psychological separation in role conflict. *Journal of Applied Psychology*, 87(3), 574-582.
- Sherafatmandyari, H., Moharramzadeh, M., & Seyed amery, H. (2012). The relationship between emotional intelligence and job stress. *International Research Journal of Applied and Basic Sciences*, 3 (S), 2752-2756.
- Singh Narban, J., Pratap, B., Narban, S., & Singh, J. (2016). A Conceptual Study on Occupational Stress (Job Stress/Work Stress) and its Impacts. Jaipur (Rajasthan). 2 M.Sc (CS), (1), 2395–4396.
- Singh, S.K. and Singh, S. (2008). ‘Managing role stress through emotional intelligence: a study of Indian medico professionals and organizational leadership: a gender study in Indian context’, *Int. J. Indian Culture and Business Management*, Vol. 1, No. 4, pp.377–396.
- Solomon, I., & Brown, C. (1992). Auditors' judgments and decisions under time pressure: an illustration and agenda for research. Paper presented at the Proceedings of the 1992 Deloitte & Touche/University of Kansas Symposium on Auditing Problems.
- Tang, Y., & Chang, C. (2010). Role ambiguity and conflict impact on employee creativity, 4(June), 869–881.
- Trayambak, S., Kumar, P., & Jha, A. N. (2012). A Conceptual Study on Role Stressors, their impact, and Strategies to manage Role Stressors, 4(1), 44–48.
- Tubre, T.C. & Collins, J.M. (2000). Jackson and Schuler (1985).revisited: A meta-analysis of the relationships between role ambiguity, role conflict, and job performance. *J. Manage.*, 26: 155-169.
- Vembar,V., & Nagarajan, S. K. (2011). Emotional intelligence and organizational stress. *International Proceedings of Economics Development & Research*, 12, 399-401.
- Yongkang, Z., Weixi, Z., Yalin, H., Yipeng, X., & Liu, T. (2014). The Relationship among Role Conflict, Role Ambiguity, Role Overload and Job Stress of Chinese Middle-Level Cadres, 3(1), 8–11.