

SURVEYING THE RELATIONSHIP BETWEEN ROLE CONFLICT AND ROLE AMBIGUITY AND JOB BURNOUT WITH EMPHASIS ON PERSONALITY TYPE

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Abstract

The main purpose of this study was surveying the relationship between role conflict and role ambiguity with job burnout emphasize on personality type. This has done in Sugar-Cane Industry and Grow of Haft Tappeh and the population was 308 employees of this company. We determined the amount of the sample size with the used of Cochran sampling method which the statistical sample is 143 of these employees which have been selected through the simple random sampling method. To gathering of data, we used three questionnaires. The role conflict and role ambiguity questionnaire according to Rizzo, House and Lirtzman(1970) with 20 items, job burnout questionnaire according to Maslach & Jackson(1981) with 22 items, and personality type questionnaire according to Feizi et al (2011) with 12 items. In order to analyze the data resulted from collected questionnaires deductive and descriptive statistical methods are used. The results Kolmogorov-Smirnov Test shows the test distribution is Normal. So we can use Pearson Correlation coefficients to test the hypothesis of the research. In order to determine the relationship between the variables of the study, the SPSS tool has been used. Findings show that there is not significant relationship between role conflict and job burnout emphasize on personality type A and type B. But, there is significant relationship between role ambiguity and job burnout emphasize on personality type A and type B.

Keywords: *role ambiguity, role conflict, job burnout, personality type*

INTRODUCTION

In modern, developed nations, most individuals participate in multiple roles in their lives. Increasingly, for both men and women, the two primary roles as an adult are work and family. Frequently, expectations from these two major life roles can be incompatible, resulting in a form of inter-domain conflict called work-family conflict. Discussion concerning the importance of conflict between work and family domains has even expanded into the popular press. An article

in Business Week rated businesses on how well they address issues in the work/family role system (Boles, 2003).

A review of the previous literature on role conflict and ambiguity supported the Kahn et al (1964) theory (role dynamics which sees stress resulting from conflicting or incompatible expectations and unclear or vague expectations) , and found both conflict and ambiguity to be clearly associated with low job satisfaction and dysfunctional behavior due to the stress and anxiety of role pressures. Rizzo, House, and Lirtzman, (1970) then developed a questionnaire to measure these role variables, and found that role conflict and ambiguity emerged as separate dimensions when a factor analysis was performed. (Keller, 1975; 57).

Rizzo et al. (1970 p. 156) defined role ambiguity as “reflect certainty about duties, authority, allocation of time, and relationships with others; the clarity or existence of guides, directives, policies; and the ability to predict sanctions as outcomes of behavior”. Also, In accordance with Rizzo et al. (1970 p.155), this study defined role conflict as “the dimensions of congruency-incongruency or compatibility-incompatibility in the requirements of the role, where congruency or compatibility is judged relative to a set of standards or conditions which impinge upon role performance”(Tang and Chang,2010).

Burnout is a prolonged response to chronic emotional and interpersonal stressors on the job, and is defined by the three dimensions of exhaustion, cynicism, and inefficacy. The past 25 years of research has established the complexity of the construct, and places the individual stress experience within a larger organizational context of people’s relation to their work. Recently, the work on burnout has expanded internationally and has led to new conceptual models. The focus on engagement, the positive antithesis of burnout, promises to yield new perspectives on the interventions to alleviate burnout. The social focus of burnout, the solid research basis concerning the syndrome, and its specific ties to the work domain make a distinct and valuable contribution to people’s health and well-being (Maslach, 2001).

Exhaustion is the central quality of burnout and the most obvious manifestation of this complex syndrome. When people describe themselves or others as experiencing burnout, they are most often referring to the experience of exhaustion.

Of the three aspects of burnout, exhaustion is the most widely reported and the most thoroughly analyzed. Shirom (1989) believe that the strong identification of exhaustion with burnout has led some to argue that the other two aspects of the syndrome are incidental or unnecessary. However, the fact that exhaustion is a necessary criterion for burnout does not mean it is sufficient. If one were to look at burnout out of context, and simply focus on the individual exhaustion component, one would lose sight of the phenomenon entirely. Although exhaustion reflects the stress dimension of burnout, it fails to capture the critical aspects of the relationship people have with their work. Exhaustion is not something that is simply experienced—rather, it prompts actions to distance oneself emotionally and cognitively from one’s work, presumably as a way to cope with the work overload. Within the human services, the emotional demands of the work can exhaust a service provider’s capacity to be involved with, and responsive to, the needs of service recipients. Depersonalization is an attempt to put distance between oneself and service

recipients by actively ignoring the qualities that make them unique and engaging people. Their demands are more manageable when they are considered impersonal objects of one's work. Outside of the human services, people use cognitive distancing by developing an indifference or cynical attitude when they are exhausted and discouraged. Distancing is such an immediate reaction to exhaustion that a strong relationship from exhaustion to cynicism (depersonalization) is found consistently in burnout research, across a wide range of organizational and occupational settings.

The relationship of inefficacy (reduced personal accomplishment) to the other two aspects of burnout is somewhat more complex. In some instances it appears to be a function, to some degree, of either exhaustion, cynicism, or a combination of the two. A work situation with chronic, overwhelming demands that contribute to exhaustion or cynicism is likely to erode one's sense of effectiveness. Further, exhaustion or depersonalization interferes with effectiveness: It is difficult to gain a sense of accomplishment when feeling exhausted or when helping people toward whom one is indifferent. However, in other job contexts, inefficacy appears to develop in parallel with the other two burnout aspects, rather than sequentially. The lack of efficacy seems to arise more clearly from a lack of relevant resources, whereas exhaustion and cynicism emerge from the presence of work overload and social conflict (Maslach et al, 2001).

The prevalence of job stress including burnout is increasing (e.g., Kahn & Langlieb, 2003). Because job stress has major significance for both employees and organizations, it is important to continue searching for mechanisms that reduce the negative effects of job stress. Drawing on theoretical frameworks of the stress-strain relationship. We examined the direct as well as the moderating effects of political skill and perceived organizational support the relationship between role conflict and burnout. Political skill and perceived organizational support are coping resources that can deter burnout as well as moderate the relationship between role conflict and burnout (Jawahar, 2007).

The experience that not everyone functions in the same way has been the basis for numerous systems of typology. From earliest times attempts have been made to categorize individual attitudes and behavior patterns, in order to explain the differences between people (Sharp, 1987). A simple division of preference or personality type is into Type A and Type B, which is based broadly on anxiety and stress levels.

Type A personality behavior was first described as a potential risk factor for heart disease in the 1950s by cardiologists Meyer Friedman and Ray Rosenman (Jenkins et al, 1971). After an eight and a half year long study of healthy men between the ages of 35 and 59, Friedman and Rosenman estimated that Type A behavior doubles the risk of coronary heart disease in otherwise healthy individuals (Friedman and Rosenman, 1959). The individuals enrolled in this study were followed well beyond the original time frame of the study. Subsequent analysis indicated that although Type A personality is associated with the incidence of coronary heart disease, it does not seem to be a risk factor for mortality (Ragland and Brand, 1988) This research had a significant effect on the development of the health psychology field, in which

psychologists look at how an individual's mental state affects his or her physical health (Eysenck, 1990).

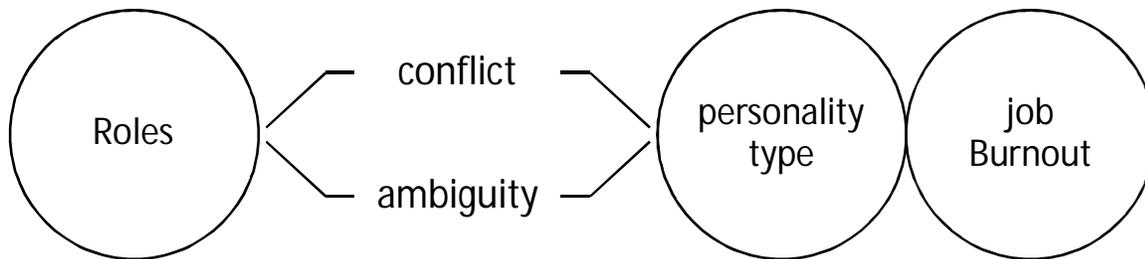
The Type A personality generally lives at a higher stress level. This is driven by

- They enjoy achievement of goals, with greater enjoyment in achieving of more difficult goals. They are thus constantly working hard to achieve these.
- They find it difficult to stop, even when they have achieved goals.
- They feel the pressure of time, constantly working flat out.
- They are highly competitive and will, if necessary create competition.
- They hate failure and will work hard to avoid it.
- They are generally pretty fit and often well-educated (a result of their anxiety).

The theory describes Type B individuals as a contrast to those with Type A personalities. People with Type B personality by definition generally live at a lower stress level and typically work steadily, enjoying achievement but not becoming stressed when they are not achieved. When faced with competition, they do not mind losing and either enjoy the game or back down. They may be creative and enjoy exploring ideas and concepts. They are often reflective, thinking about the outer and inner worlds (Friedman, 1996).

In this study, separate scales for conflict and ambiguity were then developed and validated, and correlations were obtained with other variables such as Job Burnout and personality type A and Type B. The conceptual model of this study is according to figure 1.

Fig. 1: conceptual model of the study



METHODOLOGY

The main purpose of this study was surveying the relationship between role conflict and role ambiguity with job burnout emphasize on personality type. This has done in Sugar-Cane Industry and Grow of Haft Tappeh and the population was 308 employees of this company. We determined the amount of the sample size with the used of Cochran sampling method which the statistical sample is 143 of thses employees which have been selected through the simple random sampling method. To gathering of data, we used three questionnaires. The role conflict and role ambiguity questionnaire according to Rizzo, House and Lirtzman(1970) with 20 items, job burnout questionnaire according to Maslach & Jackson(1981) with 22 items, and personality type questionnaire according to Feizi et al (2011) with 12 items. Questionnaires reliability was

estimated by calculating Cronbach’s Alpha. Table 1 shows the number of question and Cronbach’s Alpha for each dimensions of research.

Table 1 shows the number of question and Cronbach’s Alpha for each dimensions:

Dimensions	No. of Items	Alpha
role conflict and role ambiguity	20	0.86
job burnout	22	0.89
personality type	12	0.84

In order to analyze the data resulted from collected questionnaires deductive and descriptive statistical methods are used. The results Kolmogorov-Smirnov Test shows the test distribution is Normal. So we can use Pearson Correlation coefficients to test the hypothesis of the research. In order to determine the relationship between the variables of the study, the SPSS tool has been used.

RESULTS

A) Demographic Results

The data gathered from questionnaires shows that, ninety seven percent are male and three percent are female. The responder’s degree is 2. 9 percent PhD, 15.2 percent MA, 27.2 percent BA and 29.3DA and 25.8 percent AD or under. It means that the most of the responder have university degree. (Table 2)

Table2- Responders degree

Valid	Degree	Frequency	Percent
	DA or Under	37	25.8
	AD	42	29.3
	BA	39	27.2
	MA	22	15.3
	PhD	3	2.09
	Total	143	100.0

Table 3 shows age of the responders. 41.2 percent of responders have between 20-30 years’ old, and 26.5 percent have between 31-40, 23 percent 41-50, and finally 9.3 percent have more than 51 years of work experience. It shows that most the employees experience are between 20 -40.

Table 3- age of the responders

Valid		Frequency	Percent
	20- 30	59	41.2
	31-40	38	26.5
	41-50	33	23
	More than 51	13	9.3
	Total	143	100.0

From the precedence point of view about 21.6 percent of responders have less than 5 years' experience, 16.8 percent have between 6 -10, 20.9 percent have between 11-15, 19.5 percent have between 16-20, and finally 21.6 percent have experience more than 21 years. It shows that all the managers have good experience.

Table 4- experience of the responders

Valid		Frequency	Percent
	Under 5	31	21.6
	6-10	23	16.8
	11-15	30	20.9
	16-20	28	19.5
	More than 21	31	21.6
	Total	143	100.0

The following table shows the statistical parameters such as mean, standard deviation. The role conflict with 2.418 mean and role ambiguity with 2.675 mean and job burnout with 2.820 mean have the lowest to highest mean among variables.

Table 5. Statistical parameters of variables

Variables	S.D	Mean
role conflict	.539	2.418
role ambiguity	.736	2.675
job burnout	.417	2.820

B) Hypotheses Results

In this paper we have four hypotheses. The statistical way of analysis of hypotheses is two ways, H₁ is acceptance of hypothesis and H₀ is rejecting of hypothesis. In other words, it means that H₁ has positive meaning and H₀ has no meaning.

Hypothesis 1. *There is significant relationship between role conflict and job burnout emphasize on personality type A at Sugar-Cane Industry and Grow of Haft Tappeh.*

Correlation analysis has been done in order to determine the relationship between role conflict as independent variable and job burnout as dependent variable. The correlation analysis result between these variables is shown in table 6.

Table 6: Results of Correlation coefficient of Hypothesis 1.

variable	n	R	P-value	Result
<i>relationship between role conflict and job burnout emphasize on personality type A</i>	42	.145	.360	Confirm H ₀

Due to the significant level achieved about variables are bigger than 0.05, we can reject H₁ and accepted H₀ hypothesis with 95% confidence. So, we can say that there is not a direct

relationship between the between role conflict and job burnout emphasize on personality type A at Sugar-Cane Industry and Grow of Haft Tappeh.

Hypothesis2. *There is significant relationship between role conflict and job burnout emphasize on personality type B at Sugar-Cane Industry and Grow of Haft Tappeh.*

Correlation analysis has been done in order to determine the relationship between role conflict as independent variable and job burnout as dependent variable. The correlation analysis result between these variables is shown in table 7.

Table 7: Results of Correlation coefficient of Hypothesis 2.

variable	n	R	P-value	Result
<i>relationship between role conflict and job burnout emphasize on personality type B</i>	101	.064	.524	Confirm H ₀

Due to the significant level achieved about variables are bigger than 0.05, we can reject H₁ and accepted H₀ hypothesis with 95% confidence. So, we can say that there is not a direct relationship between the between role conflict and job burnout emphasize on personality type B at Sugar-Cane Industry and Grow of Haft Tappeh.

Hypothesis3. *There is significant relationship between role ambiguity and job burnout emphasize on personality type A at Sugar-Cane Industry and Grow of Haft Tappeh.*

Correlation analysis has been done in order to determine the relationship between role ambiguity as independent variable and job burnout as dependent variable. The correlation analysis result between these variables is shown in table 8.

Table 8: Results of Correlation coefficient of Hypothesis 3.

variable	n	R	P-value	Result
<i>relationship between role ambiguity and job burnout emphasize on personality type A</i>	42	.310	.046	Confirm H ₁

Due to the significant level achieved about variables are less than 0.05, we can reject H₀ and accepted H₁ hypothesis with 95% confidence. So, we can say that there is a direct relationship between the between role ambiguity and job burnout emphasize on personality type A at Sugar-Cane Industry and Grow of Haft Tappeh.

Hypothesis 4. *There is significant relationship between role ambiguity and job burnout emphasize on personality type B at Sugar-Cane Industry and Grow of Haft Tappeh.*

Correlation analysis has been done in order to determine the relationship between role ambiguity as independent variable and job burnout as dependent variable. The correlation analysis result between these variables is shown in table 9.

Table 9: Results of Correlation coefficient of Hypothesis 3.

variable	n	R	P-value	Result
<i>relationship between role ambiguity and job burnout emphasize on personality type B</i>	101	.448	.000	Confirm H ₁

Due to the significant level achieved about variables are less than 0.05, we can reject H₀ and accepted H₁ hypothesis with 95% confidence. So, we can say that there is a direct relationship between the between role ambiguity and job burnout emphasize on personality type B at Sugar-Cane Industry and Grow of Haft Tappeh.

CONCLUSION

The study has been done in order to determine the relationship between role conflict and role ambiguity as independent variables and job burnout as dependent variable and emphasize on personality type A and type B as Mediator variable.

Findings show that there is not significant relationship between role conflict and job burnout emphasize on personality type A and type B. But, there is significant relationship between role ambiguity and job burnout emphasize on personality type A and type B. So, according to study results, we can say:

- There is not significant relationship between role conflict and job burnout emphasize on personality type A at Sugar-Cane Industry and Grow of Haft Tappeh.
- There is not significant relationship between role conflict and job burnout emphasize on personality type B at Sugar-Cane Industry and Grow of Haft Tappeh.
- There is significant relationship between role ambiguity and job burnout emphasize on personality type A at Sugar-Cane Industry and Grow of Haft Tappeh.
- There is significant relationship between role ambiguity and job burnout emphasize on personality type B at Sugar-Cane Industry and Grow of Haft Tappeh.

The results of this study is same as Shakernia and Mohammadpur, 2010; Bonk et al, 1998; French et al, 1982; Anderson, 2005; Greene, 2000; Pamela et al, 2007. And have a different results with Amiri et al (2011) and Halberg and Stork (2004).

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