

## **Examining the Impact of Role Overload on Job Stress, Job Satisfaction and Job Performance-A study among Married Working Women in Banking Sector**

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### **ABSTRACT**

*Globalization fostered competition in every field multi fold. To survive in the competitive world it becomes mandatory for both men and women to opt for employment. Regarding women employment both men and women support the idea that women should work but the married women face the problem of time crunch as the amount of time that a men spend on housework is extremely small than that of women. The organizational and family Commitment increase when we talk regarding married working women's. They have to work for a longer day than an average workday to meet the organizational and family expectation. It may lead to fatigue, conflicts, work stress and dissatisfaction among married working women's. Married working women either voluntarily quit or withdraw temporarily to meet the family requirement and after that it become quite difficult for them to get an opportunity to reenter in job on similar terms. This paper examines the impact of Role Overload on Job stress, Job satisfaction and Job Performance of married working women. The data from 150 Married Working Women has been collected for the purpose of study from the Raipur Chhattisgarh region and regression analysis shows that Role Overload has positive impact on Job stress and Job Performance and negative impact on Job Satisfaction.*

**Keywords:** Role Overload, Job Stress, Job Satisfaction, Job Performance.

### **INTRODUCTION:**

Every organization is looking for multitasking employees and this create a dilemma in the mind of people that which task has to be given priorities and which task can be performed later. Organizations are rational and result oriented and the outcome of the people is influenced by various physical, economic, social, spiritual and psychological factors. Indian Society being a man oriented society women contribution in GDP is quite minimal and it's a challenge for working women's to maintain their work life balance which is a major concern for today's HR.

Married Working Women's has to be equally excelled at both the fronts i.e. family and organization which increases their role and every role has to be performed in time and with excel. Many a time they have to work for longer hours and the situation of role overload bring them stress followed by sacrifice at one part or the other which may leads to dissatisfaction and may affect the performance.

Banking is no longer a fascinating job, with the rise in demand the challenges of banking sector there is a increased work overload and every work needs to be completed on time and with excel .Banking sector includes maximum women employees and hence the role of women's become quite challenging while dealing with the challenges of banking sector.

This Research paper gave insight the knowledge and helps to identify the various factors which affect Role Overload, Stress, Job Satisfaction and Performance of married working women's in the Organization and find out the consequences of role overload on stress, Job Satisfaction and Performance.

## **CONCEPTUAL FRAMEWORK:**

### **Role Overload:**

Role overload is defined as when an individual participates in a territory filled with multiple of roles ,each one emanating their very own demands, all against to what the individual can fulfill due to him or her having no sufficient resources to meet these demands (Goode,1960)

Role overload is defined as the situation in which individual have to meet the high demands of roles, obligations or tasks that need to be fulfilled within a specific period of time and it is more than what they could perform(Rizzo et al.,1970;Cooper et al.,2001)

Bacharach et al., (1990) defined role overload as the organizational demand to complete the quantity of work in the limited time frame and therefore the employees perception is that whether he or she is able to complete task effectively within a time frame

### **Job Stress:**

Parker and DeCotiis (1983) state that “Job stress is the perception or a feeling of an individual’s personal disability that is caused by the events in the work environment. Job stress can be considered as a stimulus, a reaction, but also an interaction between an individual and his or her environment”.

Job Stress has been outlined by McGrath (1982) as a “condition within which employee is compelled to fulfill his duties beyond the person’s ability or beyond the availability of sufficient resources therefore there is an enormous difference between rewards and the demand of fulfilling the duties”.

Stress can be defined as “a state manifested by a syndrome that consist on nonspecifically evoked changes in a biological system”. (Selye1976)

### **Job Satisfaction:**

Job satisfaction can be defined as positive feeling of individual towards his job resulting from job appraisal and job experience.(Locke)

Kaliski (2007) described job satisfaction as “feeling of accomplishment and success on the job. It implies person’s enthusiasm and happiness in the job and is directly related to person’s well being and productivity which end up with the sense of fulfillment in terms of recognition, income, promotion and acquisition of other goals”.

Davis et al., (1985) perceive job satisfaction as individual behavior at the workplace and further postulates that employee enter into an organizations with some expectations and desires which need to be fulfilled and compares it in terms of rewards and recognition which leads to a positive and negative feeling of employee towards their work.

### **Job Performance:**

Job performance has been conceptualized as an individual's overall performance/ task proficiency or as performance on specific dimensions, such as the quality and quantity of work (Meyer et al., 1989; Steers, 1977). Viswesvaran and Ones (2000) defined performance as “scalable actions, behavior and outcomes that employees engage in or bring about that are linked with and contribute to organizational goals.”

## **LITERATURE REVIEW:**

Manzoor Muhammad Umair et.al (2011) with a sample of 155 faculty members from the universities of Pakistan analyzed the relationship between job stress and job satisfaction. The level of stress and job satisfaction includes management role, workload pressure, role ambiguity, and performance pressure. The result of the study shows positive correlation between job stress and job satisfaction however employees are moderately stressed due to job environment

P.W. Ida I Dewa Gede et.al (2017) analyze the effects of role stress on job satisfaction and further analyzes the effects of workplace spirituality in reducing role stress on job satisfaction of auditor in Public Accounting Firm. The results of the study showed that the role of workplace spirituality decreased the effects of neither role stress nor direct role stress on job satisfaction. Role stress might be overcome if individual and organizational factors effectively implement and facilitate spirituality

Manasseh N.Iroegbu (2013) examined the effect of Organizational role conflict and job satisfaction on employee performance in the Customs Service of Nigeria. The data from 103 Customs Officers were selected for the purpose of study. The result of the study revealed that officers who were under low role conflict performed better than officers under high role conflict. Organizational role conflict therefore had a significant effect on their performance. Conversely, there was no significant effect of job satisfaction on performance. The impact of job satisfaction and role conflict on performance was found to be insignificant.

Khuong Mai Ngoc and Yen Vu Hai (2016) identifies six factors affecting Job Stress and Job Performance

wherein he included work overload, role ambiguity & role conflict, working relationship, career development, and working environment. The sample of 378 respondents was collected for the purpose of study and was identified that all the factors have positive and significant influence on job stress but negative influence on job performance. The result also revealed that job stress mediate the impact of career development on employee's job performance.

S. M.Hashemi et.al (2015) explored the concept of role stress in terms of role ambiguity and overload, and its relationship with job satisfaction. It then provides an evidence base for the impact of role stress/job satisfaction relationship on organizational commitment. Most of the studies reviewed indicate that stress has important effects on personnel and organizational outcomes. Stress at the work place may result in unfavorable outcomes such as low level of performance and resignation from the job. Therefore, identifying the job stress's factors in an organization will significantly improve job satisfaction, which in turn strengthens staff's loyalty to the organization.

Essiam Joshua Ofori et.al (2015) found that job satisfaction is influenced by role overload, role ambiguity, physical environment, supervisors support and coworkers support. To examine this influence a sample of 210 respondents was collected from university staff. The result of the study support that there is a small positive contribution of role overload and physical environment on job satisfaction, further finding reveals insignificant relationship between job satisfaction and coworker support. Finally the result indicate only 8% of variance of job satisfaction is been predicted by job stressor which is practically small.

Al-Ghamdi Nawal G (2017) investigated role overload as a predictor of job stress among university teachers and analyze the differences among the married and Single females with respect to role overload and job stress. The study sample consisted of 100 university female teachers from two campuses of King Abdulaziz University, Jeddah. The results of study indicated that role overload is a significant predictor of job stress. The impact of role overload and job stress was found to be insignificant between the married and unmarried female university teachers.

Malik Omer Farooq et.al (2010) explored the mediating effects of job satisfaction on role stressors namely, role overload and role conflict on affective commitment. 151 branch managers of private sector commercial banks in Pakistan were selected for the purpose of study. Results of the study revealed that role overload and role conflict directly and negatively influence job satisfaction and affective commitment. Result also revealed that job satisfaction partially mediated the effects of role overload and role conflict on affective commitment.

Yongkang Zhou et.al (2014) by collecting a sample of 220 middle level cadre from Chinese local government examined the relationship between role conflict, role ambiguity, role overload and job stress. The relationship between time pressure, role conflict and role overload had been identified. Researcher also found out the relationship between job anxiety and job stress with role ambiguity, role conflict and role overload. Researcher analyses the impact of role ambiguity on job anxiety and job stress and examined the impact of role conflict, role overload on time stress, job anxiety and job stress. The result of the study revealed positive correlation between time pressure, role conflict and role overload and between job anxiety, job stress with role ambiguity, role conflict and role overload. There is a significant impact of role ambiguity on role conflict and role overload which in turn has significant impact on time stress, job anxiety and job stress.

Ahmed Ashfaq, Ramzan Dr. Muhammad (2013) predicted the impact of job stress on job performance. In order to prove this relationship the researcher collected data of 144 respondent including senior, graduate employees including customer services officers and managers from various financial institutions in Pakistan. The result of the study found negative correlation between job stress and job performances and also states that job stress reduces the performance of an individual significantly.

Karimi Roohangiz et.al (2014) conducted research study in healthcare sector by taking a sample of 135 Iranian nurses in order to analyze the level of Organizational stress and also examine whether the occupational stress affected by role overload, role conflict, and role ambiguity. The result stated a high level Occupational Stress followed by a significant influence of role overload, role conflict, and role ambiguity on occupational stress. Researcher further concluded that role conflict is a significant predictor of organizational stress

Khattak Muhammad Arif et.al (2011) predicted job stress mediate the effect between role ambiguity and job satisfaction. In order to support the study the data of 305 banking employees was collected and analyzed .The result of study reveals negative correlation between role ambiguity and job satisfaction and also stated that job stress mediate the effect of role ambiguity and job satisfaction.

Mansoor Muhammad et.al (2011) examines the impact of job stress on employee job satisfaction. The data from 134 employees from telecom sector from Pakistan was collected for the purpose of study. The three variables named conflict at work, workload and physical environment is used to measure Job Stress .the result of study stated insignificant impact of stress on employee's job satisfaction

Ali Sobia and Farooqi Yasir Aftab (2014) conducted the research by taking a sample of 207 teaching and non-teaching staff of Public Sector University of Gujranwala Division to examine the effect of work overload on job satisfaction and further investigated the impact of job satisfaction on employee performance and employee engagement. The result of the study reveals positive effect of work overload on job satisfaction and significant impact of job satisfaction on employee performance and employee engagement.

Riaz Muhammad et.al (2016) identifies the relationship between job stress and employee job satisfaction. The data of 100 nurses were collected from DHQ Hospital of Okara through survey method. The result of the study shows that job stress positively impact on employee job satisfaction.

Malik Muhammad Imran et.al (2011) examines the impact of role overload at work place on retention and productivity of layoff survivors. The data of 450 respondents were collected from service organization. The result summarizes that there is a positive relationship between employee retention and productivity and role overload negatively influence employee retention and productivity.

Abbasi Tajmal Farooq (2015) examined whether Islamic Work Ethics mediate the impact of work Overload on Stress, Job Satisfaction, and Turnover Intentions. A sample of 123 respondent from different public sector was collected for the purpose of study and the result concluded that work overload has negative effect on stress, turnover, and job satisfaction whereas Islamic work ethics significantly mediate the impact of work overload on stress stating that by applying the rules governed by Prophet Mohammad the level of stress can be reduced.

Chang Esther, and Hancock Karen (2003) compare the impact of role stress between 2 different time frames of employment i.e. one is immediately after employment and another after a year of employment in new graduate nurses. The result of the study stated that in first few months' role ambiguity causes stress whereas a year later on role overload affect level of stress in nurses. The level of role stress was constant with time frame whereas satisfaction has a negative correlation with role ambiguity and role stress.

## **OBJECTIVES:**

1. To design and standardize measures to evaluate Role Overload, Job Stress, Job Satisfaction and Job Performance of working women's working in various Banking institutions in Raipur region.
2. To identify underlying latent factors of Role Overload, Job Stress, Job Satisfaction and Job Performance
3. To evaluate cause and effect relationship between Role Overload as independent variable and Job Stress, Job Satisfaction and Job Performance as dependent variable.
4. To open new areas for further research

## **HYPOTHESIS:**

- H01: There is no significant effect of Role Overload on Job Stress
- H02: There is no significant effect of Role Overload on Job satisfaction
- H03: There is no significant effect of Role Overload on Job Performance

## **RESEARCH METHODOLOGY:**

### **The study:**

The study is causal in nature and survey method is used to collect data for the study. The study will evaluate the causal relationships between Role Overload as independent variable and Job Stress, Job Satisfaction and Job Performance as dependent variable.

### **Sample Design:**

#### **Population for the study:**

The Population for the study will include all the working women's working in various banking institutions located in the Raipur region

### **Sample Frame:**

The Sample Frame of the study will include all the working women's working in various banking institutions in the Raipur region and present during the data collection phase of the study.

### **Sample Elements:**

Individual respondents will be the sampling element

**Sampling Technique:**

Non-probability purposive sampling will be used to identify the sample elements to be included in the sample.

**Sample Size:**

The sample size of the study will be of 150 working women's working in various banking institutions in Raipur region

**Tools used for data collection:**

The review of literature has shown that all the four variables used in the study have been extensively studied in specific organizational settings or specific industrial settings. The standardized measure is available for evaluating all the four measures of the study. Standardized Questionnaire on Role Overload (Reilly 1982), Job Stress (Parker and Decotiis 1983), Job Satisfaction (Draftur 1977) and Job Performance (William & Anderson 1991) was available. However, the standardized measures are industry or organizational specific and therefore will not be directly suitable for current study which is a general study on service sector. Therefore the existing measures will be modified to develop four separate measures for the purpose of the study. The measures will be evaluated for reliability and validity before analyzing data collected on these measures for the purpose of study.

**Tools used for Data Analysis:**

1. All the four measures will be evaluated for reliability using SPSS 18.
2. Exploratory factor analysis is applied on the data collected for all the four variables to identify latent factors
3. Linear Regression analysis will be used to examine the effect of Role overload on Job Stress, Job Satisfaction and Job Performance

**RESULTS & DISCUSSION:**

**Standardization of Measures:**

**Consistency, Reliability and Validity:**

The questionnaires were standardized for the purpose of this study through various measures. Internal Consistency of all the items in the questionnaire was checked through item to total correlation. Since all the items were found to be correlated so no item was dropped. Reliability test was carried out by using SPSS software and the Cronbach alpha value was found to be (.840) for Role Overload, (.811) for Job Stress, for Job satisfaction (.885), and (.753) for Job Performance. Face validity was ensured as questionnaires were checked by panel of judges and found to be suitable for present study.

**Cronbach's Alpha:**

S.No.	Variable Name	Cronbach's Alpha	N of Items
1.	Role Overload	.840	13
2.	Job Stress	.811	12
3.	Job Satisfaction	.885	19
4.	Job Performance	.753	7

**Factor Analysis:**

In addition to above four measures factor analysis was also used to ensure construct validity and identification of underlying factors. The thirteen items of Role Overload, twelve items of Job Stress, 19 items of Job Satisfaction and Seven item of Job Performance were subjected to principal component analysis using varimax rotation. KMO test of sampling adequacy values for Role Overload, (.864),for Job Stress (.818) for Job satisfaction (.862) and for Job Performance (.796) indicated that the sample was good enough to go for further analysis.

S.NO.	Variable Name	KMO	Bartlett's Test of Sphericity	Sig.
1.	Role Overload	.864	536.712	.000
2.	Job Stress	.818	417.372	.000
3.	Job Satisfaction	.862	935.409	.000
4.	Job Performance	.796	197.084	.000

Three factors were emerged in case of Role overload, three factors were emerged in case of Job Stress, Five factors emerged in case of Job Satisfaction, and single factors were emerged in case of Job Performance (See Annexure 1).

**Regression:**

For the sample of 150 married working women working in banking institution were subjected to regression using SPSS 18 was computed to test the hypothesis. The data was first checked for normality. Totals of all the variables were subjected for linear regression. ANOVA table summarizes that that Role Overload is positively related to Job Stress with values Beta = .790 and  $t = 4.493$ . The model is 62.4 % fit and F Value is 246.113 which are insignificant at 0.000% level of significance. Hence H<sub>0</sub> is rejected and it shows that Role Overload have a significant impact on Job Stress.

In case of Job performance ANOVA table summarizes that Role Overload is positively related to Job performance with values Beta = .458 and  $t = 6.275$  The model is 21 % fit and F Value is 39.378 which is significant at 0.000% level of significance. Hence H<sub>0</sub> is rejected and it shows that Role Overload have a significant impact on Job Performance.

However incase of Job Satisfaction ANOVA table summarizes that Role Overload is Negatively related to Job satisfaction with values Beta = .458 and  $t = 6.275$  The model is 21 % fit and F Value is 39.378 which is significant at 0.000% level of significance. Hence H<sub>0</sub> is not rejected and it shows that Role Overload have a insignificant impact on Job Satisfaction.

**CONCLUSION:**

The major finding of this research is that Role overload has a significant impact on Job stress as the women's have to play various roles in a family as well as the role assigned in the organization and it is sometime become difficult for a women to perform all roles with similar commitment and lead to fatigue, stress and dissatisfaction and our research concluded that role overload is negatively associated with Job Satisfaction. The overloaded employees shows poor efficiency and poor performance but the result revealed that the performance of a person increases to a little extent with increase in role overload as a certain amount of stress is good for performance but again it increases dissatisfaction.

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**ANNEXURES:**

**Reliability:**

**Role Overload Reliability:**

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.840	.841	13

**Job stress Reliability:**

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.811	.811	12

**Job Satisfaction Reliability:**

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.885	.885	19

**Job performance Reliability:**

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.753	.752	7

**Kaiser-Meyer-Olkin Measure of Sampling Adequacy:**

**For Role Overload**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.864
Bartlett's Test of Sphericity	Approx. Chi-Square	536.712
	Df	78
	Sig.	.000

**For Job Stress**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.818
Bartlett's Test of Sphericity	Approx. Chi-Square	417.372
	Df	66
	Sig.	.000

**For Job Satisfaction**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.862
Bartlett's Test of Sphericity	Approx. Chi-Square	935.409
	Df	171
	Sig.	.000

**For Job Performance**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.796
Bartlett's Test of Sphericity	Approx. Chi-Square	197.084
	Df	21
	Sig.	.000



**Factor Analysis:**

**Role Overload**

S.No	Factor	Eigen value	% of Variance	Items	Items loading
1	Work Overload	4.538	34.904	There are too many demands on my time	.824
				I don't ever seem to have any time for myself.	.750
				I have things to do which I don't really have the time and energy for.	.721
				I just can't find the energy in me to do all the things expected of me.	.693
				I need more hours in the day to do all the things which are expected of me.	.623
				Sometimes I feel as if there are not enough hours in the day.	.521
2	Role Conflict	1.528	11.754	There are times when I cannot meet everyone's' expectations	.778
				I find myself having to prepare priority lists (lists which tell me which things I should do first) to get done all the things I have to do. Otherwise I forget.	.712
				I can't ever seem to get caught up.	.530
				I feel I have to do things hastily and maybe less carefully in order to get everything done.	.515
3	Unfulfilled commitments	1.082	8.323	I seem to have to overextend myself in order to be able to finish everything I have to do.	.734
				I seem to have more commitments to overcome than some other women I know.	.694
				Many times I have to cancel commitments.	.681

**Job Stress**

S.No	Factor	Eigen value	% of Variance	Items	Items loading
1	Time Pressure	3.939	32.822	I spend so much time at work.	.749
				I have too much work and too little time to do it in.	.685
				My job gets to me more than I should.	.570
				I feel like I never have a day off.	.563
				Working here leaves little time for other activities.	.558
2	Work stress	1.300	10.834	Working here makes it hard to spend enough time with my family.	.850
				I frequently get the feeling I am married to the company.	.781
				I sometimes dread the telephone ringing at home because the call might be job related.	.650
3	Burnout	1.167	9.722	There are lots of times when my job drives me right up the wall.	.767
				I have felt fidgety or nervous as a result of my job.	.729
				Sometimes when I think about my job I get a tight feeling in my chest.	.559
				Too many people at my level in the company get burned out by job demands.	.555

**Job Satisfaction**

S.No	Factor	Eigen value	% of Variance	Items	Items loading
1	Happiness in Job	6.265	32.97	I'm happy with the organization's policies.	.802
				I'm happy with the working conditions.	.663
				I'm happy with the way my co-workers get along with each other.	.640
				I'm happy with the General management of the organization.	.592
				Social conditions are appropriate for the job within the organization	.572
				I'm happy with my Organization as a whole.	.514

S.No	Factor	Eigen value	% of Variance	Items	Items loading
2	Opportunity for advancement	1.378	7.254	My job provides adequate opportunities to do different things from time to time.	.717
				My job provides adequate opportunities to be "somebody" in the community	.687
				My job provides adequate opportunities for advancement on this job.	.603
3	Growth opportunity	1.278	6.728	My job provides adequate opportunities to do something that makes use of my abilities.	.728
				There are adequate opportunities for future growth (in efficiency).	.686
				I'm happy with my work as a whole.	.653
4	Fair compensation	1.245	6.555	My Job provides for stable employment in suitable ways.	.641
				My job provides fair Pay.	.612
				My Job provides me a feeling of accomplishment.	.594
				I'm happy with my past advancements' in this organization.	.586
5	Self-Efficacy	1.124	5.914	My job provides adequate opportunities to do something that makes use of my abilities.	.682
				There are adequate opportunities for future growth (in efficiency).	.659
				I'm happy with my work as a whole.	.638

**Job Performance**

S.No	Factor	Eigen value	% of Variance	Items	Items loading
1	Performance	2.835	40.494	Adequately complete assigned duties	.724
				Engages in activities that will directly affect his/her performance evaluation	.682
				Fails to perform essential duties(R)	.654
				Fulfills responsibilities specified in Job description	.639
				Meets formal performance requirements of job	.615
				Neglects aspects of the job he/she is obliged to perform	.613
				Perform tasks that are expected of him or her	.505

**Regression:**

**Impact of Role Overload on Job Stress:**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
dimension0	1	.790 <sup>a</sup>	.624	.622	4.78456

a. Predictors: (Constant), Role Overload

b. Dependent Variable: Job Stress

**ANOVA<sup>b</sup>**

Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	5634.038	1	5634.038	246.113	.000 <sup>a</sup>
	Residual	3388.022	148	22.892		
	<b>Total</b>	<b>9022.060</b>	<b>149</b>			

a. Predictors: (Constant), Role Overload

b. Dependent Variable: Job Stress

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	9.071	2.019	4.493	.000
	RO	.714	.046	.790	15.688

Dependent Variable: Job Stress

Job Stress = 9.071 + Role Overload (RO)\* 0.790

**Impact of Role Overload on Job Satisfaction:**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
dimension0 1	.076 <sup>a</sup>	.006	-.001	10.76410

a. Predictors: (Constant), Role Overload

b. Dependent Variable: Job Satisfaction

**ANOVA<sup>b</sup>**

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	98.921	1	98.921	.854	.357 <sup>a</sup>
1 Residual	17148.152	148	115.866		
<b>Total</b>	<b>17247.073</b>	<b>149</b>			

a. Predictors: (Constant), Role Overload

b. Dependent Variable: Job Satisfaction

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	77.004	4.541		16.956	.000
1 RO	-.095	.102	-.076	-.924	.357

Dependent Variable: Job Satisfaction

Job Satisfaction = 77.004 + Role Overload (RO)\* 0.076

**Impact of Role Overload On Job Performance:**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
dimension0 1	.615 <sup>a</sup>	.379	.375	3.99532

a. Predictors: (Constant), Role Overload

b. Dependent Variable: Job Performance

**ANOVA<sup>b</sup>**

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	1440.617	1	1440.617	90.250	.000 <sup>a</sup>
1 Residual	2362.456	148	15.963		
<b>Total</b>	<b>3803.073</b>	<b>149</b>			

a. Predictors: (Constant), Role Overload

b. Dependent Variable: Job Performance

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	7.403	1.686		4.392	.000
1 RO	.361	.038	.615	9.500	.000

Dependent Variable: Job Performance

Job Performance = 7.403 + Role Overload (RO)\* 0.615

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