

A Study on Navigating Role Stressors: Role Conflict, Role Ambiguity, Role Overload and Burnout in Employees

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Abstract- Burnout is a state of physical, emotional, and mental exhaustion caused by prolonged stress or overwork. Role Conflict could be the situation where one is assigned jobs that counter each other, thus creating difficulties to satisfy all expectations. Role Ambiguity is triggered by a situation in which an individual does not evidently know their job functions, leading to confusion as well as stress. And lastly due to role overload occurs when the amount of work is too much to handle. When people face these issues regularly, they become mentally and physically drained, which can lead to burnout. The present study investigated association among role conflict, role ambiguity, and role overload contribute to employee burnout. A sample of 102 participants (58 females 44 males) filled an online survey including Role Conflict and Ambiguity Scale, Role Overload Scale, Maslach Burnout Inventory. A correlational analysis was done to understand if there was a relationship between the variables. The analysis revealed there was a significant relationship between all the variables - a significant positive correlation was found between role conflict and role overload, role conflict and burnout, role ambiguity and role overload, role ambiguity and burnout, role overload and burnout; whereas a significant negative correlation was found between role conflict and role ambiguity. The findings reveal that higher role conflict, role ambiguity and role overload are significantly associated with increased burnout.

Index Terms Role Conflict, Role Ambiguity, Role Overload and Burnout

I- INTRODUCTION

Overview

Burnout is a psychological condition that appears as a persistent reaction to ongoing stress. Burnout has far too many negative effects, both emotionally and on the job. This dissertation investigates how role stressors- specifically, role

conflict, role ambiguity and role overload can lead to burnout in employees. This study intends to provide significant insights that can help organizations to create healthier work environment and improve overall employee performance which can also help employees to enhance their well-being and productivity.

One important component that can influence to burnout is role conflict which is defined as the simultaneous occurrence of two (or more) role outcomes or demands in such a way that performing one makes the other more difficult (Rizzo, House, Lirtzman, 1970). Studies have indicated that role conflict has a favorable impact on stress, and stress is a major factor in burnout (Zulhapiz, 2023).

On the other hand, burnout can also be influenced by role ambiguity which happens when an individual lacks the required knowledge to carry out the responsibilities of a certain role (Rizzo, House, Lirtzman, 1970). Research indicates that when role ambiguity increases, so does burnout (Sulaiman, Saraih, Sakdan, Anwar, 2021).

Another important element that could influence burnout is role overload. When the perceived demands of the work exceed the resources and assistance that are available, role overload occurs. Role overload is a conflict of priorities caused by trying to complete multiple tasks in a small amount of time. Studies indicate that that greater role overload led to organizational tiredness and burnout (Pitchford, 2022). Ultimately, the goal of this study is to provide a comprehensive understanding of how role conflict, role ambiguity, role overload contributes to burnout. It is anticipated that the results will provide firms seeking to create healthier work environment and support their employees which can enhance their well-being and productivity.

Concepts Used in the Study:

Role Conflict

Role conflict is described in terms of the dimensions of congruency-incongruency or compatibility-incompatibility in the role's requirements, where congruency or compatibility is measured against a set of rules or situations that influence role performance (Rizzo, House, Lirtzman, 1970). While role conflicts are typically seen negatively, some researchers argue that they can lead to good results such as increased creativity, mobilization of new energy, and improved self-perception. Role conflict may have significant emotional effects on individuals and organizations, including increased work pressure, reduced job satisfaction, and poor performance (Amilin, 2017).

Role Ambiguity

Role ambiguity arises when managers lack adequate knowledge to choose the most successful job behaviors or when tasks, authority, and responsibilities remain unclear. This is also known as the incompatibility of necessary and accessible information for a task. Role ambiguity is mostly caused by organizational stress, complexity, quick development, reorganization, technical advancements, quick staff turnover, and environmental changes. Role ambiguity refers to the absence of clear information about a certain role (Amilin, 2017).

Role Overload

Role overload happens when employees are required to perform more than their time allows. Increased job commitments can create mental health issues. Role overload is a kind of role-based stress that occurs when an individual's expectations exceed their abilities and motivation to complete tasks in a limited amount of time or when the role is too challenging. Role overload refers to circumstances in which employees believe they have excessive tasks or activities to complete given their time, skills, and other restrictions (Aigbiremhon, 2020).

Burnout

Burnout is identified in three aspects: emotional exhaustion, depersonalization, and a sense of personal achievement. Burnout syndrome is characterized by decreased emotional release and pressure, often known as emotional fatigue. It also illustrates the personal

stress aspect of burnout. Emotional exhaustion is caused by tiredness and raised expectations. Emotional exhaustion occurs when a person feels overwhelmed and unable to think positively about their task. One feels both physically and psychologically tired. Burnout's social status is characterized by depersonalization. Negative and uncaring behavior against others, including sarcasm, is common. Personal accomplishment might indicate a deficit in job efficiency. It also means that one is negatively assessing oneself and that one's sense of adequacy is diminishing. In this kind of situation, one grows uninterested to his work, and his dedication to his organization decreases day by day (Sulaiman, Saraih, Sakdan, & Anwar, 2023).

Theoretical Perspectives/ Models:

Theory and Model on Role Conflict and Role Ambiguity

Role Stress Theory, which posits that individuals experience role stress when they perceive role ambiguity (lack of clarity in their job expectations) and role conflict (incompatibility between different role demands). This theory suggests that role stress can be alleviated by providing clear job descriptions and ensuring that roles are consistent and congruent (Katz, & Kahn, 1978).

Role Conflict and Role Ambiguity Model: This model deals with two main concepts: role conflict and role ambiguity. The model states that role conflict happens in situations where there are incompatible demands within or between roles, whereas role ambiguity emerges from uncertainty about what is expected from a given role. Furthermore, the model posits that both role conflict and role ambiguity lead to stress and reduced job satisfaction (Kahn, Wolfe, Quinn, Snoek, & Rosenthal, 1964).

Theory/ Model on Role Overload

Conservation of Resources (COR) Theory is focused on the stress that occurs when individuals perceive a threat of loss, actual loss, or lack of gain in valued resources. Role overload can be seen as a situation in which individuals feel they do not have enough resources (time, energy, support) to meet role demands, leading to stress and exhaustion (Hobfoll, 1989).

The Job Demands-Resources (JD-R) model was first introduced to describe how job strain relates with the psychosocial functioning of employees. This model

assumes that when individuals face a high level of demand without sufficient resources, they will experience work strain. These demands might be physical, emotional or cognitive in nature while resources encompass factors such as autonomy, social support or control over one's job. The JD-R model proposes that if employees encounter too many demands, they will suffer from stress, burnout and dissatisfaction with their jobs. On the contrary, having enough resources helps to mitigate unfavorable effects of these demands on the individuals who are undertaking them thus leading to more enthusiasm as well as improved performance levels (Bakker, Demerouti, & Verbeke, 2004).

Theory on Burnout

Maslach's Burnout Theory of suggests that burnout is a complex phenomenon formed by three dimensions; they are emotional exhaustion, depersonalization and decreased personal accomplishment. Emotional exhaustion can be simply defined as the sense of being empty and devoid of any emotions while depersonalization refers to having negative feelings or doubts about your job or clients. Decreased personal accomplishment results in feelings of failure and lack of achievement. This theory has had a great role in understanding and managing professional burnout across disciplines (Maslach, 1998).

Statement of the Problem:

The current study aimed at studying the association between role conflict, role ambiguity, and role overload and burnout among employees.

Purpose and Significance of the study:

The current study is important because it addresses the crucial challenges that employees experience in workplaces, with an emphasis on role stressors such as role conflict, role ambiguity, and role overload, as well as their effect on employee burnout. As organizations seek more productivity, employees frequently face contradictory expectations, unclear roles, and a heavy workload, which results in extreme stress and burnout.

Aim and Objectives:

The aim of this research is to study the interplay of role conflict, role ambiguity, and role overload contribute to employee burnout.

Objectives:

- 1) To study the relationship between Role Conflict and Role Ambiguity in Employees.
- 2) To study the relationship between Role Conflict and Role Overload in Employees.
- 3) To study the relationship between Role Conflict and Burnout in Employees.
- 4) To study the relationship between Role Ambiguity and Role Overload in Employees.
- 5) To study the relationship between Role Ambiguity and Burnout in Employees.
- 6) To study the relationship between Role Overload and Burnout in Employees.

II- REVIEW OF LITERATURE

Studies between Role Conflict and Role Ambiguity

A study conducted by Mahsa Haji Mohammad Hoseini and colleagues in the year 2021, on 216 nurses were randomly selected. A cross-sectional study was carried out at five hospitals connected with Qom Medical Sciences University. Data was gathered using a questionnaire with random sampling, which asked questions on demographics, role ambiguity and conflict, and nurses' intention to leave their jobs. The only factors that were substantially correlated with the desire to leave the nursing profession in the multivariate logistic regression model were role conflict and role ambiguity. Nurses who experienced a lack of clarity regarding their job roles and responsibilities were more likely to consider leaving their jobs. The findings emphasize the need for clear communication, defined roles, and robust support systems to retain valuable nursing staff and ensure the stability of healthcare institutions (Hoseini, Asayesh, Amaniyan, Shariffard, Elahi, Kopaie, 2021).

Another research study conducted by Amilin Amilin in the year 2017. The study involves a direct survey using a self-administered questionnaire given to 122 accountants in management employed in public enterprises in Jakarta, Indonesia. The study's findings suggest that role conflict has a negative impact on accountants' performance, but role ambiguity has an opposite effect (Amilin, 2017).

Engin Unguren and Serdar Arslan (2020) conducted research on staff members of 3, 4, and 5- star hotels in Alanya, one of Turkey's top tourist destinations, data

was gathered through questionnaires. The findings showed that job performance and job satisfaction for hotel employees are directly impacted negatively by both role conflict and role ambiguity. Furthermore, it has been shown that role ambiguity and conflict have a moderating influence on job performance in terms of job satisfaction. The study's conclusion indicate that job satisfaction may be a crucial factor in reducing the detrimental impacts of role conflict and role ambiguity on job performance (Unguren & Arslan, 2020).

Another research study was conducted by Junaid Ahmad and colleagues in the year 2021. Data was gathered via the questionnaire. 200 respondents were given questionnaires, 175 of which were utilized for data analysis. Regression analysis and correlation in statistical descriptive statistics were used to evaluate the hypothesis. According to the findings of this study, job stress and role conflict have no significant impact on job satisfaction. Additionally, this study shows that reducing the role stressor can enhance job satisfaction. Islamic work ethics have a negative impact on job stress, which affects when role ambiguity and role conflict are present. Even though the study concentrates on Islamic work ethics, there might be gaps in knowledge regarding the ways in which other religious or cultural frameworks influence comparable factors (Ahmad, Zahid, Wahid, Ali, 2021).

Studies between Role Conflict and Role Overload:

A study conducted by Eun Hee Park and colleagues in the year 2023. 156 doctors from nine Korean medical schools participated in a survey-based study. Data was analyzed with an emphasis on how role overload in various work positions affects role conflict and technology adoption intentions among physicians in order to test the assumptions put forward in the model. The findings offer valuable perspectives on the ways in which employment characteristics of physicians influence their choices to integrate technology into their professional roles. According to the study, role overload in the secondary role has a greater impact on role conflict between a physician's primary and secondary roles than it does in the primary position. Overall, the findings of this study supported the theoretical framework and showed how necessary it is for medical doctors to have internal job features such as role overload or conflict in order to influence their intentions of using technology when they work at home

(Park, Im, Zhang, Lee, Chun & Park, 2023).

Rutinaias Haholongan and Dedi Kusdinar (2020) investigated on "The Influence of Role Conflict and Role Overload to Job Satisfaction." Role overload and role conflict's impact on job satisfaction were examined in this study using a sample of 130 respondents. The data gathered from the respondent was analyzed using multiple linear regression analysis. The study examined the effects of role overload and role conflict on job satisfaction, and the findings showed that these variables explained 47.2% of the variation in job satisfaction. It has been proven that role conflict, which arises when workers encounter demands that are incompatible with their roles, has a negative effect on job satisfaction. It has also been discovered that role overload, which is typified by an excessive workload, negatively impacts job satisfaction. The findings indicate that in order to improve employee job satisfaction, firms should address role overload and role conflict (Haholongan & Kusdinar, 2020).

Aigbiremhon and Ikehide Joseph conducted a study in the year 2020. Participants in the study were 256 faculty members from Enugu State University of Science and Technology. From Enugu State University of Science and Technology, participants were selected by a multi-stage (cluster and purposive) sampling process. Self-rated measures were employed in this cross-sectional survey study to gather participant data. The data analysis method employed was moderated hierarchical regression. According to the findings, role conflict significantly predicted both internal and extrinsic job satisfaction. Extrinsic and intrinsic job satisfaction were not significantly correlated with role overload. Findings of the study showed that role conflict was a strong positive predictor of intrinsic job satisfaction, suggesting that a higher role conflict will result in a higher level of intrinsic job satisfaction (Aigbiremhon & Joseph, 2020).

Studies between Role Conflict and Burnout:

Hyung In Park and Suk Kyung Nam conducted research study in the year 2020. Participants were 481 adult South Korean employees who completed self-report information twice, separated by two weeks. The findings suggested that role conflict and negative affect were mediated by mindfulness, with role conflict having a less impact on negative effects when mindfulness was high. Based on the research, it appears

that role conflict may have a less detrimental effect on burnout if mindfulness is practiced to avoid its unfavorable development. The main findings of the study show that there is a stronger correlation between job burnout and employees who have high levels of role conflict and negative affect. But by lowering negative affect, mindfulness can mitigate this effect and lessen the effects of role conflict on burnout. Essentially, mindfulness serves as a safeguard, assisting workers in better coping with the stress brought on by role conflict and lowering burnout rates in the process (Park & Nam, 2020).

Another research study was conducted by Mhd Hanif Zulhapiz in the year 2023. Purposive sampling was used to gather a sample size of 70 students from the population of students who work and study in Sungai Penuh City, Jambi Province. The results show that role conflict has a favorable impact on stress, and stress is a major factor in burnout. According to the study's findings, role conflict and burnout are significantly mediated by stress, which implies that controlling stress may be able to lessen the negative impacts of role conflict on burnout (Zulhapiz, 2023).

Faith Mbabazi and colleagues conducted a research study in the year 2023, on 99 administrators from two Ugandan public institutions were included in the study's sample. Cross-sectional survey design was used in the study. There were 61 administrators from one university and 38 from another; all of them were employed in the study. These particular public universities were chosen by the researcher due to their greater enrollment, faculty, and academic programs. Here, it is assumed that a greater number corresponds to an increased burden. The comparison of a recently established public university with the oldest public institution was the second rationale for concentrating on public universities. Due to role conflict, emotional exhaustion was more common among older administrators. Burnout, in particular emotional exhaustion, was highly influenced by role conflict, with age, gender, and time-based factors serving as important predictors. The study came to the conclusion that among academic administrators, role conflict is a predictor of burnout, particularly emotional exhaustion (Mbabazi, Eduan, Ocheng, 2023).

Raghda Gamal Abd El-Hay and colleagues conducted a study in the year 2022. 130 staff nurses participated

in the study. The research design was correlational and descriptive. The study was conducted at the Mansoura University Hospitals' Urology and Nephrology Center. The Maslach Burnout Inventory and the Role Conflict Scale were used to gather data. Of the nurses surveyed, 53 percent had a low impression of role conflict and only 16 percent had a high one. Additionally, only 3.1% of the nurses in the study reported having a high level of burnout, compared to more than three-quarters (77.7%) who felt they had a low level. A statistically significant association was seen between the perception of role conflict among staff nurses and overall burnout. Nurses who experience high levels of role conflict must have counseling in order to change their behavior and improve their capacity to handle role conflict (El-hay, Hassan, Badran, 2022).

Studies between Role Ambiguity and Role Overload:

Tayyaba Mehmood and colleagues in the year 2023, investigated on the impact of technology- induced role overload and technology induced role ambiguity on job performance. The response data was analyzed using correlation and regression to ensure reliability. The findings show a strong positive correlation between role overload, role ambiguity, technostress, and job performance brought on by technology. There is a significant positive correlation between technology-induced role overload and job performance which suggests that when technology- induced role overload increases, so does job performance. Positive and significant effects on job performance are also observed in role ambiguity caused by technology which shows that job performance is positively improved when workers feel uncertain about their duties because of technology. The study came to the conclusion that role ambiguity and role overload caused by technology had significant negative effects on employees' job performance at a Lahore software company (Mehmood, Naeem & Arshad, 2023).

Another research study was conducted by Nur Izzaty Mohamad and colleagues in the year 2016. This study adopted a cross-sectional research design because it allowed the researchers to combine the job stress literature with the authentic survey as the primary method of data collection for this study. This study used 97 questionnaires obtained from the Malaysian Navy to examine the association between job stress and work-family conflict among personnel. The results of

hypothesis testing examined two key findings. First, job ambiguity was shown to be highly associated with work-family conflicts. Second, role overload was shown to be strongly associated with work-family conflict. This finding suggests that workers' capacity to handle ambiguity and overload in daily job performance effectively could decrease work-family conflict in the researched organization (Mohamad, Ismail, Mohamad, Ahmad, Yahya, 2016).

A similar study conducted by Gahlan and colleagues in the year 2014. This study investigates the link between work performance, role overload, and role ambiguity among information technology (IT) experts in India. A standardized questionnaire was used to collect data on the variables from 400 Indian IT workers. The analysis of statistics of the data shows that IT staff experience a high level of role overload and ambiguity. Furthermore, correlation analysis suggests that role overload and role ambiguity have a strong relationship with work performance, whereas multiple regression indicates that role overload and role ambiguity are important predictors (Gahlan, Singh, Khuja, 2014).

Studies between Role Ambiguity and Burnout:

Ahmad Fadli and colleagues conducted research in the year 2024. Primary data was gathered by direct respondent filling out of questionnaires, observations, and interviews. Further data was collected in the meanwhile using books, documents, and scientific publications. According to the limited study findings using a one-sample t-test, the first test of the ambiguity variable on burnout shows a positive and significant impact. The second test of the Workload variable on Burnout found a positive and significant impact. Research suggests that resilience may reduce the impact of challenging work situations, resulting in less emotional fatigue and depersonalization and increasing a person's achievement (Fadli, Muttaqijm & Muljadi, 2024).

A study was conducted by M K Sulaiman and colleagues in the year 2023, which aims to examine the effect of role ambiguity on burnout among housemen in the Malaysian public hospitals. The quantitative approach was used as the research methodology in this study. Utilizing a quantitative technique, the researcher employed the survey method as a research strategy. Survey questions were created by the researcher to gauge psychological ownership. In order to guarantee

that 400 questionnaires can be returned by the housemen, the number of questionnaires used in this study has been doubled based on the minimum size required. 800 surveys have been distributed, with 15 public hospitals having been chosen. As a result, 800 surveys were split across 15 public hospitals in Malaysia. Each public hospital in Malaysia received 54 questions. These results indicate a positive interpretation of how role ambiguity influences housemen burnout. To put it another way, when role ambiguity declines, so does burnout (Sulaiman, Saraih, Sakdan, Anwar, 2021).

Yan Yang and Juan Xie (2022) conducted research on 495 teachers of various ages, ranging from 18 to 62, of both genders (249 males and 246 females). Among them, 288 were young teachers in the 18–30 age range with varying degrees and years of teaching experience. The samples were obtained through convenience sampling from various Chinese institutes, colleges, and universities. Dweik and Awajan (2013) created a 10-item questionnaire to collect the participants' responses. The most popular instrument for determining a person's level of burnout is the Maslach-Jackson Indicator (MBI), which was developed and validated in 1981. The 22 items in the survey estimate three subscales: emotional exhaustion, depersonalization, and lessened individual success. The Spearman Rho test was used to examine the possible association between dependent and independent research variables. More specifically, decreased levels of teacher burnout were significantly associated with greater enthusiasm and ambiguity tolerance. These two variables were found to be able to predict a significant amount of the variance in teachers' burnout by means of a multiple regression analysis (Yang & Xie, 2022).

Studies between Role Overload and Burnout.

Sonya Pitchford (2022) conducted a quantitative correlational study to evaluate the connection between burnout and nurses' reported role overload, with a focus on occupational tiredness and empathy deficits during the COVID-19 pandemic. The geographic location is located at a hospital system in the State of Virginia and is based on an online survey. A sample of 67 nurses were used from a large health care systems in Virginia. An online survey was used to gather data, and it included questions about role overload, the Maslach Burnout Inventory (MBI), and a brief demographic

assessment. The study found that greater role overload led to organizational tiredness and burnout. The results indicated that nurses with higher levels of role overload would be less compassionate toward their patients (Pitchford, 2022).

Another study conducted by Laraib Malik and Dr. Shakira Huma Siddiqui in the year 2022. The current study examines the moderating impact of collegial support and supervisor support in the link between role overload and burnout among school teachers. This study used survey questionnaires to gather data. 400 teachers as sample were approached using purposive sampling. The instruments' psychometric attributes have been established. SPSS was used to carry out zero order correlation analysis. The current study revealed that supervisor support and collegial support had a moderating role in the link between role overload and burnout. In order to prevent school teachers from burnout, the results of this study highlight the need of providing supervisor and collegial support (Malik, Siddiqui, 2022).

Similar research carried out by Fatma Rushdy Mohamed in the year 2016 which aimed to examine the association between nurses' job overload, burnout, and management coping techniques in Intensive Care Units at Assiut University Hospital. Tools include a socio-demographic data sheet, role overload assessment, management coping techniques, and burnout surveys. The results revealed that role overload had the highest mean score in the General and Casualty ICUs. Additionally, it was found that mean scores for burnout were highest in the post-operative and general ICUs (Mohamed, 2016).

III- METHODOLOGY

Research Questions:

- 1) Is there a relationship between Role Conflict and Role Ambiguity in Employees?
- 2) Is there a relationship between Role Conflict and Role Overload in Employees?
- 3) Is there a relationship between Role Conflict and Burnout in Employees?
- 4) Is there a relationship between Role Ambiguity and Role Overload in Employees?
- 5) Is there a relationship between Role Ambiguity and Burnout in Employees?
- 6) Is there a relationship between Role Overload

and Burnout in Employees?

Hypotheses:

- 1) There is a significant positive relationship between Role Conflict and Role Ambiguity in Employees.
- 2) There is a significant positive relationship between Role Conflict and Role Overload in Employees.
- 3) There is a significant positive relationship between Role Conflict and Burnout in Employees.
- 4) There is a significant positive relationship between Role Ambiguity and Role Overload in Employees.
- 5) There is a significant positive relationship between Role Ambiguity and Burnout in Employees.
- 6) There is a significant positive relationship between Role Overload and Burnout in Employees.

Variables:

1. Role Conflict
2. Role Ambiguity
3. Role Overload
4. Burnout

Operational Definitions:

1. Role Conflict and Role Ambiguity as measured by Role conflict and Role Ambiguity Scale developed by (Rizzo et al. 1970).
2. Role Overload as measured by Role Overload developed by (Reilly, 1982).
3. Burnout as measured by Maslach Burnout Inventory (MBI) developed by (Maslach, & Jackson, 1981).

Participants:

1. Sample Size:

The data was obtained from a sample of 102 participants.

2. Inclusion Criteria:

- a. Individuals belonging to age group 20-45 years.
- b. Individuals working in corporate or any company/organization.
- c. Individuals residing in Mumbai, Maharashtra.

3. Exclusion Criteria:

Individuals who are not working currently.

Design:

This study uses a correlational design to examine the relationship between Role Conflict, Role Ambiguity, Role Overload and Burnout.

Sampling Method:

Snowball sampling and purposive sampling method was used to obtain the data using Google forms.

Instrumentation:**Role Conflict and Role Ambiguity Scale**

Role Conflict and Role Ambiguity Scale was developed by Rizzo, House, & Lirtzman (1970). Role Conflict and Role Ambiguity Scale is a 7-point Likert scale where 1 stands for Strongly Disagree and 7 stands for Strongly Agree, consisting of 14 items. A lack of role predictability, role clarity, and role certainty causes ambiguity, which is measured together with intrarole, interrole, and intersender conflict. The scale has demonstrated good reliability in various studies. Coefficient alpha values for role conflict varied from .71 to .87, while alpha values for role ambiguity ranged from .71 to .95 (Rizzo, House, & Lirtzman, 1970).

Role Overload Scale

Reilly's Role Overload Scale was developed by Reilly (1982). Role Overload Scale is a 5-point Likert scale where 1 stands for Strongly Disagree and 5 stands for Strongly Agree, which consists of 13 items. The Role Overload scale by Reilly has indicated good internal consistency, with Cronbach's alpha coefficient as 0.88 and with item-to-total correlations ranging from 0.50 to 0.80. Correlations with other constructs indicated validity (Al-Ghamdi, 2017).

Maslach Burnout Inventory (MBI)

Christina Maslach and Susan E. Jackson (1981) designed the Maslach Burnout Inventory (MBI). MBI is a 22-item, Likert scale, where 0 represents never and 6 represents every day. There are three subscales in this scale which includes personal achievement, depersonalisation, and burnout. Cronbach's α coefficient values for the three subscales are 0.837, 0.869, and 0.881, indicating strong internal consistency. Moreover, a good test-retest reliability was observed ($p < 0.001$) (Lin, Alimoradi, Griffiths, & Pakpour, 2022).

Data Collection Procedure:

The sample was obtained through snowball and purposive sampling via Google form.

First, the Google form started with a consent form where the participants were introduced to the researcher and her educational background followed by the eligibility criteria to be or to not be a part of the research study. Moreover, participants were told about ethical issues and assured that the information they provided would be kept confidential. After all the details were given to the participants and they had read it carefully they were asked to give their consent to be a part of the study. However, if at any point they wished to withdraw from filling out the form, it was allowed.

Once the participants gave their consent, the participants were asked to fill their demographic details like initials, age, gender, education, role in the organization, work experience, etc. Participants name and email address was asked for research purpose and was informed that the data will be kept confidential and only the researcher and the research guide will have access to it. The link for the Google form was sent online through WhatsApp and other social media platforms.

The following sequence was given to participants for the survey form:

1. Role Conflict and Role Ambiguity Scale
2. Role Overload Scale
3. Maslach Burnout Inventory (MBI)

Once the form was filled, the participants were debriefed about the study and the scales which were used in the study. The participants were thanked for their participation in this research study. If they had any questions with regard to the form or the survey, they were allowed to contact the researcher using the email address given.

Ethical Considerations:

1. Informed consent was taken from all participants, ensuring their voluntary participation and were informed that they had the right to withdraw at any point they felt uncomfortable.
2. Participants were asked for their names and email addresses, but their submitted information was kept strictly confidential; only the researcher and research guide could access it. Furthermore, it was used only for research purpose.
3. The study also guarantees anonymity of participants' responses to protect their privacy.

IV- RESULTS AND DISCUSSION

Results:

The aim of the study was to investigate if there is a relationship between role conflict, role ambiguity, role overload and burnout in employees. Descriptive statistics such as mean and standard deviation was calculated to describe the nature of data. Normality was established and the data was found to be near normal. A Pearson product-moment correlation was done to find the relationship between the variables.

Table 4.1: Number of Males and Females in the sample (N=102)

Gender	N
Male	44
Female	58

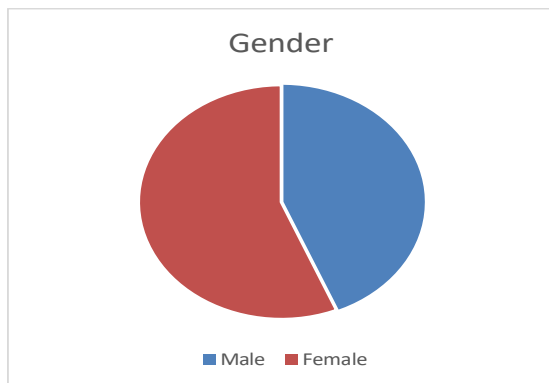


Figure 4.1: Number of Males and Females in the sample (N=102)

Measures	Mean (M)	Standard Deviation (SD)	N
1. Role Conflict	40.607	11.555	102
2. Role Ambiguity	35.205	10.874	102
3. Role Overload	45.607	9.90	102
4. Burnout	58.529	24.152	102

Table 4.2: Statistical Properties of Correlational Variables

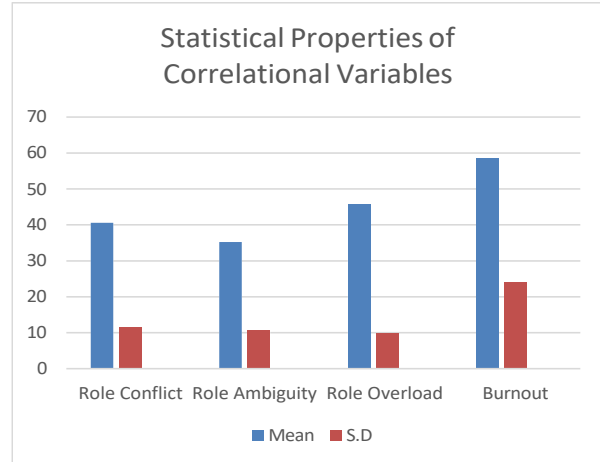


Figure 4.2: Statistical Properties of Correlational Variables

As shown in the Table 4.1, 58 female and 44 male participants comprised the sample (N= 102). Figure 4.1, shows that 58% of the sample comprised of females and 44% sample comprised of males.

Table 4.2 showed the Mean (M) and Standard Deviation (SD) of the variables being studied. For Role Conflict and Role Ambiguity, as measured by the Role Conflict and Role Ambiguity Scale, the mean score and standard deviation for all participants for Role Conflict was (M =40.607, SD =11.555) and for Role Ambiguity, the mean and standard deviation for all participants was (M=35.205, SD=10.874). For Role Overload, as measured by the Role Overload Scale, the mean score and standard deviation for all participants was (M = 45.607, SD =9.90). For Burnout, as measured by the Maslach Burnout Inventory (MBI), the mean score and standard deviation for all participants was (M = 58.529, SD =24.152).

Figure 4.2 showed the mean and standard deviation of the variables being studied. As illustrated in the figure 4.2, the height of the bar for Burnout was found to be higher than Role Overload followed by Role Conflict and Role Ambiguity.

Measures	1	2	3	4
1. Role Conflict	-	-0.512	0.634	0.404
2. Role Ambiguity	-0.512	-	0.329	0.532
3. Role Overload	0.634	0.329	-	0.433
4. Burnout	0.404	0.532	0.433	-

Table 4.3: Pearson correlation coefficients for Role Conflict, Role Ambiguity, Role Overload and Burnout.

A correlation analysis was done to examine the relationships between the variables. Table 4.3 indicates Pearson correlation coefficients for the variables being studied.

With reference to Table 4.3, the correlation reveals that, as contrast to prediction, Role conflict has a moderate negative relationship with Role Ambiguity [$r(100) = -0.512$; $p > 0.05$]. This means that as role conflict increases, role ambiguity decreases and vice versa. Hence, the data obtained does not validate the hypothesis 1 which indicates that, "There will be a positive relationship between Role Conflict and Role Ambiguity."

Interpretation of correlation coefficient between Role Conflict and Role Overload revealed that, there is a significant positive correlation [$r(100) = 0.634$; $p < 0.05$]. Hence, the data obtained validated hypothesis 2 which indicated that there will be a positive relationship between Role Conflict and Role Overload.

Interpretation of correlation coefficient between Role Conflict and Burnout revealed that, there is a significant positive correlation [$r(100) = 0.404$; $p < 0.05$] between the two variables validating hypothesis 3 which states, "There will be a significant positive relationship between Role Conflict and Burnout."

Interpretation of correlation coefficient between Role Ambiguity and Role Overload revealed that, as predicted, there is a significant positive correlation [$r(100) = 0.329$; $p < 0.05$] between the two variables validating hypothesis 4 which stated that, "There will be a significant positive relationship between Role Ambiguity and Role Overload."

Interpretation of correlation coefficient between Role Ambiguity and Burnout revealed that, as predicted, there is a significant positive correlation [$r(100) = 0.532$; $p < 0.05$] between the two variables validating hypothesis 5 which stated that, "There will be a significant positive relationship between Role Ambiguity and Burnout."

Interpretation of correlation coefficient between Role Overload and Burnout revealed that, as predicted, there is a significant positive correlation [$r(100) = 0.433$; $p < 0.05$] between the two variables validating hypothesis 6 which stated that, "There will be a significant positive relationship between Role Conflict and Burnout."

V.DISCUSSION

The present study investigated whether there was a significant relationship between Role Conflict, Role Ambiguity, Role Overload and Burnout. Descriptive statistics, including measures like Mean, Median, and SD, were calculated to analyze the data and provide a foundational understanding of the variables. The study examined Role Conflict, Role Ambiguity, Role Overload and Burnout using correlational analysis.

Firstly, Role Conflict and Role Ambiguity was interpreted, and the results showed that there is a moderate negative correlation, as contrast to prediction. This suggests that higher the Role Conflict leads to decrease in Role Ambiguity and vice versa. One possible reason could be online surveys often rely on self-reported data, which can be influenced by social desirability bias or respondents' misunderstandings of the questions, leading to inaccuracies in measuring role conflict and role ambiguity. Another reason could be the diversity of roles and responsibilities that may contribute to a wide range of experiences, diluting the correlation between the two constructs. For instance, some individuals might experience high role conflict with low ambiguity, while others experience the opposite. This has been supported by Salah Ud din and Mushtaq Ahmad (2023) where they found a strong negative correlation between Role Conflict and Role Ambiguity among the employees of three public sector universities in Peshawar KPK Pakistan. Standard questionnaires were shared, and a sample size of 100 people was chosen. Results of the study indicate that role conflict and role ambiguity have negative relationship with employee's creativity (Ahmad, Ud din, 2023).

A significant positive correlation was found between role conflict and role overload, as predicted. The results suggest that strong relationship exists between the two variables. A similar trend was observed in a study conducted on 156 doctors from nine Korean medical schools participated in a survey- based study. Data analysis focused on examining how role overload in different work positions influences role conflict and physicians' intentions to adopt new technology. The goal was to test the model's assumptions about these relationships. The result of the study supports the hypothesis and confirms a positive correlation between Role Conflict and Role Overload (Park, Im, Zhang, Lee, Chun & Park, 2023).

A significant positive correlation was found between Role Conflict and Burnout, as predicted. This suggests that individuals who will be high on role conflict are more likely to be have high levels of burnout. A research study was conducted by Faith Mbabazi and colleagues (2023) on 61 administrators from one university and 38 from another; all of them were employed in the study. The results indicate that among academic administrators, role conflict is a main predictor of burnout. This suggests that higher the Role Conflict leads to increase in Burnout (Mbabazi, Eduan, Ocheng, 2023).

Role Ambiguity and Role Overload were found to have a significant positive relationship, as expected. The results suggest that individuals who will be high on role ambiguity are more likely to be high on role overload. A similar trend was observed in a study conducted on 280 Secondary School teachers both Govt. and Private. The result of the study indicate that Role Ambiguity is positively and significantly correlated with Role Overload, this means that an increase in Role Ambiguity leads to increase in Role Overload (Singh, 2020).

A significant positive correlation was found between Role Ambiguity on Burnout, as expected. The results suggest that strong relationship exists between the two variables. A similar trend was observed in a study conducted among housemen in the Malaysian public hospitals. 800 surveys have been distributed, with 15 public hospitals having been chosen. results indicate a positive interpretation of how role ambiguity influences housemen burnout. To put it another way, when role ambiguity declines, so does burnout. This suggests that higher the Role Ambiguity leads to increase in Burnout and vice versa (Sulaiman, Saraih, Sakdan, Anwar, 2021).

Lastly, Role Overload and Burnout were found to have a significant positive relationship, as expected. The results suggest that individuals who will be high on role ambiguity are more likely to be high on role overload. A similar trend was observed in a study conducted 67 nurses were used from a large health care systems in Virginia. An online survey was used to gather data. The results suggests that there is a positive correlation between Role Overload and Burnout (Pitchford, 2022).

VI- SUMMARY AND CONCLUSION

Summary of the Study

The aim of the present study was to examine how role conflict, role ambiguity, and role overload contribute to employee burnout. The primary analysis was conducted with a sample of (N= 102) participants, consisting of 58 females and 44 males aged 20-45, employed in corporate settings or any organization. A correlational analysis was used to examine the relationships between these variables. The sample was obtained through snowball and purposive sampling methods, and the study employed a correlational design.

Data were collected via Google Forms, which included a survey comprising a consent form, demographic details, standard questionnaires used in the study, and a debriefing section was circulated via family, friends and social media. Once the data were gathered, basic descriptive statistics such as mean and standard deviation were calculated. A correlation analysis was then conducted to explore the relationships between role conflict, role ambiguity, role overload and burnout.

The findings revealed that role conflict was negatively correlated with role ambiguity and positively correlated with role overload and burnout; role ambiguity was positively correlated with role overload and burnout and lastly, role overload was positively correlated with burnout.

Limitations

Despite the insights gained in this study there are certain limitations that must be considered.

- 1) The sample size was relatively small due to limited time and all the participants in the study were residents from Mumbai, Maharashtra due to which the study cannot be applicable to other regions or cultural contexts. Furthermore, the current study did not examine gender or age differences.
- 2) As it's a self-reported data which studies role conflict, role ambiguity, role overload and burnout, this can induce biases like social desirability bias.
- 3) A cross-sectional study collects data at a single point in time, making it difficult to determine causality between factors. Longitudinal research is better for examining changes over time and forming stronger causal connections.

Practical Implications

- 1) Organizational support systems such as Employee

Assistance programs, wellness programs can reduce their role stressors and burnout by addressing employee's needs through support with resources and assistance. They create a conducive work environment which leads to improved job satisfaction, better mental health, and increased overall productivity.

- 2) By implementing training programs can help employees to develop skills to handle conflicting roles and manage workload, while support systems can provide necessary resources for burnout mitigation.
- 3) Implementing flexible work policies such as working from home and adjustable schedules can be beneficial for the employees as it will suit their way of doing things and reduce their stress.

Suggestions for Future Research

- 1) Regression analysis can be used to determine the direction of correlation between Role Conflict, Role Ambiguity, Role Overload and Burnout in Corporate or Organization setting. Researchers can use multiple regression method to study the range of different characteristics that were missed out in the current study.
- 2) By conducting longitudinal studies, researchers can examine how role conflict, role ambiguity, role overload and burnout evolve overtime within corporate settings, this can further reveal long term effects and causal relationships of these stressors on employees.
- 3) Future research could compare the role stressors-role conflict, role ambiguity, role overload and burnout across different cities or regions in India and around the globe to better understand the impact of cultural, economic, and regional differences.

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