

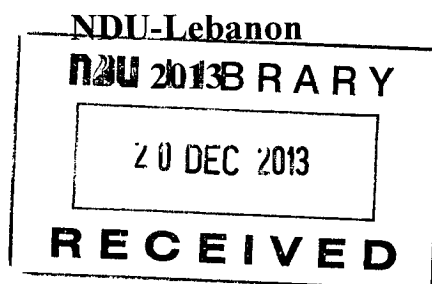
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Effects of Role Stressors on Job Satisfaction:
A Study in the Lebanese Shipping Industry

**A Thesis Submitted in Partial Fulfillment
of the Requirements for the Degree
of the Master of Business Administration
(M.B.A.)**

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Approval Certificate

**EFFECTS OF ROLE STRESSORS ON JOB
SATISFACTION:
A STUDY IN THE LEBANESE SHIPPING INDUSTRY**

BY

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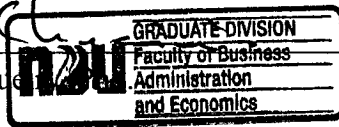
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DECLARATION

I hereby declare that this thesis is entirely my own work and that it has not been submitted as an exercise for a degree at any other University.

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ABSTRACT

The shipping industry is a major determinant of the Lebanese trade and service sector. Shipping agencies are now aware that their employees are ever more important in sustaining competitive advantage. Provided by adequate front-line assistance, employees can greatly influence customers' impressions about the shipping company. This study assessed the relationship between each construct of the role stressors —role ambiguity, role conflict and role overload— and job satisfaction for non-managerial employees. Role ambiguity is a state of misunderstanding a person has about his/her role's expectations. Role conflict takes place when an employee receives two or more conflicting requests from different supervisors. Role overload occurs whenever a person perceives himself to be under time pressure due to the number of responsibilities he has at work. Job Satisfaction is the extent to which a person feels happiness and contentment in his/her job. Instruments for each of the variables —role ambiguity, role conflict, role overload, and job satisfaction—were administered to non-managerial employees of Lebanese shipping agencies, and used to test the three hypotheses. Using a five-point Likert scale, 227 questionnaires were considered eligible for later quantitative analysis. Data about demographic attributes were collected and then tested for correlation with the key variables. Earlier studies in several different professions concluded that there exist an inverse relationship between each of the three different types of role stressors and job satisfaction. However, no studies concerned with this topic surveyed the employees of shipping agencies. This study found that role ambiguity and role overload significantly and negatively influenced job satisfaction, however role conflict did not have a significant correlation with job satisfaction. In addition, none of the six demographic characteristics had a significant correlation with any of the main variables. Qualitative approach could be used in future researches to verify whether same inferences are achieved or not. Finally, further researches might consider including different survey instruments, role stressors' effects, job satisfaction's precedents, as well as other various demographic characteristics.

Key Words: Role Ambiguity, Role Conflict, Role Overload, Job Satisfaction, Lebanese Shipping Agencies.

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DEDICATION

This thesis is dedicated to my family; namely my mother, father, aunt and my two brothers.

My father, Doumit, encouraged and helped me get a larger sample to survey, through his connections and friends in the shipping industry of Lebanon.

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Chapter 1

Introduction

1.1 Introduction

Trade has been a vital part of the economy and development of peoples who inhabited the current Lebanese lands. Moreover, trade cannot take place unless effective shipping and transportation channels exist and are well managed. Employees of the shipping industry experience a lot of work stress because of the nature of their jobs. Jobs are becoming ever difficult; thus, a greater potential for ambiguity, conflict and overload will take place within the roles of employees in the shipping industry. Given the type and size of current companies, it is very important to recognize what causes role stress to elevate in the workplace. Job satisfaction is one of the major factors affected by role stressors. This study has been undertaken with the objective to thoroughly investigate the aspects causing role stress among shipping companies' employees and the effect on their job satisfaction.

1.2 General Background

Anything that causes stress is called a stressor. "Stress is a condition which happens when one realizes the pressure on them or requirements of situation are wider than they can handle, and if these requirements are huge and continue for a long period of time without any interval, mental, physical or behavioral problems may occur" (Mansoor et al., 2011).

Nowadays, organizations' main focus must be on the human dimension. Managers' primary responsibility is to reduce the effect of role stressors —such as role ambiguity, role conflict, and role overload— on their employees/subordinates. Problems that arise from the role's process, career planning or even the organization's and job's nature can cause role ambiguity. Incongruity of expected behaviors by the employee might cause role conflict. Time and resource limitations given to accomplish a task produces role overload. As a result, these role stressors help elevate the level of stress among employees of shipping industry.

In the beginning, competition was low because there were very few shipping agencies. However, the shipping industry has developed and consequently shipping

service providers start to emerge and proliferate, thus elevating competition. With the help of globalization, the imitation of advanced and quality services has become easier. Nevertheless, companies need to sustain and develop their competitive edge in order to survive. Therefore, this can only be accomplished by retaining the most productive employees. Employees will maintain their good performance if they are satisfied with their jobs. Companies should have a reference to which they measure their performance and the performance of their employees. Moreover, companies compete on attracting the most prolific employees; thus, employees are becoming less committed to their organization. Due to this global environment and market change, competition has shifted to the individual/employee level rather than the organizational level. Hence, organizations must provide their employees with care and development in order to maintain low role stress levels and ensure higher job satisfaction levels.

When prompted with the word “Jobs”, people may imagine money, long hours, co-workers, benefits, breaks, or livelihood. Some people tend to identify themselves with their occupation since they spend nearly half of their lives at their jobs. A very strict organizational structure does not sympathize with employees; as a result, these employees become de-motivated at work. Thus, a more flexible organizational structure is recommended to provide the employees with a caring environment where they feel contented and job satisfied. Flexible organizations believe that the more an employee is satisfied the more he is willing to exert higher efforts. In other words, completing more tasks could lead to more profit.

1.3 Need for the Study

Employees of shipping companies suffer from job stressors on daily basis. The causes might vary from the deficiency of supervisor or coworker assistance to family difficulties they hold with them to the workplace. Many researchers tried to thoroughly study the relationship between stress and job satisfaction. The stress itself is affected by a number of stressors. Long work hours, organizational change, absence of support from supervisors and colleagues, and conflict with demands and pressures are aspects that cause job stress (Leka et al., 2004). A decrease in employee productivity is caused by low job satisfaction, which in turn might increase absenteeism and turnover (Dupre & Day, 2007). Moreover, in peak times — whenever large vessels arrive— employees of shipping companies become

bombarded with tasks to perform and a stressful environment is created. Therefore, organizations must develop adequate solutions to lessen the impact of role stressors. Because of the near absence of studies about role stressors in the shipping industry in Lebanon, there is a great need to study each of the role ambiguity, role conflict, and role overload in relation with job satisfaction of employees in Lebanese shipping companies rises.

1.4 Purpose of the Study

In order to keep up with the competition, organizations need to keep their employees satisfied and happy with their jobs, consequently operating more efficiently and effectively. In this study, role stressors shall be investigated in their three main components among office employees of shipping organizations in Beirut, Lebanon. Each of the role conflict, role ambiguity, and role overload would be tested for significance in their relation with job satisfaction. Shipping industry employs a large portion of the Lebanese workforce and is one of the main backbones of the service sector in the Lebanese economy. Organizations should be susceptible to employees' feelings and worries by applying stress management techniques; thus, employees' stress levels are decreased and organizational success and profitability are increased.

1.5 Brief Overview of the Study

While job stress in various occupations has gained the attention of experts in both academic research and occupational health care, there is a dearth of information about stress levels among employees of the shipping industry. This industry is growing in Lebanon; therefore, more employees are demanded in this sector, as well as, more tasks are required to satisfy customer needs. Thus, the level of stress among those employees is ever increasing. In Chapter Two, a profound review of literature is provided, whereby role stressors are classified and defined. It also highlights the effects of high levels of role stress at the workplace. Furthermore, Chapter Three includes the hypotheses about the relation between each of role ambiguity, role conflict, and role overload and job satisfaction. Research questions about demographic variables in relation to the main variables are also developed. An employee opinion survey is conducted to reveal the stress levels of employees at different shipping companies in Beirut, as a tool to test the relations previously identified. Reasons for conducting such a survey would be covered as well as the

survey design and detailed description of its dimensions. Moreover, it would explore the study questions and the data analysis techniques that are used to test the hypotheses and answer the questions about stress levels. In Chapter Four, the results of the opinion survey are presented using adequate data analysis techniques. In Chapter Five, the findings of the survey are discussed and compared to the results and information obtained in the literature review. At this point, hypotheses are either rejected or supported. In Chapter Six, proper managerial implications are developed to implement effective role-stress management techniques in shipping organizations. Recommendations are also incorporated in this chapter to guide future research in the area of interest, as well as, limitations faced during this study are revealed. Last but not least, a suitable conclusion is presented to summarize the whole research.

Chapter 2

Review of Literature

2.1 Introduction

After introducing the general background of the study and its purpose, it is time to review how theorists viewed role stress. Current empirical studies conducted on role stressors and their effects on job satisfaction of employees of different responsibility levels are provided. The studies considered in this literature review, cover a wide variety of industries of different parts in the world.

The study of role stress perhaps really began a long time ago. In one of Shakespeare's plays, it was stated that people are all mere actors playing multiple roles on stages of life. Individuals play different roles each on his/her own stage, it is not the playwright and audience that guide their actions; however, it is rather the expectations of others —such as supervisors and coworkers— around them. So, roles are affected by the relationships between the employees, their superiors and colleagues (Beehr & Glazer, 2005). Physical, intellectual and affective factors cause certain mental or bodily tension which is often referred to as stress. In other words, stress is the strain resulting from exposure to stressors (Cheeseman & Goodlin-Fahncke, 2011). Many studies have proved that role stressors exist. Clear and timely communication from those who are demanding (managers) of those performing (employees) in a work role can control the impact of role stress (Beehr & Glazer, 2005). In order to reduce the effect of potential stressors on today's workforce, a broad understanding of role stress and job satisfaction are essential.

2.2 Classification of Stressors

According to Beehr and McGrath (1992), Events and situations that produce stress are referred to as stressors. These events are physical and psychosocial incentives that motivate people to react. Moreover, if people are not prepared for these stressors, negative reactions develop. These negative reactions are called strains.

West & West (1989) have categorized stressors into four different types: “(1) Extra-organizational Stressors like traffic to and from work, (2) Organizational Stressors

like job security, (3) Task-related Stressors like traveling for work, and (4) Individual Role Stressors.”

Role stressors are strains related to the role a person plays or has. They fall in the socio-psychological domain of stress. Socio-psychological means that the social environment includes role senders who have expectations for focal person's actions, defines one's role. If these expectations were perceived as unduly taxing, then strains will occur. On the other hand, if a person perceives expectations as challenging but manageable, then strains will not occur (Beehr & Glazer, 2005).

Two main domains exist in life work and non-work. Non-work domain is related to family and social relationships. Here, individuals take role of son, daughter, father, mother, spouse as well as friends. In the work domain people play roles such as employees, coworkers, subordinates, and supervisors. We take multiple roles in life; thus, people expect from us to perform according to their perceptions. Sometimes these expectations are ambiguous, excessive and/or contradicting with other expectations (Beehr & Glazer, 2005).

This process of expectations and perceptions engages the communication concept. The person who encodes the message is actually sending an expectation, whereas the person who decodes the message is in fact inferring this expectation according to his perceptions. The main idea here is “perception”. The way a person perceives oncoming expectations will determine the kind of potential role stressor, regardless if the message received is properly decoded. Therefore, it is very important to clarify expectations in order to avoid uncertainty and potential conflicts. Roles between managers and employees must be clarified to increase satisfaction (Beehr & Glazer, 2005).

2.3 Role Theory

Roles are socially acceptable forms of behaviors within a given context. Communicating with others will help people to learn how to proceed in their roles. The role senders such as the supervisors, managers, coworkers or subordinates communicate their expectations for appropriate role behavior to the role receiver. Family members could also be a part of an employee's role by setting expectations to achieve higher status in the workplace or supply medical reimbursements for the family, as a result of being a member in the organization. Thus, the role receiver's

perception of these interferences will shape his potential behavior (Beehr & Glazer, 2005).

According to the role theory, a “sender is one who communicates messages or places demands on an employee” (Beehr, 1985). The receiver sometimes perceives a message as excessively demanding and beyond his/her own capabilities and given time. Thus, job strains occur whenever a person perceives messages from a negative perspective. In short, people with great influence on you will determine what type of behavior you will perform (Sloan & Cooper, 1986).

As implied above, a role can be defined as the social character one plays in an organization. Roles represent “patterns of interpersonal connectedness” (McGrath, 1976, p. 1384). Hence, a person’s role is based on inferences made from others’ expectations of attitudes and behaviors.

Some psychologists believe that role stressors are the result of a person’s failure to construe expectations. However, role stressors are sometimes referred to be an attribute of the social system (Jex & Beehr, 1991). So, people who are concerned with the incumbent’s role or the social system will place demands or constraints. Moreover, the ability of a person to handle the expectations given to him is related to the stressors resulting from his/her role (Beehr & Glazer, 2005).

According to Beehr (1995) and Robertson et al. (1990), role conflict—whether intra- or inter-role conflict—role ambiguity and role overload are the most widely studied occupational stressors. Often people use Kahn et al. (1964) job-related tensions scale to measure these role stressors; however, this measure is more likely to assess strains as the items relate to aspects of work that “bother” one (Beehr, 1995). Moreover, when a person reports something is bothering him, this fact is arguably considered a psychological strain the person is feeling. The fact that someone is feeling and reporting about something bothering him/her is considered a psychological strain. Therefore, many researchers (Beehr et al., 1976; Rizzo et al., 1970) have created role stressor scales that address constraints and demands caused by social interactions, regardless of the person’s reaction to them.

It is difficult to measure the amount of role stress existing in the workforce. Health national statistics could not identify whether health problems were caused by stress or work stress, let alone role stressors specifically. A national survey in the 1960s, found out that American workers had vastly experienced role stressors—role ambiguity, role conflict, and role overload (considered as part of role conflict back

then). Using words such as “disturbed, distressed, bothered or under tension” in the questions caused by ambiguity and conflict about the expectation of their jobs (Beehr & Glazer, 2005). Later, "role overload" was separated from role conflict, resulting in three types of role stress, which are role ambiguity, role conflict, and role overload (Piko, 2006). However, other researchers such as Bernard et al. (2006) stated that role stress is composed of five constructs, including role ambiguity, role overload, role conflict, role incongruity and role incompetence or role over-qualification. Other role stress variables used were role indistinctness, role augmentation, self-diminution, role excess, role fortification, resource shortage, role divergence and role invasiveness (Sharma & Devi, 2012).

The collective awareness of role stressors may cause team members to “experience fear, pressure and uncertainty, and feel confused in a collective manner” (Akgun et al., 2007, p. 629), due to task interdependencies and shared responsibilities (Leach et al., 2005).

Gilboa et al. (2008) considered that hindrance and challenge could be linked to role stressor. In addition, some authors suppose that a manifold relationship exists between job outcomes and role stressors which might affect both categories — hindrance vs. challenge— regarding how people evaluate the job condition (Bettencourt & Brown, 2003; Eatough et al., 2011). As for role conflict, employees can discuss with their supervisors how to prioritize tasks given; this would impact job satisfaction positively. When job demands exceed the resources on hand, role overload can be observed as a hindrance stressor; nevertheless, high performers may be motivated and willing to accomplish more challenging tasks (Gilboa et al., 2008). This study adopts the viewpoint of role ambiguity, role conflict, and role overload as the three types of role stress on the individual level.

2.3.1 Role Ambiguity

Role ambiguity is “the lack of information an employee received about the job’s duties and the expectations to perform them satisfactorily” (Bersamin, 2006, p.19). Role ambiguity happens when employees could not identify their expectations at work, and could not fulfill the requirements of their job duties (Rizzo et al., 1970). Others researchers claimed that role ambiguity is a factual condition at work where a person face shortage and confusion in the flow of information related to his/her job

(Beehr, 1985; Terborg, 1985). To distinguish role ambiguity from role conflict, role ambiguity is a state of misunderstanding information and inaccurate goals in the accomplishment of additional tasks (Espeland, 2006). Therefore, role ambiguity is nothing but the lack of clearness concerning tasks and goals required to perform one's role at work; hence, due to insufficient understanding of one's coworkers' anticipation of work performance (Dodd-McCue et al. 2005). Eys et al. (2005) proved that the existence of role models influences the behavior of employees toward understanding necessities to perform job tasks and reduce the intensity of role ambiguity. Moreover, the role sender (manager) related aspects were defined as the main causes of role ambiguity across all four facets (i.e., actions, scope, appraisal, and results) (Beehr & Glazer, 2005). Consequently, it is desirable to enhance the means and quality of communication between the manager and his subordinates in order to clarify his/her role and work efficiently together (Beehr & Glazer, 2005; Birdi et al., 2008). Researchers like Halbesleben & Buckley (2006) proved that stress at work —role ambiguity— had been significantly reduced by perceived support from managers.

Therefore, decreasing role ambiguity is due to the establishment of performance objectives that guarantee effective management (Brunetto et al., 2011). Hence, it is recommended that appropriate selection of supervisors and adequate training ensure decent relationship with their subordinates. Proper, immediate, oral and written feedback from a manager on regular basis lessens role ambiguity (Idris, 2011).

2.3.2 Role Conflict

Role conflict is a key job stressor caused by situation where an employee has various roles (Butler & Constantine, 2005). It is recognized when two or more clusters of mismatching requests pertaining to work problems and issues (Bacharach et al., 1990; Beehr, 1995; Kahn et al., 1964). It is “conflicting demands and responsibilities placed on an employee” (Bersamin, 2006, p.19). Others consider that role conflict is the incongruity of expectations and demands from one's role, where congruity is determined by factors that affect role performance (Rizzo et al., 1970). So, role conflict occurs when a request is placed by one supervisor that contradicts with another request set by another supervisor; as if the employee is being drawn into different directions (Brewer & Shapard, 2004; Espeland, 2006). Specifically, contradictory demands may take place between the duties expected from an

employee by involved groups or by the interaction between two or more roles of the same employee (Peterson et al, 1995). The contradiction that takes place between two or more roles is referred to as interrole conflict (Westring & Ryan, 2010; Beehr, 1995). When a clash occurs between organizational requirements, on one hand, and personal values and obligations to others, on the other hand, this is also called role conflict (Rizzo et al., 1970). Kahn et al. (1964), Shumate and Fulk (2004) would refer to this as person-role conflict. Intra-sender role conflict occurs when messages and expectations from one role sender contradicts with other set of messages and demands of the same role sender (Beehr, 1995). However, inter-sender role conflict occurs when two or more role senders (person or groups) expect or demand dissimilar actions from the message receiver (Beehr, 1995; Kahn et al., 1964). Moreover, major role-related stressor that affected employees were role conflict and role overload (Ahmady et al., 2007).

2.3.3 Role Overload

Role overload is a situation in where work obligations exceed the accessible resources a person has (Gilboa et al., 2008). It is characterized as the level to which people are exposed to time pressure due to the amount of duties they experience in life. Others claim that it is the perceived incapacity to execute job requirements successfully (Veloutsou & Panigyrakis 2004). Gurbuz et al. (2013) quoted “when an employee perceives that he or she has received too many commitments and duties to complete in a period of time, excessive role overload takes place.” Role overload augments the level of stress that employees suffer from (Kumar, 2006).

Since the 1990s, work life has been more and more difficult. Hence, role overload was becoming the center of attention for many researchers because it significantly affected the level of job satisfaction and job performance (Jones et al., 2007). It is repeatedly considered the most common source of organizational stress (Robinson & Griffiths, 2005).

Cox-Fuenzalida & Angie (2005) assert that “any change in workload conditions might serve as a stimulus that induces stress” (p. 448). This means that suddenly shifting workload from low to high or vice versa, will elevate the intensity of stress felt by the employee. In other words, unexpected increase in workload would increase role overload (Hauck et al., 2008).

As a separate type of role stress, role overload is believed to be a result of too much work, time constraints, due dates, (Gilbreath & Montesino, 2006) as well as shortage of personal resources required to complete responsibilities and demands (Peterson et al., 1995). In other words, it is the incongruity between job responsibilities and time offered to complete role tasks (Bacharach et al., 1991). Consequently, quantitative overload is influenced by time-restricted demands (Beehr, 1985).

Other studies showed that there exists a qualitative form of role overload. Qualitative overload takes place whenever employees do not possess the needed qualifications—qualities—to successfully carry out tasks regardless of available time (French & Caplan, 1973; Savelsbergh et al., 2012). In other words, it occurs when a person does not hold the wanted knowledge, skills and abilities (KSAs) to perform a job, despite if he is given enough time or not (Beehr, 1985). However, to offset this phenomenon, the employee selection procedure for a given job takes into consideration the adequate technical skills desired for this job.

2.4 Role Stressors and Job Satisfaction

Current empirical studies have considered the effect of each of role ambiguity, role conflict and role overload on the level of employee job satisfaction in different organizational environments. In general, “job satisfaction represents the attitude that an individual has toward his/her job and the organization” (George & Jones, 1996). It can also be defined as the recognized fairness between expected and real job rewards (Ivancevich & Donnelly, 1974).

Previous research has proven that role overload is the predecessor of major employee attitudes and actions (Piesah et al., 2009). When an employee experiences intense role overload he has an inclination to be less satisfied since role overload obliges employees to concentrate their abilities and resources to accomplish challenging tasks (Brown et al., 2005). It has been shown that role overload is anticipated to decrease job satisfaction (Mulki et al., 2006).

Moreover, effective workplace relationships—such as supervisor-subordinate relationship—predict job satisfaction of subordinates (Brunetto et al. 2010, 2011). When employees perceive greater job stress as a result of role ambiguity occurrence, they start to feel that they are not getting enough support and fair rewards. Thus, they are obliged to obey rules and standards—an attribute of role conflict—rather than the goals of the organization and satisfaction of customers. Moreover, greater

centralization of structure and higher role ambiguity are caused by goal ambiguity (Stazyk et al., 2011).

Elevated levels of role ambiguity had harmful consequences on satisfaction and happiness of employees. In addition, it was found that people who experienced high levels of role overload and lacked adequate skills were inclined not only to leave their jobs but also the profession. Moreover, absence of clear job descriptions, contradictory expectations as well as vague work assessment procedures elevated stress levels. Incompatibility between role duties and individual's aptitude caused role incongruity (Brumels & Beach, 2008).

Malik's et al. (2010) study was intended to examine what factors mediate the effect of job satisfaction on role stressors. Sources of stress —such as role overload and role conflict— as well as affective commitment were taken into consideration. Role overload and role conflict had a statistically significant relation with job satisfaction. Affective commitment was negatively influenced by role overload and role conflict. The impact of role conflict and role overload on affective commitment was partially mediated by job satisfaction. Using the causal steps and correlation tests, this study suggests that managers who experience high levels of role conflict and role overload tend to be less satisfied and quite unhappy at their jobs. The fact that managers are unsatisfied would definitely have harmful consequences on employees and the organization performance in general. Similar consequences were found as a result of the negative relation between role stressors and affective commitment. Top management can benefit from fact that job satisfaction and affective commitment are positively related; whereby they should not give up any effort to keep their managers satisfied and committed. Hence, managers will stay in the organization.

Therefore, in order to lower role stress, Malik's et al. (2010) study suggests maintaining role overload and role conflict at minimum levels among managers. Job satisfaction and affective commitment will be increased if the organization is capable of reducing the level role stress. This will ensure optimistic consequences on the employees and organization. Finally, Malik et al. (2010) recommend the following procedures:

- Enhance managers' time and stress managing techniques through training.
- Develop managers knowledge, skills and abilities on continuous in order to cope with the challenging nature of work.

- Make sure that branch offices are supplied with adequately skilled employees.
- Place up challenging but attainable deadlines.
- Eliminating unimportant or irrelevant facet of their job.
- Take out unnecessary attributes of their job.
- Allow them to have wider margin autonomy in order to facilitate task completion.

Koustelios et al. (2004) conclude that both role conflict and role ambiguity are common characteristics that impact job satisfaction. When role conflict and role ambiguity are both high, job satisfaction is low (Kemery, 2006; Faucett, 2013; Eckman, 2004).

Lankau et al. (2006) conducted a study that dealt with increasing resourcefulness and role conflict and role ambiguity together. In this study, the authors also investigated whether or not role conflict and role ambiguity affect the mentor's job satisfaction and organizational commitment. It was found that through mentoring, employees' role conflict and role ambiguity levels are reduced; thus, the job satisfaction and organizational commitment are increased.

As job stress gained the attention of experts in both academic research and occupations, Du et al. (2012) conducted a study about stress levels in the sport and recreation industry. The purpose was to examine the job stress and job satisfaction, and to discern the relationship between stress and job satisfaction. A small but significant relationship between job stress and job satisfaction was observed. Demographic variables such as age, education, gender, marital status, and working experience had no significant impact on job satisfaction. It recommends that organizations should promote positive working relationships and provide conflict resolution resources to supervisors and subordinates. Sports and physical education experts also recommend that people should exercise as a stress management strategy to lower unhealthy physical consequences of stress. Another strategy suggested is to provide workshops that enhance their communication and time-management skills. This supportive environment would not only improve job satisfaction but also preserve employee health (Taylor, 2008).

Acker (2004) conducted a study on Social Workers in Mental Health Care and proved that job satisfaction was significantly negatively affected by role conflict and

role ambiguity. Intention to leave was significantly positively affected by role conflict and role ambiguity. Supervisor and co-worker's social support was positively correlated with job satisfaction and negatively correlated with intention to leave and role conflict. Opportunities for professional development—which decreases role ambiguity—was positively affected by job satisfaction and negatively affected by intention to leave. Workers' level of education had a statistically significant negative correlation with job satisfaction. Tenure was significantly negatively related to job satisfaction. Thus, it is recommended to provide employees with a supportive environment at the work place because it will moderate the level of stress caused by role conflict, role ambiguity and insufficient resources.

Mansoor et al. (2011) examined the impact of job stress on employees of the Pakistani telecom sector. Job stress was inspected in light of role overload, role conflict, and physical environment. The study proved that employees with low job satisfaction tend to experience more role overload and difficult physical working conditions. Due to fierce competition in this sector, organizations were pressurizing their employees to fulfill conflicting jobs and contradictory supervisors' demands; consequently employees scored low on job satisfaction. Obviously, the study showed that employees who experienced fewer pressures and worked in a friendlier environment tend to have higher job satisfaction.

Lazo's (2008) study investigated the impact of role ambiguity on job satisfaction of Call Center Agents (CCAs) at both the overall and facet levels. Demographic variables were investigated in order to determine how they might affect the relationship between role ambiguity and job satisfaction. Job satisfaction was found inversely and significantly related to role ambiguity, in its overall and facets form. All investigated facets of job satisfaction displayed correlation with role ambiguity as follows (in descending order):

- “Supervision” and “pay” displayed strong correlations.
- “Nature of work”, “coworkers”, and “Fringe Benefits” displayed moderate correlations.
- “Promotion” and “Contingent Rewards” displayed the lowest correlations.

All facets of job satisfaction showed powerful correlations with role ambiguity. Moreover, all nine demographic variables mediated the relationship between role ambiguity and job satisfaction but each to a different extent. Age, gender, marital

status, level of education, tenure at organization, years of industry experience, and industry affiliation were among the considered demographic characteristics.

Lazo (2008) recommends:

- Corporate communication policies should be carefully addressed in order to verify that a message sent from any department in the organization is clearly conveyed to the employees —CCAs.
- Organizations should examine their prevalent management styles in order to detect any negative impact of role ambiguity perceived by CCAs.
- Both overall and facet of job satisfaction levels must be considered and surveyed by organizations.

Karadal's et al. (2008) study aimed to contribute to existing research on how role ambiguity and role conflict affect job satisfaction. It also contributed to projects developed to increase job satisfaction when taken into account by the human resource management staff. In total, 257 questionnaires were distributed to four institutions, with 219 assessed as "eligible." The study found that the role conflict that employees perceive is at a medium level, with role ambiguity more intensive. Job satisfaction was negatively and significantly related to role conflict. Role ambiguity showed a negative significant relationship with job satisfaction and organization commitment. It also showed that there is a negative relationship among role conflict and role ambiguity with job satisfaction as well as organization commitment. The study recommends role conflict and role ambiguity levels can be reduced by improving organizational internal communication. Moreover, the main concern for organization during its establishing phase is to have clear identification of roles and positions as well as authority delegation.

Harris et al. (2006) proved that employees' level of resourcefulness is negatively related to role conflict and role ambiguity. This fact had also affected negatively job satisfaction and employee intention to leave. In other words, the study showed that employees with low level of resourcefulness have lower job satisfaction than those with high levels of resourcefulness.

Lambert et al. (2012) study examined how organizational citizenship behaviors were influenced by role conflict, role ambiguity, role overload and experienced dangerousness of the job. Using a multivariate analysis, organizational citizenship behaviors was significantly negatively related to role ambiguity and significantly

positively related to perceived dangerousness of the job. It is possible that neither role conflict nor role overload is significant once the overall effects on the role stressors and the common effects of role ambiguity are considered. The reason might be that private correctional staffs consider that role conflict and role overload exert less strain than role ambiguity. The study claimed that perceived dangerousness of the job had a negative consequence on organizational citizenship behaviors because private correctional staff might feel afraid and stressed. In addition, it decreased employee readiness to exert extra efforts that profit the organization. Even though the job could be dangerous, it is neither extremely hazardous nor deadly. Therefore, slight perception of dangerousness would add excitement to their lives as well as pride in their jobs (Lambert et al, 2005).

Therefore, organizations must try to lessen the effect of role ambiguity by exploring what could have been causing it, which is not an easy task. Here, organizations should have a considerable amount of flexibility and willingness to change so that they can adapt to new concepts of reducing role ambiguity (Lambert et al., 2012). Reducing the general administrative tasks, would largely reduce role stress. The lack of a written formal job description and the complex nature of the written ones had elevated role ambiguity. Thus, Bunnell (2006) suggested narrowing down job descriptions so that they are more clearly focused on the goals of the organization.

A study conducted on financial advisors by Fichter (2011) found that cynicism correlated the highest with job satisfaction, and exhibited a negative relationship. The study also found a significant negative relationship between each of role ambiguity and role conflict with job satisfaction. Role conflict and role ambiguity resulted in a positive relationship with cynicism. Professional efficacy exhibited a negative relationship with role ambiguity. Role conflict followed by role ambiguity resulted in positive relationships with exhaustion. Demographics (including gender, age, marital status, education, and experience) did not have any significant correlating results to any mediating, independent, or dependent variables within the study. In a competitive internal climate, supervisor evaluation was positively related to job satisfaction. In other words, adequate supervisor ratings of performance—an attribute that lessens role ambiguity—tend to increase subordinate's job satisfaction. It appeared that employees who enjoy the work they do tend to demonstrate behaviors that are favorable by their supervisors. The study also showed that job stress in the form of role ambiguity negatively impacts employees' belief in their

ability to perform their job, which in turn impacts their perceived level of job satisfaction. Therefore, it is suggested that managers should strive to build an employee sense of control and confidence in his/her ability to execute job duties and responsibilities (Arnold et al., 2009).

Chou & Robert's (2008) results indicated that job satisfaction does not vary by gender or marital status. However, job satisfaction was positively related to age, hourly pay (salary) and negatively correlated to education. Role overload had no significant correlation with age, but a significant positive correlation with education. The study found that role overload was moderately negatively correlated to job satisfaction. Ahmady et al. (2007) found that work experience is negatively and significantly correlated with role conflict, role overload, and role ambiguity. Role conflict, role overload, and role ambiguity were significantly correlated with age. Mohr and Puck (2006) studied the effect of job satisfaction and stress level, as well as the effect of role conflict of people who are working for firms established in the form of joint venture. The study showed that when role conflict is high their job satisfaction decreases, as their stress levels increase. Hsu's (2011) study showed that gender is significantly and negatively correlated with job satisfaction whereby men are more satisfied than women. Marital status is not significantly correlated with job satisfaction. Age is not significantly correlated with job satisfaction. Eckman (2004) asserts that there was no significant relationship between role conflict nor job satisfaction and gender difference. Age was not significantly correlated with job satisfaction, but had a significant negative relationship with role conflict. Role conflict was also inversely significantly related to job satisfaction. Jensen et al. (2011) conducted a study about high performance work systems, job control, employee anxiety, turnover intention, and role overload. He found out that age, gender, and marital status had no significant correlation with role overload, except for tenure. Karatepe et al. (2006) found that the negative effect of role conflict on men related to job satisfaction is lower than that of women. This is because men have greater interest toward their job and are less inclined to worry about their job than women.

2.5 Conclusion

Theorists have proven the importance of role stressors in organizational life. Role Stressors are categorized into three main categories: role conflict, role ambiguity,

and role overload. Current researchers have conducted different studies which mostly supported the claim that there exist a negative relationship between role stressors and job satisfaction. Although, there is no research that specifically addresses role stressors and job satisfaction of employees in the shipping industry of Lebanon, yet it was crucial to know what previous researchers found and how they investigated job satisfaction of employees in various industries in terms of the three main role stressors constructs. Most suggestions were to enhance communication between the supervisor and his/her subordinates within the organization, develop clear job descriptions, provide adequate training programs, and increase delegation of authority. Based on the claims and instruments used in the prior studies of the literature review, the next chapter develops adequate research questions and hypotheses and considers some of the already established instruments and analysis techniques.

Chapter 3

Methodology

3.1 Introduction

After reviewing the literature about the different constructs of role stressors and job satisfaction, hypotheses and research questions are first developed. Moreover, instruments used to assess each of the variables of concern are presented and discussed for their reliability and validity. This chapter also discusses how data is collected and what processes are used to further analyze this data.

3.2 Purpose

An employee opinion survey is conducted at different Lebanese shipping companies in Beirut. The purpose of this method is to analyze the relationship between role stressors and employee job satisfaction. It studies the effects of each of the following elements role ambiguity, role conflict, and role overload on the employee's job satisfaction.

3.2.1 Research Questions

- What is the impact of role stressors on job satisfaction levels of employees in the shipping agencies in Lebanon?

3.2.2 Research Questions about the effects of Demographic Variables

- Do job satisfaction, role ambiguity, role conflict, and role overload differ significantly among people of different marital status?
- Do job satisfaction, role ambiguity, role conflict, and role overload differ significantly among the two genders?
- Do job satisfaction, role ambiguity, role conflict, and role overload differ significantly among age groups?
- Do job satisfaction, role ambiguity, role conflict, and role overload differ significantly among tenure groups?
- Do job satisfaction, role ambiguity, role conflict, and role overload differ significantly among employees with different range of salaries?

- Do job satisfaction, role ambiguity, role conflict, and role overload differ significantly among employees with different educational level?

3.2.3 Hypotheses

Consistent with the theories and studies discussed in Chapter 2, the following hypotheses are developed:

- Hypothesis 1: Role Ambiguity has a significant negative relationship with Job Satisfaction.
- Hypothesis 2: Role Conflict has a significant negative relationship with Job Satisfaction.
- Hypothesis 3: Role Overload has a significant negative relationship with Job Satisfaction.

3.3 Population/Sample

In a brief contact with the vice president of the Lebanese Syndicate of Shipping Agents, small (less than 20 office employees) and midsize shipping companies (between 20 and 80 office employees) employ around 2000 office employees. Companies like Beirut Cargo Center Logistics (BCC Logistics), FAST Mondial Shipping, Gezairi Transport sal, Sealine Group sarl, RAMARE sarl, Cargomaster, UPS Lebanon, Panemar, DHL Lebanon, Khayat shipping, Tourism Sipping, and Embassy Freight accepted to distribute the questionnaire with varying response rates. 300 questionnaires were distributed, 235 were retrieved; however, 8 were discarded due to missing information. 227 questionnaires were considered which means around 11% of the population was roughly achieved.

Due to the lack of resources and time, the researcher used the convenience sampling technique since he was interested in getting an inexpensive approximation of the truth.

3.4 Instrumentation

The survey includes 17 items: five items are related to Role Ambiguity, three to Role Conflict, four to Role Overload, and five to Job Satisfaction. The questionnaire was mainly distributed in English language (see Appendix A), however, an Arabic-translated version (see Appendix B) was provided for those who desire. Specifically,

all items pertaining to role ambiguity and job satisfaction were positively worded while some items pertaining to role conflict and role overload were negatively worded, in order to reduce acquiescent and extreme response bias of respondents (Sauro, 2011).

3.4.1 Role Ambiguity items

- My authority matches the responsibilities assigned to me.
- I know what my responsibilities are.
- I have clear planned goals and objectives for my job.
- My boss makes it clear how he will evaluate my performance.
- I know what the opportunities for advancement and promotion are.

3.4.2 Role Conflict items

- When a problem comes up here, people hardly agree on how it should be handled.
- Sometimes I am criticized by one supervisor for doing something ordered by another supervisor.
- I sometimes have to change a rule or policy to get an assignment done.

3.4.3 Role Overload items

- The amount of work required in my job is unreasonable.
- I don't have enough time to get the job done well.
- I don't get enough help and equipment to get the job done well.
- I think that the amount of work I do may interfere with quality.

3.4.4 Job Satisfaction items

- I feel I am being paid a fair amount for the work I do.
- I like my supervisor.
- I enjoy my coworkers.
- I like doing the things I do at work.
- My supervisor shows good interest in the feelings of subordinates.

All items of the questionnaire were measured using a 5 point Likert-type scale, including SD (strongly disagree), D (disagree), N (neutral), A (agree), and SA (strongly agree). A brief description of these is provided on the top of every page in the survey. Independent variables in this study are role conflict, role ambiguity, and role overload. Job satisfaction is the only dependent variable in this study.

Control variables such as demographic variables are correlated with the other variables. Employees are asked to provide demographic information concerning their corresponding age group, gender, marital status, working years at current organization, monthly salary range, and educational level. These six demographic items added to the initial survey's 17 items, make the total number of items in the survey to reach 24. An open ended question is included in the survey asking employees about the most stressful thing they encounter in their current job.

3.5 Procedure and Time Frame

The questionnaires were distributed by hand among employees in their offices of different companies. They are given around 10-15 minutes to answer the questionnaire. The survey was administered in an anonymous manner.

3.6 Analysis Plan

In this research data is collected using a questionnaire. The data is evaluated by using Statistical Package for the Social Sciences (SPSS). It is used for evaluating the relationships between dependent and independent variables. Descriptive statistics (such as cross-tabulation and frequency tables) will be used in order to determine how responses are distributed across the possible range of values. They are very crucial for further organization and summarizing of data.

Age, gender, marital status, level of education, and tenure at organization were reported for further analysis. For the role ambiguity, conflict, and overload instruments, as well as job satisfaction instrument, the mean score and standard deviation are reported.

One way analysis of variance ANOVA is used in order to assess what group of demographic variable affected the main variables —job satisfaction, role ambiguity, role conflict, and role overload. Pearson correlation is used to assess the relationship of role stressors on job satisfaction. T-test is used to show what relationships are

statistically significant. Ordinary least squares would be used in order to show the effect of each of the role stressors on job satisfaction.

3.7 Reliability and Validity

Five items out of eight chosen in this survey are items used by Rizzo et al. (1970) to measure Role Ambiguity. Initially, three out of the five items chosen to measure Role Conflict were used by Lambert et al. (2012). However, one item “I am able to reconcile conflicting demands from different people” was omitted to enhance reliability and consistency of Role Conflict items. Four items used to measure Role Overload were chosen from Rizzo et al. (1970). Five Job Satisfaction items were chosen from Paul E. Spector’s (1985) job satisfaction survey. Both Arabic and English versions of the questionnaire were tested for internal consistency in two separate pre-tests, each conducted on 30 employees of different shipping companies and resulted in Cronbach’s alpha for each set of items as follows: (using SPSS)

Variables	Cronbach’s Alpha (α)	
	English Version	Arabic Version
Role Ambiguity (5-items)	0.710	0.721
Role Conflict (3-items)	0.711	0.705
Role Overload (4-items)	0.775	0.762
Job Satisfaction (5-items)	0.808	0.784

Table 1: Cronbach’s Alpha of Role Stressors Pre-Test

3.8 Assumptions

Quantitative data take the form of numbers. They are associated primarily with strategies of research such as surveys and experiments, and with research methods such as questionnaires and observation. To obtain entire trends or statistical truth in the research, quantitative approach is used. In order to achieve the research objective, a questionnaire (a quantitative method) is used as a main tool to gather the data regarding the opinion of the target group. The aim is to determine the relationship between an independent variable and a dependent or outcome variable in a population (Hopkins, 2000).

3.9 Scope

As role conflict, role ambiguity, and role overload were tested in many working environments and different professions such as police, nursing, telecommuting, and banks, this study is conducted to measure the level of role stress and investigate the impact of each of the role stressors over job satisfaction of employees in the shipping industry. It is the first of its type to be conducted on the shipping industry of Lebanon.

3.10 Conclusion

Research questions were formulated in order to assess role stress levels of employees in the Lebanese shipping industry. Hypotheses were developed to show the impact of each of the role stressors on job satisfaction. The study uses a questionnaire — quantitative method— to gather data about employee opinion. Reliability was established in a pre-test of the instruments by measuring Cronbach's alpha. Moreover, data analysis techniques such as ANOVA, regression, and Pearson Correlation will be taken into consideration in order to ensure adequate and clear results. Assumptions and scope were provided to guide the study and the analysis of the data collected.

Chapter 4

Findings

4.1 Introduction

After distributing the questionnaires among non-managerial office employees of different shipping companies in Beirut, it is time to reveal the results obtained from responses. Originally, a total of 300 questionnaires were distributed. 235 questionnaires were ever retrieved, resulting in a response rate of 78%. Due to many missing data and unclear responses, eight of the retrieved questionnaires were omitted from further analysis.

The characteristics of the sample indicate that the (55 percent) majority of respondents were males, 59 percent were not married, 76 percent of the respondents earned less than \$1500 per month (Figure 1), 66 percent hold a University degree (BA/BS) (Figure 2), 53 percent had less than 5 years of work experience at their current organization (Figure 3), and 50 percent were between 21 and 30 years old (Figure 4). Moreover, 5 percent of the respondents abstained from providing their monthly income.

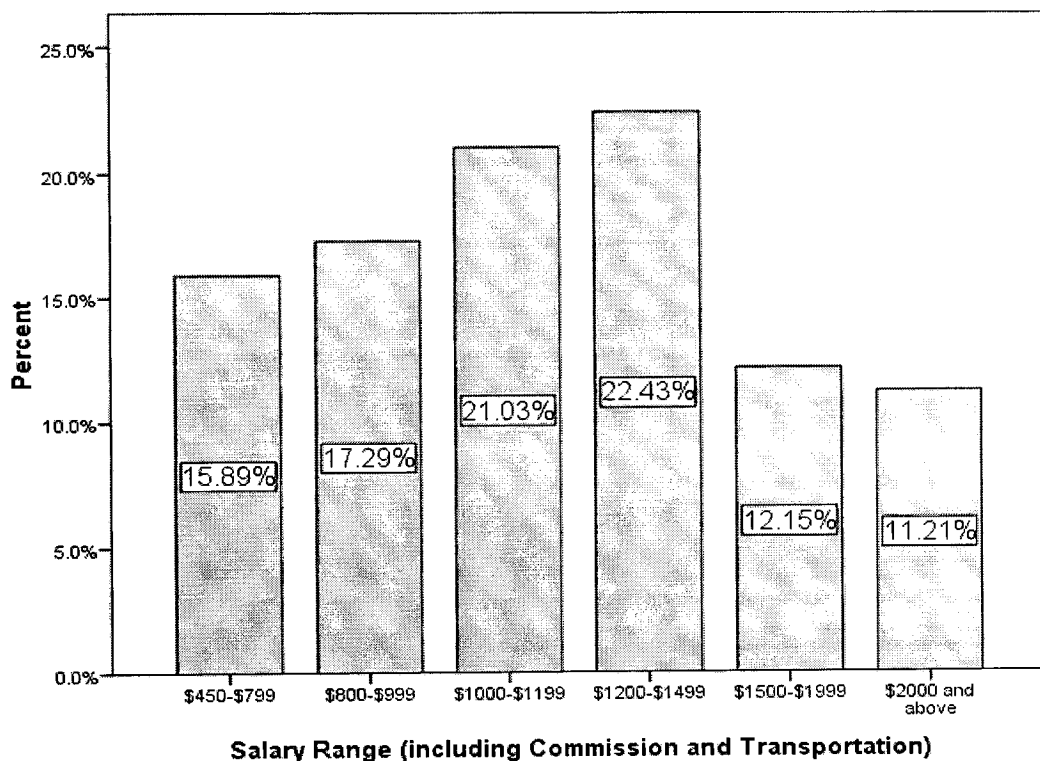


Figure 1: Salary Ranges

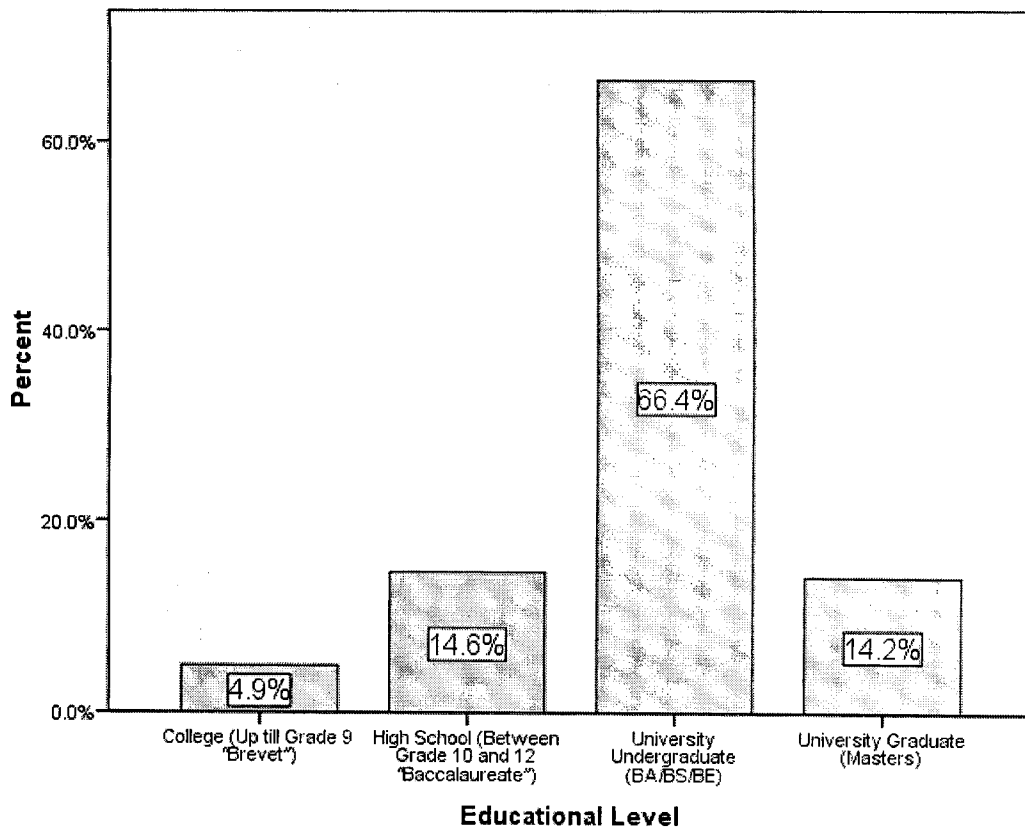


Figure 2: Education Level Percentages

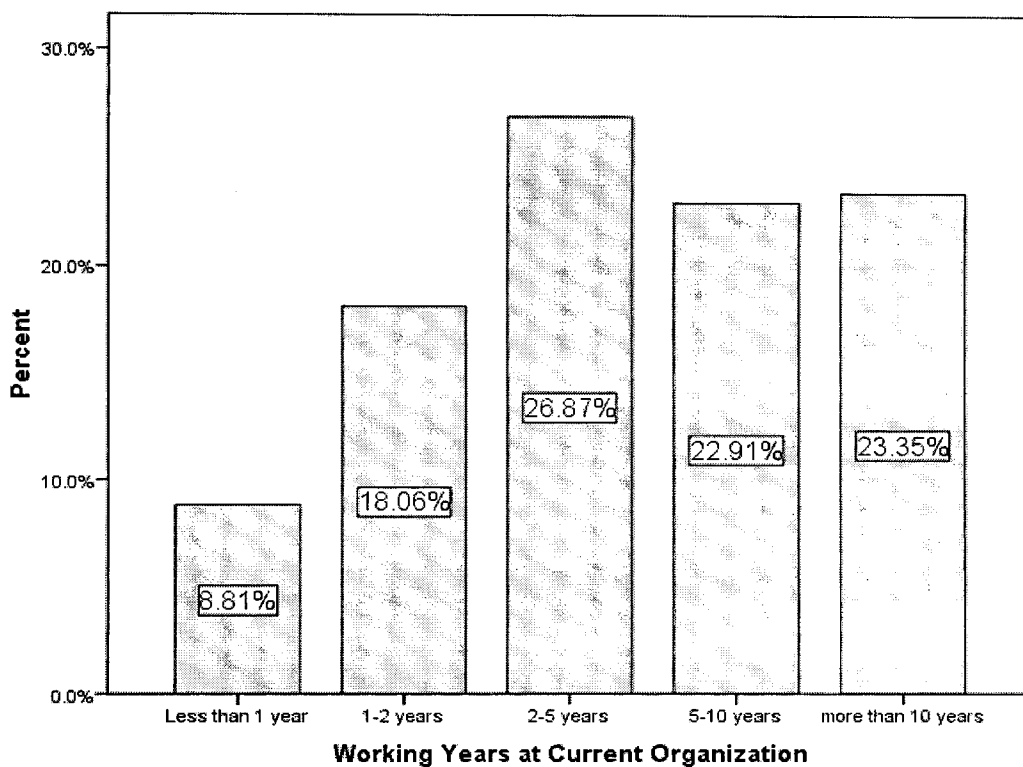


Figure 3: Tenure Groups

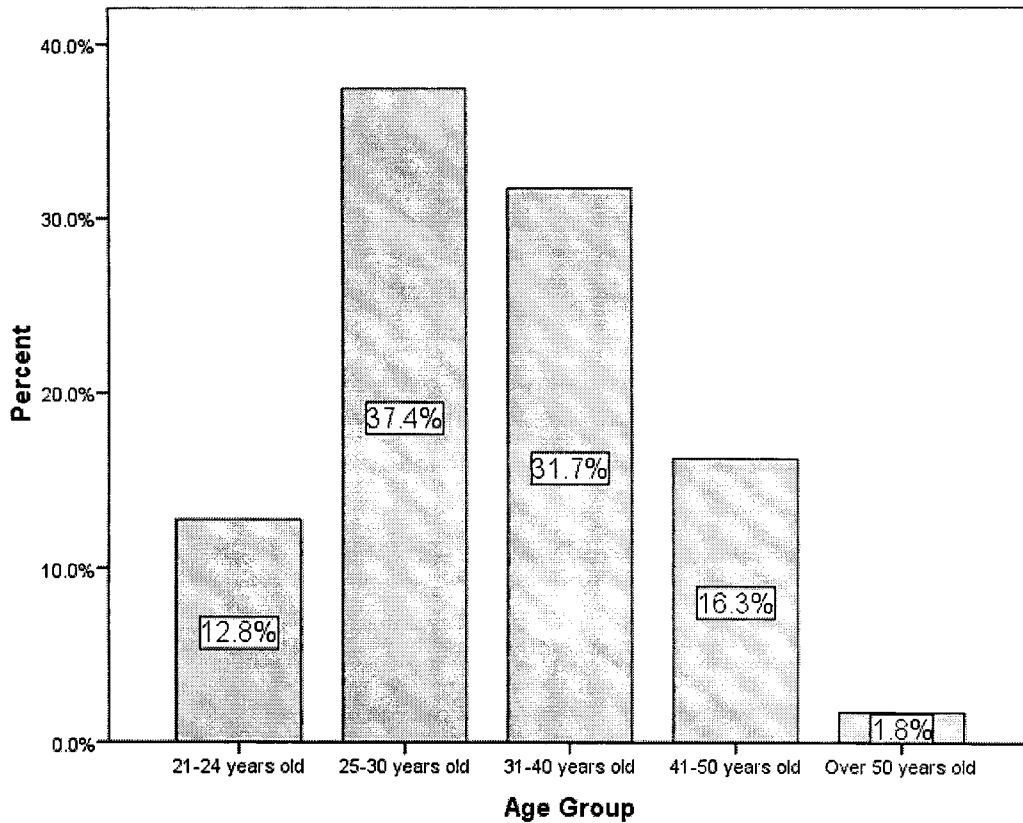


Figure 4: Age Group Distribution

4.2 Responses of Questionnaire

After distributing the questionnaires among non-managerial employees of shipping companies, the following responses were retrieved. Frequency tables are used to reveal where the majority of respondents lied. (Refer to Appendix C)

4.2.1 Responses to Role Ambiguity Items

Five items about role ambiguity were included in the questionnaire.

- Around 60 percent of employees agreed that their authority given matched the tasks they are responsible for (Table 22).
- 80 percent of respondents assured that they know what their responsibilities are (Table 23).
- Most people insisted that they have clearly defined objectives and goals in their job (67 percent) (Table 24).
- Only half of the respondents (52 percent) agreed about knowing what their opportunities for advancement are and 25 percent were neutral (Table 25).

- Also, 50 percent of subordinates knew how their boss would evaluate their performance and 32 percent were indifferent (Table 26).

4.2.2 Responses to Role Conflict Items

Three items of role conflict were integrated in the questionnaire.

- Only 35 percent agreed that when a problem arises at work people panic and become uncertain how to handle it and 30 percent were neutral (Table 27).
- Similarly, 35 percent of respondents agreed that they are criticized by a supervisor for doing something requested by another supervisor and 30 percent were indifferent (Table 28).
- 45 percent of employees agreed that sometimes they are forced to violate or change a company rule in order to get their job done well (Table 29).

4.2.3 Responses to Role Overload Items

Four items were built-in the survey to assess level of role overload.

- 45 percent of people disagreed that the amount of work given was unreasonable and 34 percent were neutral (Table 30).
- A minority of employees (22 percent) insisted that they don't have enough time to complete their work effectively while 58 percent found enough time to perform their tasks given (Table 31).
- A slight majority of respondents (55 percent) said that they get enough help and equipment to get their job done well, while 25 percent were neutral (Table 32).
- There was equilibrium between employees' opinions who consider that the amount of work they do might interfere or harm its quality and those who do not (37 percent and 34 percent, respectively) (Table 33).

4.2.4 Responses to Job Satisfaction Items

Five items were used to assess level of job satisfaction.

- 42 percent of employees disagreed that they are fairly paid with respect to the amount of work they do, 30 percent were indifferent (Table 34).
- The vast majority (80 percent) of subordinates agreed that they like their supervisor (Table 35).

- People who enjoyed working with their coworkers comprised a total of 77 percent (Table 36).
- Employees enjoying the things they do at work were around 76 percent (Table 37).
- Perception of the sympathy provided by managers was high, since 60 percent of subordinates agreed that their supervisor showed good interest in their feelings (Table 38).

4.3 Organizational Diagnosis

The means and standard deviations of all key variables are displayed in Table 2. The table shows that the mean of the summation of the five items of job satisfaction is 3.6456, which is slightly above the scale midpoint, 3. However, the one sample t-test (Table 3) proved that this mean is statistically significantly above 3. This means that an average employee is neither satisfied nor dissatisfied with his/her job with an inclination towards being satisfied.

Likewise, the mean of summation of the five items of role ambiguity is 2.3895, which below the scale midpoint, 3. The t-test showed that this mean is statistically different from 3. This means that the average employee has an inclination towards not experiencing role ambiguity in his/her job.

The mean of summation of the three items of role conflict is 3.0551, which is almost equal to scale midpoint, 3. The t-test showed that this mean is not statistically different from 3. Therefore, that the average employee is neutral towards experiencing role conflict.

Finally, the mean of summation of the four items of role overload is 2.7463, which is slightly below the scale midpoint 3. The t-test showed that this mean is statistically different from 3. Thus, employees are inclined towards not experiencing role overload.

	Mean	Standard Deviation
Job Satisfaction	3.6456	.55724
Role Ambiguity	2.3895	.63250
Role Conflict	3.0551	.76330
Role Overload	2.7463	.73065

Note:

1 = Strongly Disagree

2 = Disagree

3 = Neither Agree nor Disagree

4 = Agree

5 = Strongly Agree

Table 2: Mean and Standard Deviation of Main Variables

One Sample T-Test	Test Value=3					
	t	df	Sig. (2- tailed)	Mean Difference	95% confidence Interval of the Difference	
					Lower	Upper
Job Satisfaction	17.456	226	.000**	.64559	.5727	.6932
Role Ambiguity	-14.542	226	.000**	-.61050	-.6932	-.5278
Role Conflict	1.087	226	.278	.05507	-.0448	.1549
Role Overload	-5.231	226	.000**	-.25367	-.3492	-.1581

**Significantly different from the scale mid-point 3 at 0.01 level.

Table 3: One Sample T-Test of Main Variables

4.4 Correlation of Variables

The correlation matrix, as shown in Table 4, provides an assessment of the study of all hypotheses pertaining to the relationships between each of role ambiguity, role conflict, and role overload with job satisfaction. To test these previous relationships, Pearson correlation coefficient was applied. It showed a significant negative correlation between role ambiguity as well as role overload with job satisfaction. Correlation between role conflict and job satisfaction was negative but not significant.

Pearson Correlation	Job Satisfaction
Role Ambiguity	-0.511**
Role Conflict	-0.067
Role Overload	-0.225**
**Correlation is significant at the 0.01 level (2-tailed).	

Table 4: Correlations of Main Variables

It is obvious from this model that role conflict has no significant effect over job satisfaction. Role ambiguity explained 26.1 percent of the variance in job satisfaction (shown in Table 5). Role overload explained only 5.1 percent of the variance in job satisfaction (shown in Table 6).

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	R Sq. Δ	Sig. F Δ
	B	Std. Error	Beta				
(Constant)	4.722	.125		37.853	.000		
Role Ambiguity	-.450*	.050	-.511	-8.925	.000	.261	.000
Dependent Variable: Job Satisfaction							
*Significant at the 0.05 probability level.							

Table 5: Linear Regression of Role Ambiguity and Job Satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	R Sq. Δ	Sig. F Δ
	B	Std. Error	Beta				
(Constant)	4.117	.141		29.245	.000		
Role Overload	-.172*	.050	-.225	-3.463	.001	.051	.001
a. Dependent Variable: Job Satisfaction							
*Significant at the 0.05 probability level.							

Table 6: Linear Regression of Role Overload and Job Satisfaction

Moreover, role conflict and role overload did not add any important predictability of variance in job satisfaction as shown in Table 7. Therefore, role ambiguity remains the only significant predictor of job dissatisfaction.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.836	.183		26.488	.000
Role Ambiguity	-.438	.054	-.497	-8.040	.000
Role Conflict	-.024	.043	-.032	-.544	.587
Role Overload	-.026	.049	-.034	-.541	.589
Dependent Variable: Job Satisfaction					

Table 7: Linear Regression Role Stressors and Job Satisfaction

4.5 Testing the Effects of Demographic Variables

The findings in Table 8 below show that job satisfaction has significant positive correlation with age and tenure. Role ambiguity has a significant negative correlation with tenure. Role overload has a negative significant correlation with tenure and a positive significant correlation with educational level.

Pearson Correlation	Role Ambiguity	Role Conflict	Role Overload	Job Satisfaction
Age Group	-.108	-.068	-.051	.168*
Gender	-.032	-.034	-.067	-.053
Marital Status	-.116	.055	-.127	.098
Tenure	-.220**	.013	-.184**	.254**
Education	.128	.024	.145*	-.097
Salary	-.057	.009	-.003	.088
* Correlation is significant at the 0.05 level (2-tailed).				
** Correlation is significant at the 0.01 level (2-tailed).				

Table 8: Correlations of Demographic Variables

4.5.1 Age

The study of the effects of age on the variables of interest shows that only the mean of role overload differ significantly among age groups (Table 9 and Figure 5). To detect which age groups have significant mean differences, the Tukey's test was used (Table 10). The test shows that average role overload of the employees of 25-40 years old is significantly higher from the average of those whose age is 41-50 years old.

		Sum of Squares	df	Mean Square	F	Sig.
Job Satisfaction	Between Groups	2.218	4	0.555	1.812	0.128
	Within Groups	67.957	222	0.306		
	Total	70.176	226			
Role Ambiguity	Between Groups	3.265	4	0.816	2.079	0.084
	Within Groups	87.148	222	0.393		
	Total	90.414	226			
Role Conflict	Between Groups	4.626	4	1.157	2.021	0.092
	Within Groups	127.047	222	0.572		
	Total	131.673	226			
Role Overload	Between Groups	8.186	4	2.046	4.040	0.004**
	Within Groups	112.464	222	0.507		
	Total	120.650	226			

**Significant at the 0.01 probability level.

Table 9: ANOVA for Age Groups

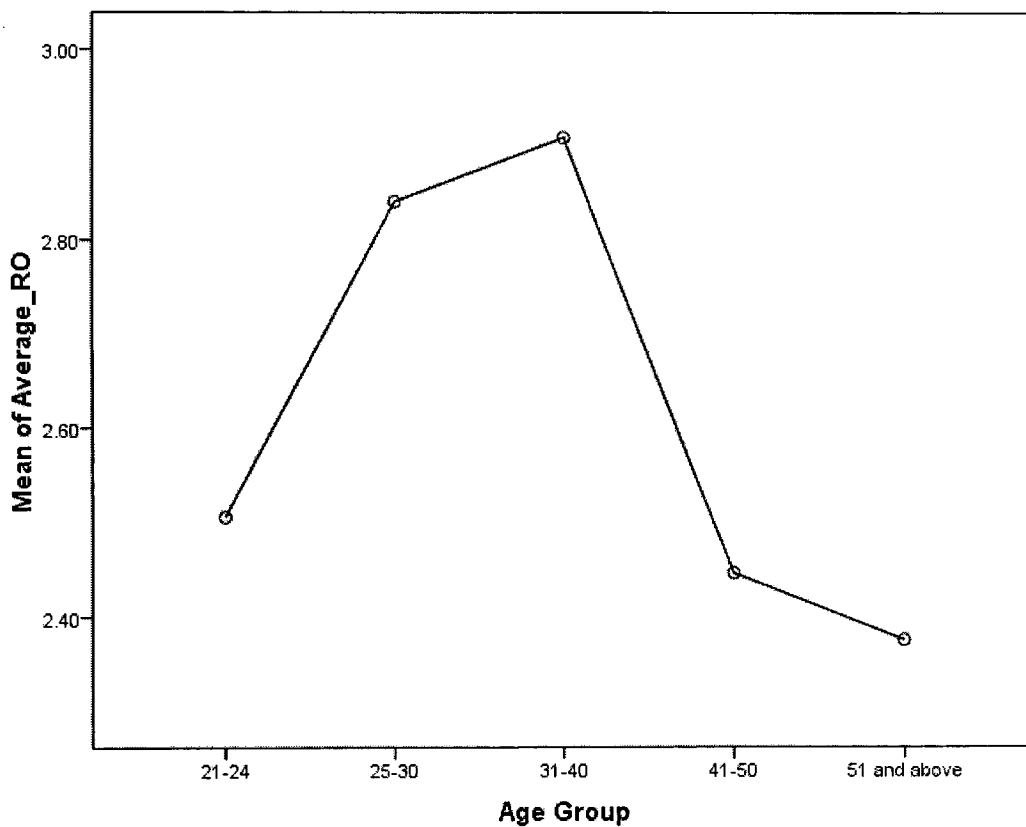


Figure 5: Means Plot of Role Overload for Age Groups

(I) Age Group	(J) Age Group	Mean Difference (I-J)	Standard Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
21-24 years old	25-30 years old	-.33445	.15306	.189	-.7554	.0865
	31-40 years old	-.40166	.15654	.080	-.8322	.0289
	41-50 years old	.05980	.17652	.997	-.4257	.5453
	Over 50 years old	.13075	.37963	.997	-.9134	1.1748
25-30 years old	21-24 years old	.33445	.15306	.189	-.0865	.7554
	31-40 years old	-.06721	.11400	.977	-.3807	.2463
	41-50 years old	.39425*	.14018	.042	.0087	.7798
	Over 50 years old	.46520	.36415	.705	-.5363	1.4667
31-40 years old	21-24 years old	.40166	.15654	.080	-.0289	.8322
	25-30 years old	.06721	.11400	.977	-.2463	.3807
	41-50 years old	.46146*	.14397	.013	.0655	.8574
	Over 50 years old	.53241	.36563	.592	-.4732	1.5380
41-50 years old	21-24 years old	-.05980	.17652	.997	-.5453	.4257
	25-30 years old	-.39425*	.14018	.042	-.7798	-.0087
	31-40 years old	-.46146*	.14397	.013	-.8574	-.0655
	Over 50 years old	.07095	.37462	1.000	-.9594	1.1013
Over 50 years old	21-24 years old	-.13075	.37963	.997	-1.1748	.9134
	25-30 years old	-.46520	.36415	.705	-1.4667	.5363
	31-40 years old	-.53241	.36563	.592	-1.5380	.4732
	41-50 years old	-.07095	.37462	1.000	-1.1013	.9594

* The mean difference is significant at the 0.05 level.

Table 10: Multiple Comparisons, Dependent Variable: Role Overload, Tukey HSD

4.5.2 Tenure

Tenure is working years at current organization. No significant correlation between tenure and any of the variables of interest. Role ambiguity, role overload, and job satisfaction differed significantly among tenure groups (Table 11). Employees who worked between 1-2 years in their current organization had role ambiguity and role overload that differed significantly from those who had more than 10 years of work experience in their current organization (Table 12 & 13 and Figure 6 & 7). Job satisfaction of tenure group 1-5 years was significantly lower than those with more than 10 years (Table 14 and Figure 8).

		Sum of Squares	df	Mean Square	F	Sig.
Job Satisfaction	Between Groups	5.063	4	1.266	4.315	.002**
	Within Groups	65.113	222	.293		
	Total	70.176	226			
Role Ambiguity	Between Groups	5.111	4	1.278	3.325	.011**
	Within Groups	85.303	222	.384		
	Total	90.414	226			
Role Conflict	Between Groups	1.222	4	.305	.520	.721
	Within Groups	130.451	222	.588		
	Total	131.673	226			
Role Overload	Between Groups	6.902	4	1.726	3.368	.011**
	Within Groups	113.747	222	.512		
	Total	120.650	226			
**Significant at the 0.05 probability level.						

Table 11: ANOVA for Tenure Groups

(I) Tenure Group	(J) Tenure Group	Mean Difference (I-J)	Standard Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Less than 1 year	1-2 years	-.07183	.16907	.993	-.5368	.3932
	2-5 years	.02139	.15972	1.000	-.4179	.4607
	5-10 years	.19506	.16310	.754	-.2535	.6436
	More than 10 years	.33425	.16267	.244	-.1132	.7816
1-2 years	Less than 1 year	.07183	.16907	.993	-.3932	.5368
	2-5 years	.09322	.12518	.946	-.2511	.4375
	5-10 years	.26689	.12947	.241	-.0892	.6230
	More than 10 years	.40607*	.12893	.016	.0515	.7607
2-5 years	Less than 1 year	-.02139	.15972	1.000	-.4607	.4179
	1-2 years	-.09322	.12518	.946	-.4375	.2511
	5-10 years	.17367	.11700	.574	-.1481	.4955
	More than 10 years	.31285	.11640	.059	-.0073	.6330
5-10 years	Less than 1 year	-.19506	.16310	.754	-.6436	.2535
	1-2 years	-.26689	.12947	.241	-.6230	.0892
	2-5 years	-.17367	.11700	.574	-.4955	.1481
	More than 10 years	.13918	.12099	.779	-.1936	.4720
More than 10 years	Less than 1 year	-.33425	.16267	.244	-.7816	.1132
	1-2 years	-.40607*	.12893	.016	-.7607	-.0515
	2-5 years	-.31285	.11640	.059	-.6330	.0073
	5-10 years	-.13918	.12099	.779	-.4720	.1936

*The mean difference is significant at the 0.05 level.

Table 12: Multiple Comparisons, Dependent Variable: Role Ambiguity, Tukey HSD

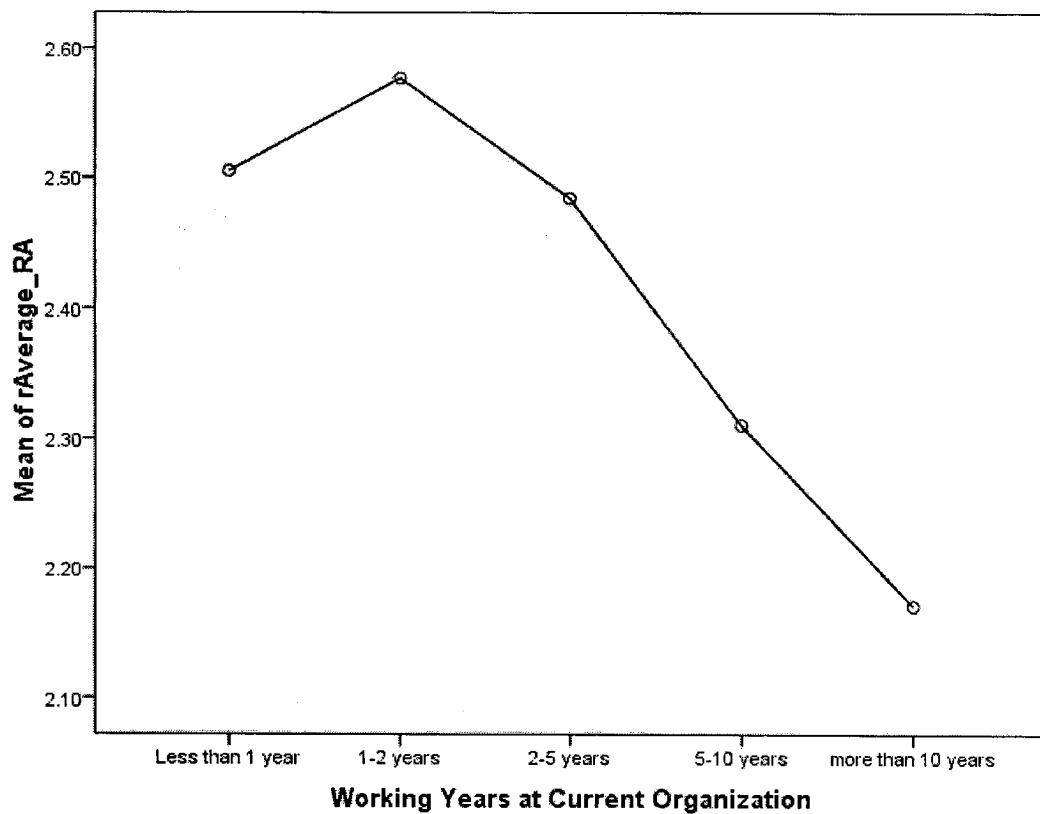


Figure 6: Means Plot of Role Ambiguity and Tenure Groups

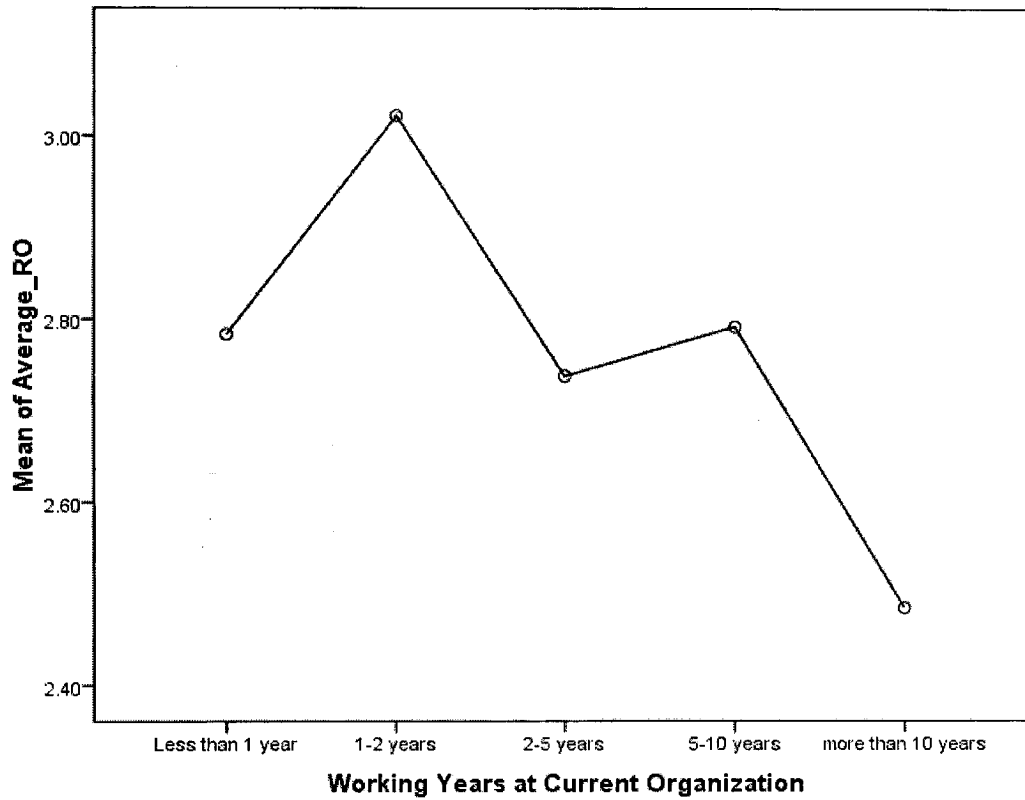


Figure 7: Means Plot of Role Overload and Tenure Groups

(I) Tenure	(J) Tenure	Mean Difference (I-J)	Standard Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Less than 1 year	1-2 years	-.23902	.19523	.737	-.7760	.2979
	2-5 years	.04563	.18444	.999	-.4616	.5529
	5-10 years	-.00833	.18834	1.000	-.5263	.5097
	More than 10 years	.29906	.18785	.504	-.2176	.8157
1-2 years	Less than 1 year	.23902	.19523	.737	-.2979	.7760
	2-5 years	.28465	.14456	.285	-.1129	.6822
	5-10 years	.23069	.14950	.536	-.1805	.6419
	More than 10 years	.53808*	.14888	.003	.1286	.9475
2-5 years	Less than 1 year	-.04563	.18444	.999	-.5529	.4616
	1-2 years	-.28465	.14456	.285	-.6822	.1129
	5-10 years	-.05396	.13510	.995	-.4255	.3176
	More than 10 years	.25343	.13441	.328	-.1163	.6231
5-10 years	Less than 1 year	.00833	.18834	1.000	-.5097	.5263
	1-2 years	-.23069	.14950	.536	-.6419	.1805
	2-5 years	.05396	.13510	.995	-.3176	.4255
	More than 10 years	.30739	.13972	.183	-.0769	.6917
More than 10 years	Less than 1 year	-.29906	.18785	.504	-.8157	.2176
	1-2 years	-.53808*	.14888	.003	-.9475	-.1286
	2-5 years	-.25343	.13441	.328	-.6231	.1163
	5-10 years	-.30739	.13972	.183	-.6917	.0769

*The mean difference is significant at the 0.05 level.

Table 13: Multiple Comparisons, Dependent Variable: Role Overload, Tukey HSD

(I) Tenure	(J) Tenure	Mean Difference (I-J)	Standard Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Less than 1 year	1-2 years	.05384	.14771	.996	-.3524	.4601
	2-5 years	-.06709	.13955	.989	-.4509	.3167
	5-10 years	-.19635	.14250	.642	-.5883	.1956
	More than 10 years	-.36325	.14212	.082	-.7541	.0276
1-2 years	Less than 1 year	-.05384	.14771	.996	-.4601	.3524
	2-5 years	-.12093	.10937	.803	-.4217	.1799
	5-10 years	-.25019	.11311	.179	-.5613	.0609
	More than 10 years	-.41710*	.11264	.002	-.7269	-.1073
2-5 years	Less than 1 year	.06709	.13955	.989	-.3167	.4509
	1-2 years	.12093	.10937	.803	-.1799	.4217
	5-10 years	-.12926	.10222	.713	-.4104	.1519
	More than 10 years	-.29616*	.10170	.032	-.5759	-.0165
5-10 years	Less than 1 year	.19635	.14250	.642	-.1956	.5883
	1-2 years	.25019	.11311	.179	-.0609	.5613
	2-5 years	.12926	.10222	.713	-.1519	.4104
	More than 10 years	-.16691	.10571	.512	-.4576	.1238
More than 10 years	Less than 1 year	.36325	.14212	.082	-.0276	.7541
	1-2 years	.41710*	.11264	.002	.1073	.7269
	2-5 years	.29616*	.10170	.032	.0165	.5759
	5-10 years	.16691	.10571	.512	-.1238	.4576

*The mean difference is significant at the 0.05 level.

Table 14: Multiple Comparisons, Dependent Variable: Job Satisfaction, Tukey HSD

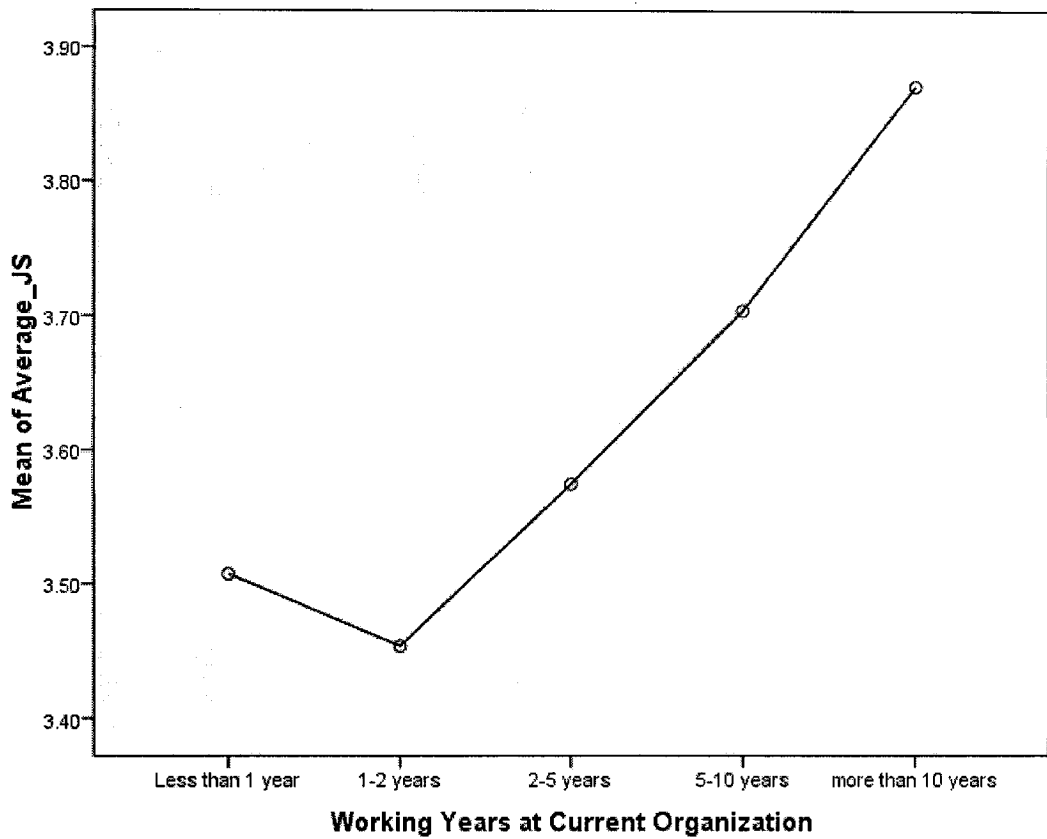


Figure 8: Means Plot of Job Satisfaction and Tenure Groups

4.5.3 Gender

The one-way analysis of variance (ANOVA) showed that there was no significant difference of any of the variables of interest with respect to gender of the employees (Table 15).

		Sum of Squares	df	Mean Square	F	Sig.
Job Satisfaction	Between Groups	.200	1	.200	.643	.424
	Within Groups	69.976	225	.311		
	Total	70.176	226			
Role Ambiguity	Between Groups	.092	1	.092	.230	.632
	Within Groups	90.321	225	.401		
	Total	90.414	226			
Role Conflict	Between Groups	.155	1	.155	.265	.607
	Within Groups	131.518	225	.585		
	Total	131.673	226			
Role Overload	Between Groups	.547	1	.547	1.025	.313
	Within Groups	120.103	225	.534		
	Total	120.650	226			
**Significant at the 0.05 probability level.						

Table 15: ANOVA for Gender

4.5.4 Marital Status

ANOVA showed that there was no significant difference in any of the variables of interest with respect to being married or not (Table 16).

		Sum of Squares	df	Mean Square	F	Sig.
Job Satisfaction	Between Groups	.668	1	.668	2.161	.143
	Within Groups	69.508	225	.309		
	Total	70.176	226			
Role Ambiguity	Between Groups	1.220	1	1.220	3.077	.081
	Within Groups	89.194	225	.396		
	Total	90.414	226			
Role Conflict	Between Groups	.394	1	.394	.675	.412
	Within Groups	131.279	225	.583		
	Total	131.673	226			
Role Overload	Between Groups	1.934	1	1.934	3.666	.057
	Within Groups	118.715	225	.528		
	Total	120.650	226			
**Significant at the 0.05 probability level.						

Table 16: ANOVA for Marital Status

4.5.5 Salary

As indicated in Table 17 there was no significant correlation between salary and variables of interest. However, ANOVA results (Table 18) obtained showed significant difference only in role overload among salary ranges. Using Tukey's test (Table 18 and Figure 9), it was found that average role overload of employees who earn \$1000-\$1199 differed significantly from those who earn \$1200-1499 as monthly salary, including commission and transportation.

		Sum of Squares	df	Mean Square	F	Sig.
Job Satisfaction	Between Groups	1.259	5	.252	.773	.570
	Within Groups	67.751	208	.326		
	Total	69.010	213			
Role Ambiguity	Between Groups	1.660	5	.332	.815	.540
	Within Groups	84.664	208	.407		
	Total	86.324	213			
Role Conflict	Between Groups	.863	5	.173	.288	.919
	Within Groups	124.768	208	.600		
	Total	125.631	213			
Role Overload	Between Groups	6.284	5	1.257	2.326	.044**
	Within Groups	112.368	208	.540		
	Total	118.653	213			

**Significant at the 0.05 probability level.

Table 17: ANOVA for Salary Ranges

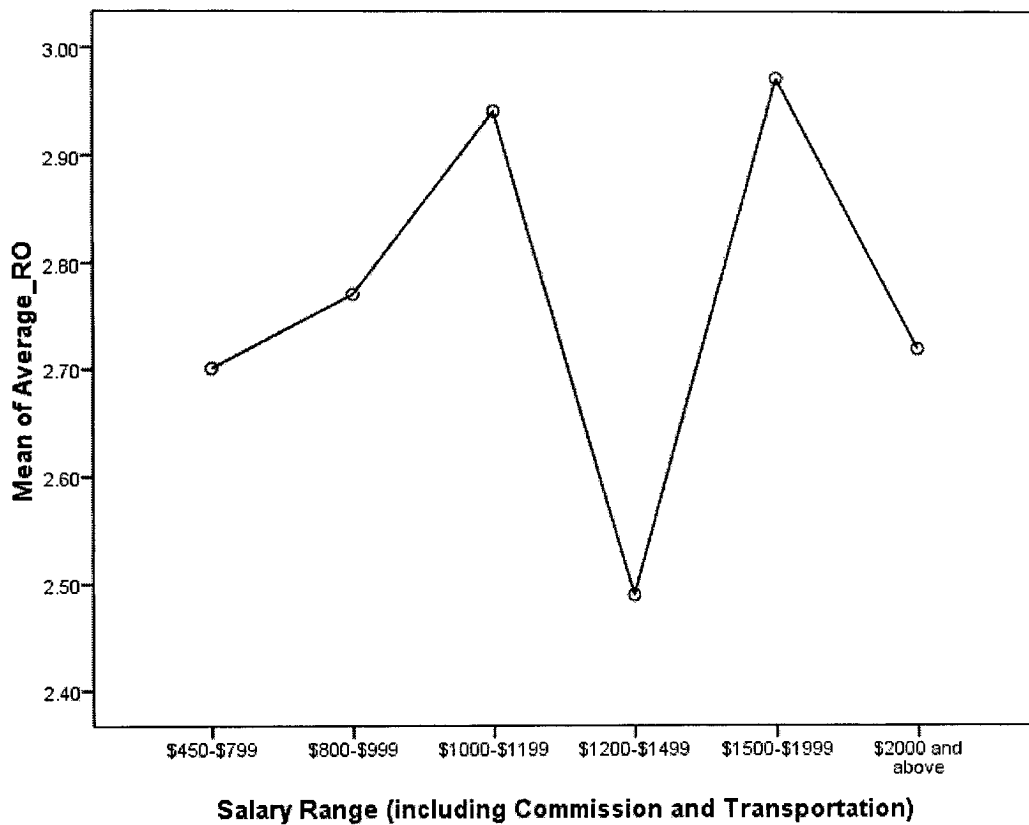


Figure 9: Means Plot Role Overload and Salary Ranges

(I) Salary Range	(J) Salary Range	Mean Difference (I-J)	Standard Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
\$450-\$799	\$800-\$999	-.06929	.17461	.999	-.5716	.4330
	\$1000-\$1199	-.23976	.16702	.705	-.7202	.2407
	\$1200-\$1499	.21140	.16475	.794	-.2625	.6853
	\$1500-\$1999	-.27017	.19149	.720	-.8210	.2806
	\$2000 and above	-.01777	.19596	1.000	-.5814	.5459
\$800-\$999	\$450-\$799	.06929	.17461	.999	-.4330	.5716
	\$1000-\$1199	-.17047	.16311	.902	-.6397	.2987
	\$1200-\$1499	.28069	.16080	.503	-.1818	.7432
	\$1500-\$1999	-.20088	.18809	.894	-.7419	.3402
	\$2000 and above	.05152	.19264	1.000	-.5026	.6056
\$1000-\$1199	\$450-\$799	.23976	.16702	.705	-.2407	.7202
	\$800-\$999	.17047	.16311	.902	-.2987	.6397
	\$1200-\$1499	.45116*	.15251	.040	.0125	.8899
	\$1500-\$1999	-.03041	.18106	1.000	-.5512	.4904
	\$2000 and above	.22199	.18578	.839	-.3124	.7564
\$1200-\$1499	\$450-\$799	-.21140	.16475	.794	-.6853	.2625
	\$800-\$999	-.28069	.16080	.503	-.7432	.1818
	\$1000-\$1199	-.45116*	.15251	.040	-.8899	-.0125
	\$1500-\$1999	-.48157	.17898	.081	-.9964	.0333
	\$2000 and above	-.22917	.18375	.813	-.7577	.2994
\$1500-\$1999	\$450-\$799	.27017	.19149	.720	-.2806	.8210
	\$800-\$999	.20088	.18809	.894	-.3402	.7419
	\$1000-\$1199	.03041	.18106	1.000	-.4904	.5512
	\$1200-\$1499	.48157	.17898	.081	-.0333	.9964
	\$2000 and above	.25240	.20806	.830	-.3461	.8509
\$2000 and above	\$450-\$799	.01777	.19596	1.000	-.5459	.5814
	\$800-\$999	-.05152	.19264	1.000	-.6056	.5026
	\$1000-\$1199	-.22199	.18578	.839	-.7564	.3124
	\$1200-\$1499	.22917	.18375	.813	-.2994	.7577
	\$1500-\$1999	-.25240	.20806	.830	-.8509	.3461

*The mean difference is significant at the 0.05 level.

Table 18: Multiple Comparisons, Dependent Variable: Role Overload, Tukey HSD

4.5.6 Educational Level

Using ANOVA, it was found that job satisfaction and role overload differ significantly among educational levels of employees (Table 19). As for job satisfaction, Tukey's test showed that holders of ninth grade or "Brevet" degree differed significantly from those who hold a university degree (BS/BA) (Table 20 and Figure 10). In terms of role overload, employees who hold high school degree or "Baccalaureate" differed significantly from those who hold a university degree (Table 21 and Figure 11).

		Sum of Squares	df	Mean Square	F	Sig.
Job Satisfaction	Between Groups	2.615	3	.872	2.877	.037**
	Within Groups	67.252	222	.303		
	Total	69.867	225			
Role Ambiguity	Between Groups	2.600	3	.867	2.200	.089
	Within Groups	87.464	222	.394		
	Total	90.065	225			
Role Conflict	Between Groups	.196	3	.065	.111	.954
	Within Groups	131.325	222	.592		
	Total	131.521	225			
Role Overload	Between Groups	8.524	3	2.841	5.625	.001**
	Within Groups	112.126	222	.505		
	Total	120.650	225			
**Significant at the 0.05 probability level.						

Table 19: ANOVA for Educational Level

(I) Educational Level	(J) Educational Level	Mean Difference (I-J)	Standard Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
College (Up till Grade 9 "Brevet")	High School	.46515	.19162	.075	-.0309	.9612
	University Undergraduate	.49800*	.17193	.021	.0529	.9431
	University Graduate	.41250	.19237	.142	-.0855	.9105
High School (Between Grade 10 and 12 "Baccalaureate")	College	-.46515	.19162	.075	-.9612	.0309
	University Undergraduate	.03285	.10583	.990	-.2411	.3068
	University Graduate	-.05265	.13655	.980	-.4061	.3008
University Undergraduate (BA/BS/BE)	College	-.49800*	.17193	.021	-.9431	-.0529
	High School	-.03285	.10583	.990	-.3068	.2411
	University Graduate	-.08550	.10717	.855	-.3629	.1919
University Graduate (Masters)	College	-.41250	.19237	.142	-.9105	.0855
	High School	.05265	.13655	.980	-.3008	.4061
	University Undergraduate	.08550	.10717	.855	-.1919	.3629

*The mean difference is significant at the 0.05 level.

Table 20: Multiple Comparisons, Dependent Variable: Job Satisfaction, Tukey HSD

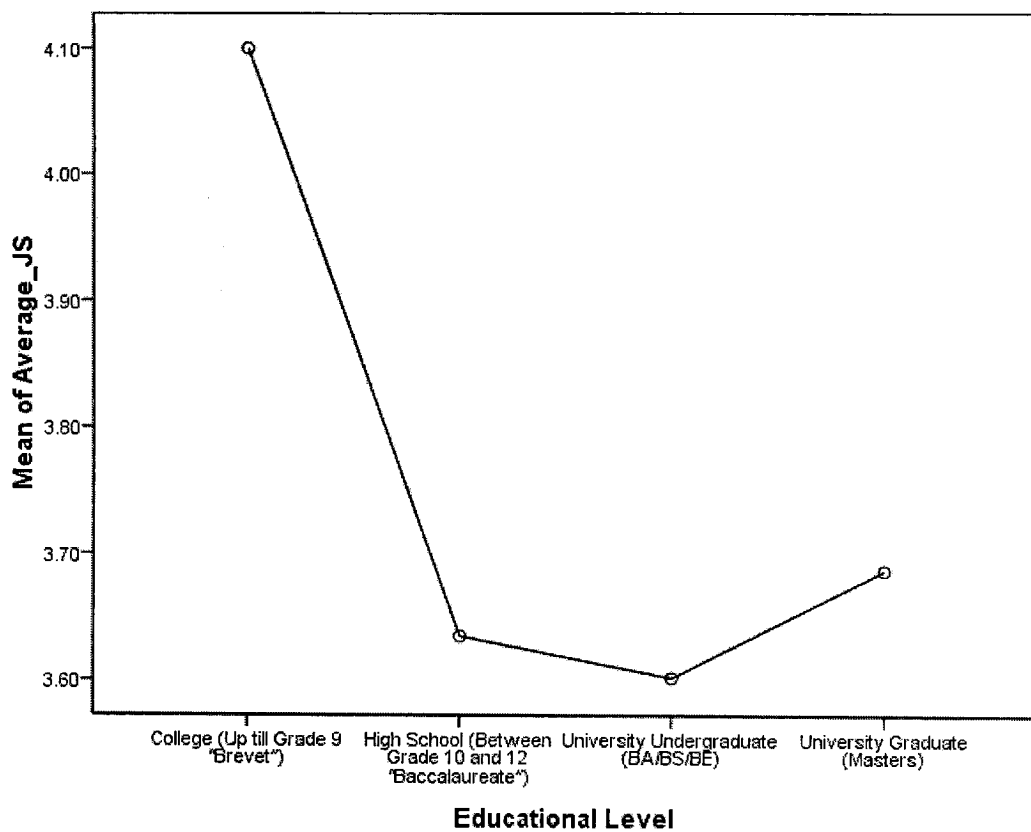


Figure 10: Means Plot of Job Satisfaction and Education Level

(I) Educational Level	(J) Educational Level	Mean Difference (I-J)	Standard Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
College (Up till Grade 9 "Brevet")	High School	.38131	.24743	.415	-.2592	1.0218
	University Undergraduate	-.17798	.22200	.854	-.7526	.3967
	University Graduate	-.06795	.24839	.993	-.7109	.5750
High School (Between Grade 10 and 12 "Baccalaureate")	College	-.38131	.24743	.415	-1.0218	.2592
	University Undergraduate	-.55929*	.13665	.000	-.9130	-.2056
	University Graduate	-.44926	.17632	.056	-.9057	.0072
University Undergraduate (BA/BS/BE)	College	.17798	.22200	.854	-.3967	.7526
	High School	.55929*	.13665	.000	.2056	.9130
	University Graduate	.11003	.13839	.857	-.2482	.4683
University Graduate (Masters)	College	.06795	.24839	.993	-.5750	.7109
	High School	.44926	.17632	.056	-.0072	.9057
	University Undergraduate	-.11003	.13839	.857	-.4683	.2482

*The mean difference is significant at the 0.05 level.

Table 21: Multiple Comparisons, Dependent Variable: Role Overload, Tukey HSD

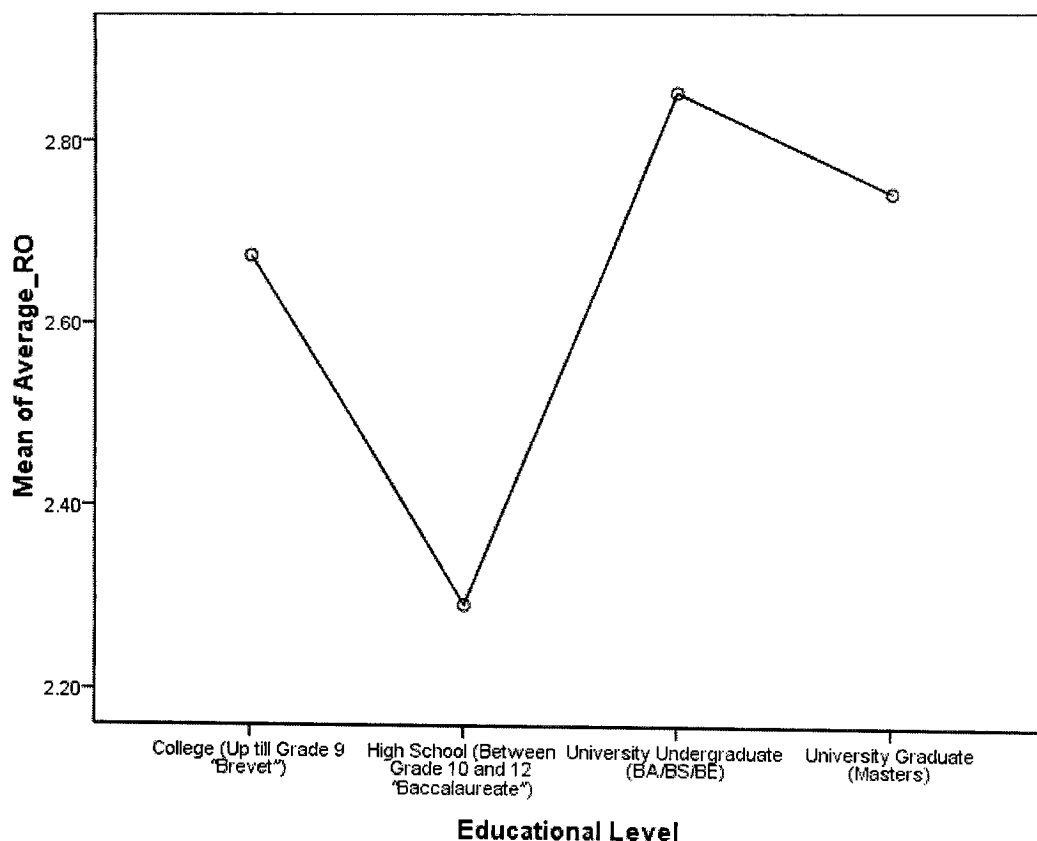


Figure 11: Means Plot of Role Overload and Education Level

4.6 Content Analysis of Responses to Open-Ended Question

One open-ended question was asked to respondents. The question generated comments on: what does stress employees mostly in their current job?

More than 35 percent of respondents had written comments concerning the sources of stress they face in their current jobs. Most comments were:

- Too many tasks and responsibilities to handle, especially when vessels arrive (65).
- Lack of professionalism of coworkers and the gossip that goes around the workplace (58).
- Exhaustion caused by long working hours and being early at workplace (52).
- Noise and panic that arise from customers who arrive at the same time to take their delivery orders whenever a big cargo vessel arrives (50).
- Improper performance evaluation of employees by superiors (45).
- Low salaries compared to workload and lack of adequate reward and recognition (43).

- Nagging and large number of phone calls from clients especially when their cargo arrives (40).
- Limited opportunities for advancement of employees (36).
- Some companies' management styles despaired employees from giving suggestions for improvement of the organization (31).
- Bad attitude of managers (28).

4.7 Conclusion

The results of the survey conducted on non-managerial employees of shipping companies were revealed. As first insight, most employees tend to be rather satisfied in their jobs. They did not experience much role stress especially role conflict. Further, discussion of these findings would reveal why employees had the above opinions.

Chapter 5

Discussion of Findings

5.1 Introduction

The results showed mixed views of employees about how they perceive role stress in their work and what attitude they have about their job. Discussion of hypotheses is provided to relate findings with the findings of other researchers of literature review. Reasons about the nature of findings are developed for later implications and recommendations.

5.2 Hypotheses Testing and Discussion

The first hypothesis was: "Role Ambiguity has a significant negative relationship with job satisfaction." Using Pearson correlation, the findings showed that there exists a statistically significant negative relationship ($r = -0.511$) between role ambiguity and job satisfaction, which is congruent with the correlations of other researchers such as ($r = -0.32$) of Kemery (2006), ($r = -0.326$) of Fichter (2011), ($r = -0.34$) of Karadal et al. (2008), ($r = -0.39$) of Arnold (2009), ($r = -0.582$) of Faucett et al. (2013), ($r = -0.727$) of Lazo (2008), and significant at the probability level of 0.01. The correlation found in this study was higher than most previous studies which means that the level of role ambiguity is much more related to level of job satisfaction of employees in the Lebanese shipping industry. Role ambiguity was the most powerful predictor of job dissatisfaction among all other stressors. The hypothesis was accepted.

Role ambiguity level was low because most employees knew what tasks and responsibilities they had to do. They knew what was expected of them they did not have ambiguous goals to achieve. This could be inferred that employees had cooperated with their supervisors to set their goals. This cooperation was reflected also in the fact that most employees liked their supervisor. However, a considerable part of employees were uncertain about their future in their current organization. A big part of them (30 percent) did not know what the opportunities are to advance in their career or if they would be promoted in the future. The reason is that only half of them knew how their performance is evaluated. This implies that managers in

shipping companies must develop clear performance evaluation plans, so that employees can know their performance targets to reach.

The shipping industry is known to be one of the most stressful industries and environments to work in. Unclear job description tends to be very common among employees of this industry. In rush times, these employees are asked to be responsible of tasks beyond their authority, and here is where employees start to feel anxious and ambiguous about decisions to make on the spot.

The second hypothesis was: "Role conflict has a significant negative relationship with job satisfaction". The actual results proved that there is a negative relationship ($r = -0.067$) between role conflict and job satisfaction, but it was not statistically significant unlike ($r = -0.36$) of Arnold (2009), ($r = -0.47$) of Kemery (2006), ($r = -0.456$) of Faucett et al. (2013), ($r = -0.4$) of Fichter (2011), and ($r = -0.37$) of Karadal et al. (2008). The found very weak correlation confirms that no relation exists between level of role conflict and level of job satisfaction of employees of Lebanese shipping companies. Therefore, this hypothesis was rejected.

It is believed that as role stress increases among employees, job satisfaction decreases, and vice versa (Mansoor et al., 2011). The actual findings showed that office employees at shipping companies did not experience high levels role stress.

According to the findings, role conflict had a very slight, negative, and insignificant correlation (-0.067) with job satisfaction. This was translated in the responses of employees where few of them received conflicting requests from different supervisors. Employees' opinions were evenly distributed around the fact that the way of handling a problem caused a clash between people at the organization. Therefore, it is important to note that communication among employees on one hand, and with their managers on the other hand, is crucial to resolve any problem that might arise. Therefore, it is important that shipping companies provide its employees with workshops that enhance their time-management skills. In this way, employees might perceive role overload less. The majority of employees also agreed that sometimes they need to buck a rule or company policy in order to accomplish certain tasks. It is known that organizational policies are made to protect its image and direct employee jobs to achieve certain set goals. So it is important to have clearly communicated organizational policies that will guide employees how to effectively get their tasks done well without harming the company image or the performance of other employees. Due to rush at work, some employees might experience conflict on

how to perform tasks from their supervisors, because each supervisor considers his way to be the faster one. Sometimes, they receive conflicting quotations about prices of the same shipment from different people in the organization. Others might face situations where they are instructed to lie to customers about arrival dates of shipments so that those customers are not upset, through violating the company's policy of transparency. This in turn might harm the reputation of the organization. Therefore it is important to have clearly defined organizational policies and goals in order to control such situations.

The third hypothesis was: "Role overload has a significant relationship with job satisfaction." The outcome of the correlation analysis confirmed a negative significant relationship ($r = -0.225$) between role overload and job satisfaction matching the claims of other researchers like ($r = -0.48$) of Chou & Roberts (2008), and ($r = -0.41$) of Malik et al. (2010). The established correlation in this study confirms that there exists a relation between the level of role overload and the level of job satisfaction of employees in Lebanese shipping industry, but not powerful as previous studies. Therefore, this hypothesis was accepted.

Role overload is characterized by the excessive workload and limited time to accomplish certain tasks. A minority of employees agreed that the amount of work they have is unreasonable. Similarly, a minority of employees stated that they do not have enough time to finish their work. This means that most employees are not overloaded with job tasks to be done. A considerable amount of people insisted that the amount of work they do might diminish quality. This implies that managers should pay attention to the number of tasks they give to their employees, in a way to maintain high quality. Therefore, managers should weigh each task and establish certain approximate measures of time and effort needed to accomplish it. Around half of the employees stated that they are not getting enough help or equipment to fulfill certain tasks. This also implies that supervisors must make sure that adequate assistance and equipment is available to carry out tasks efficiently and effectively. Employees in this industry are asked to meet strict deadlines of ship departures, loading and unloading. They face a lot of customer complaints about delays in departure and arrival of goods that are being shipped. Therefore, they are overloaded with tasks to complete in little times, in addition to trying to calm down their customers because they do not want to lose them. Role overload is mostly experienced whenever a big container ship arrives at a time; suddenly employees

become bombarded with paper work and document processing in issuing manifests of goods for the Lebanese Customs and Delivery Orders to customers. Due to lot of work to be done, some employees work for extended hours and even complain about the absence of a lunch break. It is also common among employees to feel being paid unfairly given the amount of work they do. Thus, employees become frustrated and less satisfied in their job, which in turn would lead to less performance on individual and organizational level.

This test is the first of its type to be ever conducted on employees of Lebanese shipping industry; therefore it would be required of further research to enhance its validity. Furthermore, the questionnaire is carefully designed to target directly the research questions and hypotheses which lead to the appropriate information from the selected target group.

5.3 Discussion of Demographic Variables

5.3.1 Age

It was found that no significant correlation between age and each of the three constructs of role stressors. However, like other findings (Chou & Roberts, 2008), age was statistically significantly related to job satisfaction. Moreover, the study of Ahmady et al. (2007) found that age, was a significant predictor of role conflict and role overload, but not of role ambiguity. Nevertheless, younger employees especially of the age group 25-40 years old, tend to experience more role overload than those who were older than 51. The reason might be that older employees are not given too many tasks to do by their superiors, presuming that they will not be able to finish them all on time. Another reason might be that older employees are more experienced with the tasks they handle, thus, they do not perceive them as an excessive work load. Age was also found to have no significant correlation with job satisfaction, similar to Hsu's (2011) findings ($r=0.05$, $p>0.05$). Age had significant and negative correlation with work-family conflicts (not covered in this study).

5.3.2 Gender

The findings of the study showed that there is no significant difference between the genders of employees with respect to all variables of interest. Congruent with the findings of Chou & Robert (2008) and Eckman (2004), gender did not have any significant relationship with job satisfaction. Ahmady et al. (2007) found that only

role conflict is significantly predicted by sex. Also similar to the findings of Eckman (2004) there was no significant difference in role conflict scores between males and females. Congruent to the findings of Jensen et al. (2011), role overload had no significant relationship with gender. It is inferred that males experience the same amount of ambiguity in their jobs like females. Furthermore, males are not asked to complete tasks more than females do, and vice versa. Their job satisfaction level is somehow equal whereby both genders enjoy working with their coworkers and managers as well as being equally and fairly paid with respect to the amount of work they do.

5.3.3 Marital Status

The results have showed that no significant difference occurred whether being married or not among all concerned variables: role overload, role conflict, role ambiguity, or job satisfaction. Perhaps the role stressors considered in this study are not affected by marital status because they are related to problems and conflicts that occur at the workplace and not conflicts that arise from work-family problems. Marital status is proven to have great effect on work-family conflicts as shown by other researchers such as Hsu (2011), who also found that marital status is not significantly correlated to job satisfaction ($r = 0.09$, $p > 0.05$).

5.3.4 Salary

Salaries including commission and transportation benefits did not have any significant correlation with any of the intended variables. People seem to consider that salary is not very important when it comes to job satisfaction; perhaps other aspects are more vital. Role overload was perceived higher among employees of \$1000-\$1199 than those of \$1200-\$1499 salary group. The reason might be that people of the lower salary range consider that their salary is unfair compared to the large amount of work they do.

5.3.5 Education

The findings showed that there was no significant correlation between educational level and any of the variables of focus, except role overload. However, it was found that job satisfaction levels of employees who hold a university degree were much lower than of those who hold a brevet degree or less (Grade 9 or lower). It can be

concluded that higher educated people consider that they need to hold more challenging and interesting jobs, as well as they might consider that they are being unfairly paid with respect to their abilities and knowledge. Most of the lower educated people enjoy working with their coworkers and supervisors more than higher educated people. Moreover, it was found that employees who hold a university degree tend to experience significantly higher role overload than those who hold high school “Baccalaureate”. The reason is that they are asked to accomplish more complex tasks or even larger number of tasks, as managers tend to trust and rely more on higher educated and skilled employees. However, further research is needed to find evidence of the effect of education on job satisfaction (Lazo, 2008).

5.3.6 Tenure

The results obtained showed that tenure has a statistically significant negative relationship with role ambiguity and role overload. Tenure was found to have a significant positive relationship with job satisfaction. Like Ahmady’s et al. (2007) study that found work experience as a significant negative predictor of role ambiguity. However, people with higher levels of experience —more than 10 years— tend to experience lesser role ambiguity than those who have between 1-2 years of experience. The reason is obvious since as people gain experience less ambiguity is perceived concerning their promotion and opportunities. Moreover, tenured employees know what is expected of them especially those with more than 10 years of experience when their work became routine and relatively less complex. Role overload was perceived significantly higher for employees with 1-2 years of work experience than those with more than 10 years. This could be explained as highly tenured people became familiar with their tasks thus they are capable of doing them much faster and more efficiently than their less tenured counterparts. Likewise, people between 1-5 years of experience were much less satisfied with their job than those who have more than 10 years of experience, simply because if one was not job satisfied in his current organization he would have left to another one.

5.4 Conclusion

Role ambiguity and role overload were significantly and negatively correlated with job satisfaction, matching most previous researchers’ findings. Hypothesis about role

conflict was rejected since no significant relationship was established with job satisfaction among employees of shipping companies. None of the demographic variables were significantly correlated with job satisfaction or any of the role stressors. Furthermore, conclusion of the study and recommendation for future research will be presented.

Chapter 6

Conclusion and Recommendation

6.1 Introduction

After testing the hypotheses and discussing the findings of the survey, managerial implications to reduce stress caused by role are exposed. Limitations of the conducted study are revealed, as well as, recommendations for future researches in the field of role stressors are provided. Finally, conclusion of the research would summarize major aspects related to role stress of employees in the shipping industry of Lebanon.

6.2 Managerial Implications

Some shipping companies existed even before the birth of current Lebanon. High quality of service and fast delivery of goods to customers is the main concern for shipping agencies. Therefore, the effectiveness and quality service of these companies is greatly influenced by the employees. However, employees cannot provide good services and operate efficiently and effectively unless they are satisfied in their current jobs. In short, employees' actions and attitudes are the main determinants of a company's success and performance. Thus every shipping agency should build a satisfied, well-performing and loyal workforce that strives for the success of the organization and desires to remain even in critical circumstances faced by the organization. Shipping companies have to invest in their employees and focus on keeping them satisfied.

Establishing clearly defined job descriptions and developing clear evaluation plans that measure employee performance would reduce role ambiguity. In addition, developing career plans would decrease uncertainty concerning advancement opportunities for employees. Consequently, people would be more satisfied and committed to their organization if they perceive a chance to progress internally. Moreover, giving employees more autonomy might assist them in choosing adequate procedures to perform a task.

Reducing role conflict would weaken the strain exerted on the employee. This can be achieved by establishing proactive contingency plans to resolve unexpected problems, which in turn reduces the probability of disagreement occurring between

employees and their supervisors. Providing managers with adequate training programs to improve their communication skills would make them able to interact with their subordinates more effectively. Company rules must be flexible enough to ease completion of job duties; however, there must be certain limits for flexibility to maintain company image and performance, as well as security of other employees.

Role overload can damage a person's morale and lead to frustration over time by demanding too much from him/her. This could be moderated by setting time and effort measures for each task. On the one hand, supervisors could estimate when a task should be finished and thus evaluate the subordinates' capabilities and performance accordingly, while on the other hand, employees also would know what is expected of them. Likewise, quality of work would be ensured when the amount of work given to each person is optimized. Setting up realistic deadlines and removing the insignificant aspects of a job would certainly reduce strain resulting from heavy workload on employees.

Effective communication is a two-way street. Managers should show sympathy and provide their employees the opportunity to speak up their voice. Employees feel valued and respected when they can ask questions and share their thoughts, ideas, and concerns. This feeling of relief would increase employee job satisfaction. Recreation and gathering events should be fostered by the organization in order to increase harmony among coworkers and supervisors. Adequate recruitment procedures must be implemented in order to employ candidates in the right job they like and that fits their abilities.

In the challenging Lebanese economy, employees may not feel that they can simply change jobs; however they might be able to change how they think about their current jobs and improve their job satisfaction. Every employee has his/her own interests in work; hence, managers must know how each employee approaches his/her work. In this way, employees' levels of role stress are reduced and levels of job satisfaction are leveraged. Moreover, if a stressed/frustrated employee is primarily interested in the financial rewards and not the nature of the job, therefore the manager must concentrate on this aspect by providing more bonuses and maybe pay raises to retain him. Additionally, if an anxious employee is interested in his career, therefore his/her supervisor must concentrate on providing him advancement opportunities and career plans to keep him satisfied and decrease role ambiguity. Besides, if an employee considers his work as a passion, where he/she does not care

about salary or promotion, yet he/she is experiencing stress completing it, then his/her superior must concentrate on factors that decrease role stress and provide him/her the sense of fulfillment from the work itself. However, employees themselves might consider all three elements important; still, they have focus on one element more than the others. Also unsatisfied employees must do a self-assessment and find which factor —salary, career, or job itself— originally drew them in their current job, and whether it may be the cause of lack in job satisfaction. In short, understanding what motivates an employee in his/her current job would help him/her decrease his/her level of role stress, reframe his/her expectations, and make choices to increase his/her satisfaction (Kaplan, 2008).

Managers must know that everything they do might reflect on others around them including their subordinates. They should be responsible and self-confident. In peak times —whenever a big ship arrives, managers can join-in and help the employees who suddenly become under pressure and ask them what could be done to complete tasks together side-by-side. Consequently, this sympathy and care provided by managers would reduce level of role overload on employees and increase their job satisfaction.

6.3 Limitations

There are several limitations for this study. Among these limitations was gathering data through a questionnaire. The quantitative method chosen has been shown to contain sampling and measurement errors concerning the validity and reliability of the instruments. The study used shortened versions of instruments for role ambiguity, role conflict (Rizzo et al., 1970), role overload and job satisfaction (Spector, 1985). It is worth mentioning that the choice of instruments could also be a limitation. Answering questions in the questionnaire or providing explanations in a short time frame turns the method used into a potential constriction.

Sample size of 227 respondents was also a limitation, since many mid-sized companies refused to distribute the questionnaire among their employees in consideration that this violates their internal policy. Moreover, large shipping agencies/companies —more than 80 office employees— such as Middle East Airline cargo, TMA cargo, Aramex Lebanon, Maersk Lebanon sarl, Merit Shipping-CMA CGM sal, and MSC Lebanon sarl, refused to accept distributing the questionnaire. The reason was also that conducting such surveys in their premises is against their

organizational regulations. These large shipping agents employ around 1000 office employees, which would have been a good potential for a much larger and more representative sample. There was a tendency for among participants to remain in the midpoint scale, 3, when scoring the items of the survey. This did not allow categorizing and locating accurately the measures on agreement/disagreement scale. Despite the fact that many previous researchers such as Gurbuz et al. (2012), Stazyk et al. (2011), and (Eckman, 2004) used the 5-point Likert scale to assess role stressors and job satisfaction, it is therefore important to note that the scale needs to be further tested for validity.

Furthermore, the survey addressed only non-managerial employees at shipping agencies, while role stressors are experienced by all hierarchical levels of the organization. It is important to note that the findings of this study should not be generalized because of the small size of this sample. Therefore, a larger sample is recommended to have a better representation of the general population.

This study was intended to research role overload, role conflict, role ambiguity, job satisfaction among employees of the shipping industry in Beirut area. The combination of these variables could provide insightful results that have the potential to provide guidance to employers in this industry. This study is not meant to be a comprehensive analysis of the workplace, but to serve as a starting point for future research within this understudied population. Additional research should replicate these measures and expand to include others variables such as organizational commitment, emotional intelligence, turnover, and intention to turnover.

6.4 Recommendations for Future Research

Role stressors have many moderator variables such as environmental moderators which include social and functional support, and job control. Individual differences moderators also have effect on role stressors such as self-efficacy (Daspujta, 2012), internal locus of control, and negative affectivity. Role stressors also do have effect on other variables such as organization commitment (Karadal et al. 2008), burnout (Finney et al. 2013), work anxiety, organizational citizenship behavior (Lambert et al., 2012). In addition to role stressors, job satisfaction was found to have several antecedents such as job performance, leave intentions and affective commitment (Malik et al. 2010). Job utilization has two extremities: overworked (role overload) and underused (role underload). Optimal utilization is the best case scenario. Role

underload often causes boredom, monotony and burnout as a result of a diminishing employee's level of motivation and inspiration at work. Therefore, future research could use instrument measures for both types of utilization to study their effect on job satisfaction. This study proved that role stressors in their three constructs are not powerful predictors of job satisfaction of employees in the shipping industry in Beirut, thus further research should consider other variables —such as autonomy, internal locus of control, performance related pay, leadership skills of managers, physical working conditions...etc— that might better influence their job satisfaction. It is recommended to conduct future research about role stressors and how they affect Lebanese employees in other potentially stressful industries such as hospitals, restaurants, hotels, telecom, and banks. Larger companies of the shipping industry might be considered, if possible, in order to assess their employees' levels of role stress and job satisfaction because of the difference in culture, structure, and environment of large sized companies. Every demographic characteristic of employees examined in this study had a different impact on the key variables; however, future researchers might consider other demographic variables.

6.5 Conclusion

The study attempted to shed light on three important constructs of role stress and their effect on job satisfaction by conducting a survey on non-managerial employees of various shipping companies in Beirut, Lebanon. The negative impact of role stress on job satisfaction was highlighted. It is important for organizations to recognize the effect of role ambiguity, role conflict, and role overload on their employees.

A main part of the equation is to recognize what job attributes are related to job satisfaction. However, the other part of the equation is to determine how managers and administrators will revolutionize their organization and implement the necessary changes. Minimizing the effect of the above stressors would certainly reduce the level of role stress which will result in favorable outcomes on both employees and organizations. Moreover, it is critical to apply and adapt to the new adjustments that reduce the impact of role stress among employees; however, this is complicated because it takes time to identify what aspects are increasing the level of role stress. It depends on whether managers of shipping companies are flexible enough to make changes to deal with problem areas. It is desired that this study would encourage more concern and research to investigate how role stressors affect job satisfaction of

employees. This means inefficient processes at the workplace and delays caused by role stressors would generate lot of problematic consequences for the organization and clients. Organizations must invest in employees by striving to meet their needs. Employees want to know what is expected from them and how well they are doing. Moreover, employees become more satisfied in their jobs when they have a clear career path and are recognized and rewarded adequately for their good performance. Surprisingly, the majority of the employees surveyed in this study did not experience too much role ambiguity. Perhaps, they knew what was expected of them because the nature of their work is repetitive but challenging. This explains why the vast majority of employees liked the work they do. However, a slight majority knew what their opportunities for advancement are. The reason might be that most organizations surveyed are family-owned where promotion chances and career development plans are limited.

Based on findings, it could be inferred that although employees of shipping industry might experience excessive role overload in peak times especially when big cargo vessels arrive, yet they demonstrate high level of job satisfaction. Despite the fact that these employees feel the pressure from excess loads of work however they express happiness in their job because they are getting rewarded—whether in the form of commission or bonuses—for each task they accomplish. Another reason might be that normal situations of work are more prevalent whereby they generally liked the things they do at work.

In general, role conflict levels among employees were neutral, which means most of them did not receive conflicting demands nor criticized by one supervisor for doing something asked by another; this was evident from their responses because they generally liked their supervisors. Consequently, they expressed contentment in the supervisor-subordinate aspect of job satisfaction.

Employees must undergo a self-assessment and know what make them satisfied in their current jobs. Some employees are interested in financial rewards, career advancement, or the job itself. Moreover, managers must detect every employee's interest/goal and help them reaching it, in order to decrease their level of role stress—resulting from role ambiguity, role conflict, or role overload—and increase their level of job satisfaction.

Other new ways to de-stress employees is to tell them about good things in their life—might be their work-life balance. Organizations must provide them with a safe and

friendly working environment. An employee might cooperate and help another employee at work, whereby the first takes focus off his problems and reduce the pressure on the second. Managers might work on increasing self-efficacy —through training— of their subordinates which was found by other researchers to reduce impact of role stress on job satisfaction. Last, employees must decide what is going right and what is not, hence take action and start fixing things.

Lebanon is situated at the intersection between the Mediterranean basin and the Arabian neighborhood. Throughout history, this fact had enriched Lebanon's culture and created a special mix of religious and ethnic groups. Most importantly, Lebanon is a transit point for trading goods between Western —American and European— and Arabian countries —Syria, Iraq and Arabian Gulf countries. Despite the current turbulent situations in the Middle East, shipping companies shall continue to exist and play a vital role in the foreseeable future of the Lebanese economy. Their operations influence many other aspects of the economy especially trade and import/export of cargo in and through Lebanon. Their actions also have a great impact on customs duties and income of the Lebanese government. Therefore, it is crucial for the shipping industry to maintain its performance and improve its efficiency through providing a less stressful working environment to its employees.

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APPENDICES

Appendix A: English Version of the Questionnaire

Employee Opinion Survey

Instructions:

Select the answer that best represents your opinion based on the scale below:

1. **Strongly Disagree “SD”**
2. **Disagree “D”**
3. **Neither Agree Nor Disagree “N”**
4. **Agree “A”**
5. **Strongly Agree “SA”**

Number	Question	SD	D	N	A	SA
1	My authority matches the responsibilities assigned to me.	1	2	3	4	5
2	The amount of work required in my job is unreasonable.	1	2	3	4	5
3	I know what my responsibilities are.	1	2	3	4	5
4	When a problem comes up here, people hardly agree on how it should be handled.	1	2	3	4	5
5	I don't have enough time to get the job done well.	1	2	3	4	5
6	I feel I am being paid a fair amount for the work I do.	1	2	3	4	5
7	I like my supervisor.	1	2	3	4	5
8	I have clear planned goals and objectives for my job.	1	2	3	4	5
9	Sometimes I am criticized by one supervisor for doing something ordered by another supervisor.	1	2	3	4	5
10	I sometimes have to change a rule or policy to get an assignment done.	1	2	3	4	5
11	I don't get enough help and equipment to get the job done well.	1	2	3	4	5
12	I think that the amount of work I do may interfere with quality.	1	2	3	4	5
13	I enjoy my coworkers.	1	2	3	4	5
14	I like doing the things I do at work.	1	2	3	4	5
15	I know what the opportunities for advancement and promotion are.	1	2	3	4	5
16	My supervisor shows good interest in the feelings of subordinates.	1	2	3	4	5
17	My boss makes it clear how he will evaluate my performance.	1	2	3	4	5

Open-end Question: What stresses you most in your current job?

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Personal Information

Please place a “check mark” beside what best applies to you.

18. Age Group:

- 21-24 years old
- 25-30 years old
- 31-40 years old
- 41-50 years old
- More than 50 years old

19. Gender:

- Male
- Female

20. Marital Status:

- Single
- Married

21. Working Years in the Current Organization (Tenure):

- Less than 1 year
- 1-2 years
- 2-5 years
- 5-10 years
- More than 10 years

22. Monthly Salary (including Commission & Transportation):

- \$450-\$800
- \$800-\$999
- \$1000-\$1199
- \$1200-\$1499
- \$1500-\$1999
- More than \$2000

23. Educational Level:

- College (Up till Grade 9 “Brevet”)
- High School (Between Grade 10 and 12 “Baccalaureate”)
- University Undergraduate (BA/BS/BE)
- University Graduate (Masters)

Appendix B: Arabic Version of the Questionnaire

استطلاع لرأي الموظفين

تعليمات:

اختر الاجابة الفضلى التي تعبر عن رأيك (ضع دائرة حول الرقم).

علماً أن: "1" يعني أنك لست موافقاً ابداً.

"2" يعني أنك لست موافقاً.

"3" يعني أنك محايد.

"4" يعني أنك موافقاً.

"5" يعني أنك موافقاً جداً

رقم	السؤال	1	2	3	4	5
1	السلطة المعطاة لي تتناسب مع مسؤولياتي في العمل.	1	2	3	4	5
2	كمية العمل المطلوبة في وظيفتي غير معقولة.	1	2	3	4	5
3	أعرف جيداً ما هي مسؤولياتي في العمل.	1	2	3	4	5
4	عندما تحصل مشكلة في العمل، يختلف الناس في الشركة على كيفية معالجتها.	1	2	3	4	5
5	ليس لدي وقت كافٍ كي أنجز عملي كاملاً.	1	2	3	4	5
6	أعتقد أن راتبتي الشهري كافٍ مقارنةً مع كمية العمل الذي أقوم به.	1	2	3	4	5
7	أحب الشخص الذي يشرف على أعمالي.	1	2	3	4	5
8	هناك أهداف وغايات واضحة مخطط لها في وظيفتي.	1	2	3	4	5
9	أحياناً أتلقى انتقادات من مشرف (أو مدير) على عملٍ ما، مطلوبٍ من مشرف (أو مدير) آخر.	1	2	3	4	5
10	أضطر أحياناً لتغيير بعض قوانين الشركة من أجل اتمام عملٍ ما.	1	2	3	4	5
11	لا أتلقى المساعدة والأدوات الكافية من أجل اتمام عملي.	1	2	3	4	5
12	أعتقد أن كمية العمل الذي أقوم به تؤثر سلباً على نوعية هذا العمل.	1	2	3	4	5
13	أحب العمل مع زملائي في الشركة.	1	2	3	4	5
14	أحب العمل الذي أقوم به.	1	2	3	4	5
15	أعرف ما هي الفرص للتقدم والترقية في وظيفتي.	1	2	3	4	5
16	يظهر مشرفي (أو مديري) تعاطفاً جيداً مع مرؤوسيه (أو موظفيه).	1	2	3	4	5
17	يوضح مشرفي (أو مديري) جيداً كيفية احتساب أدائي في الوظيفة.	1	2	3	4	5

سؤال مفتوح: ما الذي يزعجك كثيراً (أو يزيد درجة تعصيك) في وظيفتك الحالية؟

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معلومات شخصية: (ضع علامة "x" داخل المربع)

18. العمر:

- 21-24 سنة.
 25-30 سنة.
 31-40 سنة.
 41-50 سنة.
 أكثر من 50 سنة.

19. جنس:

- ذكر.
 انثى.

20. وضع العائلي:

- أعذب.
 متزوج.

21. سنين العمل في الشركة الحالية:

- أقل من سنة.
 1-2 سنة.
 2-5 سنوات.
 5-10 سنين.
 أكثر من 10 سنين.

22. راتب الشهري الحالي: (بما فيه عمولة وتنقلات)

- \$450-\$799.
 \$800-\$999.
 \$1000-\$1199.
 \$1200-\$1499.
 \$1500-\$1999.
 أكثر من \$2000.

23. مستوى العلمي:

- لغاية شهادة بريفيه.
 لغاية شهادة البكلوريا.
 شهادة جامعية.
 شهادة الماجيستار (Majistere)

Appendix C: Frequency Responses of all Items

Frequency Responses of Role Ambiguity Items

1.My authority matches the responsibilities assigned to me.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	7	3.1	3.1	3.1
	Disagree	27	11.9	12.0	15.1
	Neither Agree nor Disagree	52	22.9	23.1	38.2
	Agree	119	52.4	52.9	91.1
	Strongly Agree	20	8.8	8.9	100.0
	Total	225	99.1	100.0	
Missing	System	2	.9		
Total		227	100.0		

Table 22: Role Ambiguity Item#: 1 Response

3.I know what my responsibilities are.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	1.3	1.4	1.4
	Disagree	11	4.8	5.0	6.4
	Neither Agree nor Disagree	26	11.5	11.9	18.3
	Agree	91	40.1	41.6	59.8
	Strongly Agree	88	38.8	40.2	100.0
	Total	219	96.5	100.0	
Missing	System	8	3.5		
Total		227	100.0		

Table 23: Role Ambiguity Item#: 2 Response

8.I have clear planned goals and objectives for my job.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	9	4.0	4.1	4.1
	Disagree	16	7.0	7.2	11.3
	Neither Agree nor Disagree	48	21.1	21.6	32.9
	Agree	109	48.0	49.1	82.0
	Strongly Agree	40	17.6	18.0	100.0
	Total	222	97.8	100.0	
Missing	System	5	2.2		
Total		227	100.0		

Table 24: Role Ambiguity Item#: 3 Response

15.I know what are the opportunities for advancement and promotion.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	19	8.4	8.4	8.4
	Disagree	29	12.8	12.8	21.2
	Neither Agree nor Disagree	58	25.6	25.7	46.9
	Agree	96	42.3	42.5	89.4
	Strongly Agree	24	10.6	10.6	100.0
	Total	226	99.6	100.0	
Missing	System	1	.4		
Total		227	100.0		

Table 25: Role Ambiguity Item#: 4 Response

17. My boss makes it clear how he will evaluate my performance.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	12	5.3	5.3	5.3
	Disagree	30	13.2	13.3	18.6
	Neither Agree nor Disagree	74	32.6	32.7	51.3
	Agree	81	35.7	35.8	87.2
	Strongly Agree	29	12.8	12.8	100.0
	Total	226	99.6	100.0	
Missing	System	1	.4		
Total		227	100.0		

Table 26: Role Ambiguity Item#: 5 Response

Frequency Responses of Role Conflict Items

4. When a problem comes up here, people hardly agree on how it should be handled.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	15	6.6	6.8	6.8
	Disagree	61	26.9	27.6	34.4
	Neither Agree nor Disagree	70	30.8	31.7	66.1
	Agree	49	21.6	22.2	88.2
	Strongly Agree	26	11.5	11.8	100.0
	Total	221	97.4	100.0	
Missing	System	6	2.6		
Total		227	100.0		

Table 27: Role Conflict Item#: 1 Response

9.Sometimes I am criticized by one supervisor for doing something ordered by another supervisor.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	25	11.0	11.1	11.1
	Disagree	49	21.6	21.8	32.9
	Neither Agree nor Disagree	69	30.4	30.7	63.6
	Agree	65	28.6	28.9	92.4
	Strongly Agree	17	7.5	7.6	100.0
	Total	225	99.1	100.0	
Missing	System	2	.9		
Total		227	100.0		

Table 28: Role Conflict Item#: 2 Response

10.I sometimes have to change a rule or policy to get an assignment done.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	23	10.1	10.1	10.1
	Disagree	52	22.9	22.9	33.0
	Neither Agree nor Disagree	52	22.9	22.9	55.9
	Agree	71	31.3	31.3	87.2
	Strongly Agree	29	12.8	12.8	100.0
	Total	227	100.0	100.0	

Table 29: Role Conflict Item#: 3 Response

Frequency Responses of Role Overload Items

2.The amount of work required in my job is unreasonable.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	17	7.5	7.6	7.6
	Disagree	67	29.5	29.8	37.3
	Neither Agree nor Disagree	76	33.5	33.8	71.1
	Agree	49	21.6	21.8	92.9
	Strongly Agree	16	7.0	7.1	100.0
	Total	225	99.1	100.0	
Missing	System	2	.9		
Total		227	100.0		

Table 30: Role Overload Item#: 1 Response

5.I don't have enough time to get the job done well.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	40	17.6	17.8	17.8
	Disagree	92	40.5	40.9	58.7
	Neither Agree nor Disagree	44	19.4	19.6	78.2
	Agree	39	17.2	17.3	95.6
	Strongly Agree	10	4.4	4.4	100.0
	Total	225	99.1	100.0	
Missing	System	2	.9		
Total		227	100.0		

Table 31: Role Overload Item#: 2 Response

11.I don't get enough help and equipment to get the job done well.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	40	17.6	17.7	17.7
	Disagree	86	37.9	38.1	55.8
	Neither Agree nor Disagree	58	25.6	25.7	81.4
	Agree	28	12.3	12.4	93.8
	Strongly Agree	14	6.2	6.2	100.0
	Total	226	99.6	100.0	
Missing	System	1	.4		
Total		227	100.0		

Table 32: Role Overload Item#: 3 Response

12.I think that the amount of work I do may interfere with quality.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	19	8.4	8.4	8.4
	Disagree	58	25.6	25.7	34.1
	Neither Agree nor Disagree	63	27.8	27.9	61.9
	Agree	64	28.2	28.3	90.3
	Strongly Agree	21	9.3	9.3	99.6
	9	1	.4	.4	100.0
	Total	226	99.6	100.0	
Missing	System	1	.4		
Total		227	100.0		

Table 33: Role Overload Item#: 4 Response

Frequency Responses of Job Satisfaction Items

6.I feel I am being paid a fair amount for the work I do.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	37	16.3	16.6	16.6
	Disagree	57	25.1	25.6	42.2
	Neither Agree nor Disagree	67	29.5	30.0	72.2
	Agree	51	22.5	22.9	95.1
	Strongly Agree	11	4.8	4.9	100.0
	Total	223	98.2	100.0	
Missing	System	4	1.8		
Total		227	100.0		

Table 34: Job Satisfaction Item#: 1 Response

7.I like my supervisor.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	1.3	1.3	1.3
	Disagree	11	4.8	4.9	6.2
	Neither Agree nor Disagree	30	13.2	13.4	19.6
	Agree	121	53.3	54.0	73.7
	Strongly Agree	59	26.0	26.3	100.0
	Total	224	98.7	100.0	
Missing	System	3	1.3		
Total		227	100.0		

Table 35: Job Satisfaction Item#: 2 Response

13.I enjoy my coworkers.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	2.2	2.2	2.2
	Disagree	11	4.8	4.9	7.1
	Neither Agree nor Disagree	36	15.9	15.9	23.0
	Agree	119	52.4	52.7	75.7
	Strongly Agree	55	24.2	24.3	100.0
	Total	226	99.6	100.0	
Missing	System	1	.4		
Total		227	100.0		

Table 36: Job Satisfaction Item#: 3 Response

14.I like doing the things I do at work.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	2.2	2.2	2.2
	Disagree	8	3.5	3.6	5.8
	Neither Agree nor Disagree	39	17.2	17.4	23.2
	Agree	110	48.5	49.1	72.3
	Strongly Agree	62	27.3	27.7	100.0
	Total	224	98.7	100.0	
Missing	System	3	1.3		
Total		227	100.0		

Table 37: Job Satisfaction Item#: 4 Response

16. My supervisor shows good interest in the feelings of subordinates.					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	1.8	1.8	1.8
	Disagree	23	10.1	10.2	12.0
	Neither Agree nor Disagree	60	26.4	26.7	38.7
	Agree	107	47.1	47.6	86.2
	Strongly Agree	31	13.7	13.8	100.0
	Total	225	99.1	100.0	
Missing	System	2	.9		
Total		227	100.0		

Table 38: Job Satisfaction Item#: 5 Response