THE CAUSAL RELATIONSHIPS AMONG WORK STRESSORS ON EMPLOYEES WORKING IN BPO INDUSTRY: A STRUCTURAL EQUATION MODEL (SEM)

**Eleighn Grace Vanessa M. Castro, Renee Joyce M. Escototo, Marie Faye B. Fontano
& Deborah V. Obispo**
College of Commerce and Business Administration, University of Sto. Tomas, Manila,
PHILIPPINES

ABSTRACT

This study discusses the effects of task demand, interpersonal problems, and work environment on one's role ambiguity and role conflict among a sample of employees working in BPO Companies. This research aims to help the managers determine what specific work stressor the employee is experiencing and prevent the occurrence of such work stressor/s upon knowing how great its impact to one's role ambiguity and role conflict. The statistical design used in this study is Structural Equation Model (SEM). The adapted instrument in a form of questionnaire is used and 346 out of 400 questionnaires deployed around Metro Manila were retrieved. Findings indicate that a.) complexity of task demands may affect role ambiguity positively and role conflict negatively and b.) having interpersonal problems can result to role conflict but not to role ambiguity, whereas c.) work environment has an implication on employees' role ambiguity but not on their role conflict. Keeping the results and theory in mind, the effects of each work stressor to one another influences one's perception on performing his duties and responsibilities that might later on affect an organization's operations. Proponents recommend stress management programs and coaching and counseling sessions, policies and management systems especially when employees are already undergoing role ambiguity and role conflict.

Keywords: Business Process Outsourcing, Work Stressors, Role Perception, Role Ambiguity, Role Conflict, Task Demands, Work Environment, Interpersonal Relationship, Human Resource.

INTRODUCTION

The business process outsourcing industry (BPO) is one of the fastest growing industries in the Philippines. According to Abara and Heo (2013), the BPO sector will definitely have a continuous operation in the country because of the many growth opportunities considering its diverse services. In a study conducted by the Department of Science and Technology-National Research Council of the Philippines (DOST-NRCP), workers in the BPO sector are happy with their jobs because of the salaries they receive, but are considering to leave in the future because of issues concerning health and social relationships. Other issues that exist in BPO sectors that may affect its workers are meeting business standards, dealing with indifference, coping with health issues, and understanding the schedule. There have been rising interests about role ambiguity and role conflict because of what recent studies reveal. In a study by Fried, et al. (2008), it was discussed that role ambiguity and role conflict are considered as work stressors that affects job satisfaction. It is in line with the study of LePine, et al. (2005) that an employee's ability to complete tasks is being delayed by role ambiguity and role conflict. Employees tend to worry every time they are not able to finish their work. It was also found that role ambiguity and conflict negatively affect individual's welfare and participation within large organizations but these role perceptions will have important implications within small teams, where in the roles of an individual are connected with role functions that are being done by other members (Beauchamp & Bray, 2001). These facts

aroused the interest of the researchers of this study to dig deeper on the effect of task demands, interpersonal problems, and work environment on role ambiguity and conflict. The present study aims to determine and help minimize the work stressor/s that may influence and lead to an employee's role ambiguity and role conflict. It also intends to help managers assess the impact of work stressors to an employee's performance. Assessing and determining work stressors can help the management in avoiding role ambiguity and role conflict because these two negatively affects one's job performance (Tubre and Collins, 2000) and enhances disengagement and exhaustion (Dasgupta, 2012).

THEORETICAL FRAMEWORK

The Role Episode Model by Kahn et. al (1964) integrates this study to further examine role ambiguity and role conflict. The model (as cited by Brief et. al (1981)) shows the interpersonal process between two persons: the focal person, to whom expectations are being sent; and the role senders, those who are sending expectations. Moreover, factors such as organizational, personal, and interpersonal are being integrated into the model as those affecting the role episode. The organizational factors are the structure, level, role requirements, task, physical setting, and practices of an organization. In personal factors, an individual's status, needs, values, education, ability, age, sex or gender, and tenure are the variables that may affect the role episode. These personal factors can be applied both to the focal person and the role sender. Furthermore, the interpersonal factors that affect the relationship of the focal person and the role sender are mode of communication, frequency of interaction, importance of sender, mode of interaction, physical location, visibility, feedback, and participation. Examples of role senders can be the focal person's supervisor, customers, other managers, and co-workers.

In the context of this study, the three factors affecting the role episode may have a direct impact on role ambiguity and conflict of employees working in BPO industries. Task demands, interpersonal problems, and work environment are in line with organizational, personal, and interpersonal factors that affect the episode. Given that the work and personal life are often imbalanced because of the presence of role conflict and strain (Bhuvaneshwari & Meenakshi, 2013), this theory will be used to dig deeper to the causes of such conflict and ambiguity BPO employees are facing.

REVIEW OF RELATED LITERATURE
Work Stress

Work stress, as defined by Armstrong, et al. (2015), is the manifestation of work-related hardness, worry, distress, tension, anxiety, exhaustion, and frustration. It is a situation when an individual is not capable of coping with the demands and pressures of the work situation (Salem, 2015). As cited by Cleveland et. al. (2007), Thomas and Herson (2002) proposes major causes of stress which includes work overload or too much and complex task demands, role-based stress which includes role conflict and role ambiguity, interpersonal relationships' changing nature, and physical work environment.

Role Ambiguity

Role ambiguity refers to the lack of clear, consistent information regarding the actions required in a particular position (Beauchamp & Bray, (2001) which relates to the study of Colligan and Higgins (2005) that role ambiguity occurs when roles are not clearly defined by

the management leading to a lack of clarity about the employee's responsibilities and performance expectations. According to Dasgupta (2012), role ambiguity is found to be one of the significant predicting factors of disengagement and exhaustion which are considered as the two core dimensions of burnout that can result in draining of emotional resources and behaving negatively towards works. Unpredictability of performance, information deficiency regarding expected roles, technological, medical and social change, variation in quality of information, inadequate feedback about performance, organizational complexity in hierarchy, chain of command, fast change in organizational policy and other things existing in an organization can serve as factors of contributing to one's role ambiguity. In a study made by Carron and Eys (2001), role ambiguity was observed as one of the sources of many negative or detrimental consequences for the individual and the organization, including job dissatisfaction, stress, and tendency to leave the organization.

Role Conflict

Role conflict pertains to a tension of one's role conceptions and expectations (Keane & Wood, 2016) and involves incompatible demands facing an individual from various role senders or from multiple roles held simultaneously (Tubre& Collins, 2000). This may occur if one attempts to balance their responsibilities at home and at work (Eckman, 2006). In the study of Kuliket. al. (2015), role conflict theory states that individuals have a limited supply of emotional and physical energy and amount of available time. There are four dimensions of role conflict namely as intrarole conflict wherein an individual has to ignore his values in order to accomplish the job; intrasender conflict which shows that the fulfillment of the demand to an individual is beyond his capacity and available resources; interrole conflict where an individual is tasked to execute different roles within an organization which requires incompatible behaviors; and lastly, intersender conflict where an individual faces conflicting and incompatible demands (Schwab et al., 1983). Therefore, an employee can experience different types of role conflict depending on the circumstance he is into.

Task Demand

One of the many factors which an employee is facing in the workplace is task demand. As defined by Schermerhorn, et al. (2012), task demand is being asked to do too much or being asked to do too little. To decrease task demands employees are facing, task analysis may be done. Adams, Fisk, & Rogers (2012) described task analysis as not a specific method but rather a concept or goal: namely, to understand what a user is required to do. But understanding an individual's task is not as straight to the point as it seems, because a task has many facets and thus can be viewed and analyzed in many ways. Employees handling high complex jobs, most especially those which involves decision-making, are expected to have greater role ambiguity than role conflict. However, in less complex jobs where roles are more clearly defined, higher conflict may be expected (Tubre& Collins, 2000). As such, the researchers hypothesize that:

H1: The more complex task demands are, the more the employee faces role ambiguity
H2: The less complex task demands are, the more the employee faces role conflict

Interpersonal Problems

As defined by Schermerhorn, et al. (2012), interpersonal problems are circumstances wherein one experiences bad relationships or works with others with whom one does not get along.

Commitment is an important aspect in the act by showing the stance as a basis for the involvement of a person (Siburian, 2013). According to Spector and Jex (1998), interpersonal conflict in the workplace may range from minor disagreements between coworkers to physical assaults on others which can lead to feelings of frustrations. Over time, the failure to get along with others is likely to make an individual apprehensive about coming to work which may induce feelings of depression (Spector & Jex, 1998). It may also affect an individual's productivity and efficiency in his work; at the same time, will contribute to the decrease of his satisfaction towards his job. Employees having jobs that require a huge amount of time in interacting with others may be more likely to experience role ambiguity than employees working in jobs where performance is largely a function of completing specific job tasks (Collins &Tubre, (2000). Several past studies focused on how interpersonal relationships such as social support can ease an individual's stress. However, there is a low number of studies that considered social interactions as a potential source of stress (Hashimoto, Mojaverian, and Kim, 2012). In Orpen's (1982) study, findings show that social support from peers and leaders reduce the negative effect of job stress. Based on these findings from previous research, the researchers propose that:

H3: The more an employee experiences interpersonal problems, the more ambiguous his role would be

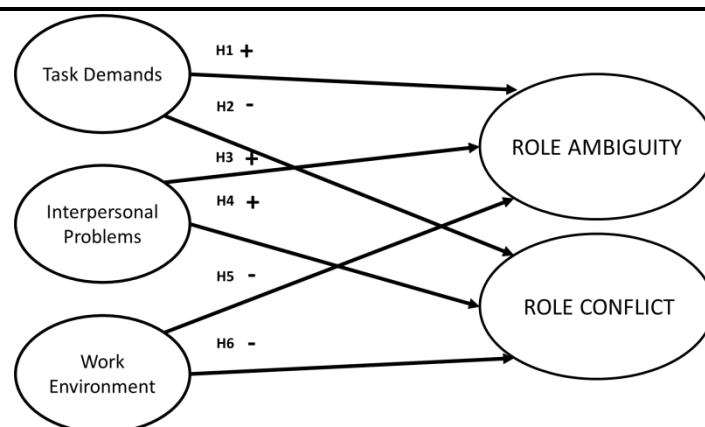*H4: The more an employee experiences interpersonal problems, the more conflicting his role would be*

Figure1: Conceptual model of the causal relationships among work stressors on employees in BPO industry

Work Environment

According to the study by Misoska, et al., (2014), the physical setting of a work environment is a way of the management to express their attitude towards their workforce. This study was proposed that the work environment structure is related to the degree to which organizational members develop feelings of ownership and that feelings of possession and ownership are in turn associated with employee attitudes and behaviors concerning the job and the organization (O'Driscoll, Pierce, &Coghlan, 2006). Fletcher &Nusbaum's (2010) research suggests that one of the things that can affect and influence an individual's attitudes, behaviors, stress, and performance is a competitive work environment. The physical characteristics of the work environment including noise, lighting, and ventilation have always been linked to job satisfaction in office workers and are therefore implicated in the effects of

work-related stress on health (Thayer, et al., 2010). In a study made by Pierce and Molloy (1990), teachers working in different types of schools such as high level social economic status government schools, low level social economic status government schools, and high level social economic status non-government schools faces different levels of job stress. Levels of role conflict, role ambiguity, and social support may be related to school type and teacher's perceptions of job stress. Thus, the researchers propose that:

H5: The better the work environment an employee has, the lesser ambiguity he will experience with his role
H6: The better work environment an employee has, the lesser conflict he will experience with his role

METHOD
Setting, Participants, and Procedure

Before disseminating the instrument for the study, it was pilot tested first to 30 individuals who are currently employed in different industries and it resulted to a Chronbach alpha ranging from 0.66-0.93 per variable. 300 respondents were needed in order to satisfy the study, regardless of their age, gender, civil status, position, and any other demographic profile items. The researchers then conducted the study on employees of top grossing BPO companies around Metro Manila through purposive sampling. A total of 400 questionnaires were distributed and 346 of them were retrieved in the span of 10 days. The researchers made sure that the data gathered will not be released, will remain confidential, and will be used only for the success of this study. An individual's freewill was respected by the researchers. Accomplishing the instrument was based on their own discretion and not based on forced actions deployed by the proponents.

Design

This current study deals with the effect of task demands, interpersonal problems, and work environment on role ambiguity and conflict. The statistical model used in this quantitative study is the Structural Equation Model (SEM). In its broadest sense, SEM represents translations of a series of hypothesized cause–effect relationships between variables into a composite hypothesis concerning patterns of statistical dependencies (Pugesek, B., Tomer, A., & Eye, A., 2003). All estimates in the results were produced using SPSS version 20 and AMOS version 16.

Data Measures

The instrument used to conduct this study is in the form of questionnaire that is divided per variable. The instrument is adapted from different studies. A 6-point scale is used in all items to provide the respondents with a diverse choice and preference.

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The researcher-made demographic profile item of the instrument was used to establish relevant information about the BPO employees to be considered for the success of this study.

Task Demands

Adapted from Mohr, et al. (2000), the 7-item scale is used to evaluate the level of demand that the employees feel and experience in their current tasks (Schyns, B. & Croon, M., 2006). The scale used to assess each item ranges from 1(= does not apply at all) to 6 (= applies to a great extent). The instrument used has a Chronbach alpha of 0.48. It underwent pilot testing to determine its reliability.

Interpersonal Problems

Interpersonal conflict at work scale by Spector & Jex (1998) was adapted to further investigate how interpersonal problems influence role ambiguity and conflict. The instrument has four questions with a 6-point scale from 1 as "never" to 6 as "very often". The Chronbach alpha or reliability of the said instrument is 0.72.

Work Environment

To analyze how work environment affects role ambiguity and role conflict, the proponents adapted the 21-item scale used in the study of Misoska, et al. (2014). According to the aforementioned study, all the items in this instrument exhibited Cronbach alpha values higher than .7 which makes them acceptable for further usage. A six-point scale ranging from 1-6 is used to assess the degree of satisfaction an employed parent has concerning his work environment.

Role Ambiguity

A 45-item MULTIRAM scale used by Singh & Rhoads (1991) is used to assess the role ambiguity among the employees in BPO companies. The scale used to determine the extent of relativity of each item to the employees range from 1 (= uncertain) to 6 (= very certain). The Chronbach alpha differs for each category: a.) Company, flexibility- 0.70, work- 0.84, and promotion- 0.75 b.) Boss, support and demands have a reliability of 0.86 c.) Customer, interaction- 0.78, objection and presentation- 0.81 d.) Ethical, external- 0.90, internal- 0.83 e.) The Other Managers dimension has a Chronbach alpha of 0.88 f.) Coworkers section has a reliability of 0.87 and g.) Family category acquired a reliability of 0.88.

Role Conflict

Tang, Y. & Chang, C. (2010) stated in their study that according to role theory, role conflict results from two or more sets of incompatible demands involving work-related issues. Rizzo, et al. (1970)'s 8-item scale that has a Chronbach alpha of .89, with a 6-point Likert scale ranging from don't agree (1) to strongly agree (6) was adapted to evaluate this category.

RESULTS

Table 1: Demographic Characteristics of BPO Employees (N=346)

VARIABLES	N	%
AGE		
19-34	245	70.8
35-57	42	12.1
MISSING	59	17.1
GENDER		
MALE	163	47.1
FEMALE	163	47.1
MISSING	20	5.8
CIVIL STATUS		
SINGLE	139	40.2
MARRIED	176	50.9
OTHERS	9	2.6
MISSING	22	6.4
EDUC. ATTAINMENT		
UNDERGRADUATE	66	19.1
COLLEGE GRAD	236	68.2
MASTERS	5	1.4
MISSING	39	11.3
DEPENDENTS		
0	1	0.3
1-2	111	32.1
3-4	48	13.9
5-6	9	2.6
MISSING	177	51.2

Table 1 shows the demographic profile of the respondents. Among the 346 respondents of the study, 245 or 70.8% of them were within 19-34 years old. A total count of 326 (94.2%) male (163 or 47.1%) and female (163 or 47.1%) respondents, who were married (176 or 50.9%), who were college graduates (236 or 68.2%), and who had 1-2 dependents (111 or 32.1%) were found in the results.

Table 2.1
Confirmatory Factor Analysis of Work Environment BPO employees have

Work Environment	Coefficients of items to factor dimension
Work environment in general	
My workspace is a meaningful space	.93
My workspace is user friendly	.92
My workspace is stimulates positive working atmosphere	.91
My workspace is an attractive aspect of the job	.88
Workspace satisfaction	
There is too much informal conversation around me that affects my work	.92
There is too much activity around my workspace that affects my work	.91
I am often distracted by noise from outside the building	.90
I am often distracted by computers or other office machines	.89
I am often distracted by other people's conversation	.88
I am often distracted by activity in nearby areas or people passing by when I work	.85
I am often distracted by telephone ringing	.62
Satisfaction with elements of workspace	
Location of storage space	.87
Usability of storage space	.86
Space for informal meetings	.83

Overall lighting	**.83**
Temperature	.83
Space for formal meetings	.83
Natural lighting	.82
Outside view of the workplace	.79
Amount of conversation privacy	.74
Amount of visual privacy	.34

Items in work environment that were divided into three dimensions which are satisfaction in work environment in general, workspace satisfaction, and elements of the workspace satisfaction are shown in table 2.1 are all acceptable. The CFA results revealed beta coefficients ranging from 0.74-0.93 in all dimensions, except of that item which is the amount of visual privacy (ß=.34) that shows no impact on the satisfaction of the BPO employees with their workspace elements.

Table 2.2
Confirmatory Factor Analysis of Role Ambiguity as experienced by BPO employees

Role Ambiguity - Company	Coefficients of items to factor dimension
Flexibility	
How much freedom of action I am expected to have	.68
How I am expected to handle non-routine activities on the job	.66
Work	
How much work I am expected to do	.79
The sheer amount of work I am expected to do	.77
Which tasks I should give priority	.77
How I should handle my free time on the job	.73
Promotion	
What can I do to get promoted	.75
What is the critical factor in getting promoted	.69
How vulnerable to job termination I am	.43
Boss	
Support	
The method my boss will use to evaluate my performance	.84
How far my boss will go to back me up	.80
To what extent my boss is open to hearing my point of view	.75
How satisfied my boss is with me	.70
Demands	
How my boss expects me to allocate my time among different aspects of my job	.82
How to meet the demands of my boss	.81
What aspects of my job are most important to my boss	.81
How should I respond to my boss's criticism	.77
The level of professionalism my boss expects of me	.68
Customers	
Interaction	
How I am expected to interact with my customers	.15
How much service I should provide my customers	.15
How I should behave (with customers) while on the job	.15
Objection	
How I am expected to handle my customers' objections	.15
How I am expected to handle unusual problems and situations	.15
How I am expected to deal with customers' criticism	.14
Presentation	
Which specific company strengths I should present to customers	.15
Which specific product benefits I am expected to highlight for customers	.14
Other Managers	
How much information I should provide managers from other departments	.29
What managers in other departments think about the job I perform	.29
How I should respond to questions/criticism of managers from other departments	.29
How managers in other departments expect me to interact with them	.27

Coworkers	
How much information my coworkers expect me to convey to my boss	.89
The kind of attitude my coworkers expect me to have toward the company	.88
What my coworkers expect me to do for them	.87
The extent to which my coworkers expect me to share job-related information with them	.86
How my coworkers expect me to behave while on the job	.84
Family	
How my family feels about my job	.88
To what extent my family expects me to share my job-related problems	.85
What my family thinks about the ambiguity (e.g., non-routine job, no fixed hours of work) in my job	.85
About how much time my family feels I should spend on the job	.78

Table 2.2 shows the results of the CFA for the items under role ambiguity which indicate beta coefficients ranging from 0.14 to 0.89. All items under the sub dimensions of the customer aspect are unacceptable and it was justified by the beta coefficients (ß=0.14, ß=0.15). Same thing with the Other Managers dimension which has a beta coefficients ranging from 0.27-0.29 which makes all of its items unacceptable and not usable. Other than those mentioned, all other items are proven to be acceptable and usable for measuring role ambiguity on BPO employees.

The Emerging Model

This study intends to test a hypothesized model that shows the causal relationships between task demand, interpersonal relationship, working environment, role ambiguity and role conflict on employees working in BPO companies.

Table 3
  Model Fit Statistics of the resulting models

Measurement	**Values**
x^2/df	2.53
Root mean square error of approximation (RMSEA)	0.07
Incremental fit indices (IFI)	0.96
Normed fit index (NFI)	0.94
Comparative fit index (CFI)	0.96

Table 3 shows the model fit statistics of the emerging model which are x^2/DF, root mean square error of approximation (RMSEA), incremental fit indices (IFI), normed fit index (NFI) and comparative fit index (CFI). RMSEA value is equivalent to 0.067 which made it acceptable as compared to the standard acceptable value of 0.08. Likewise, the values of the corresponding indices IFI (0.96), NFI (0.94) and CFI (0.96) indicate that the model of the study is acceptable as compared to the 0.90 acceptable value. Figure 1 shows the hypothesized model of the study which illustrates the causal relationships between task demands, interpersonal problems, work environment and role ambiguity and conflict. Upon analyzing the variables using SEM as the design of the study, the results show in Figure 2 that task demands faced by employees in the BPO industry positively affects role conflict (β=0.11) but it has greater impact on one's role ambiguity (β=0.60). As expected, the more complex the task demands, the more ambiguous and conflicting an employee's roles might be.

It was also shown that having interpersonal problems can lead to more conflicting roles (β=0.14) but it has nothing to do with having a feeling of role ambiguity of an employee. Work environment, on the other hand, negatively affects the role ambiguity of an employee (β= -0.30) but it does not affect one's role conflict. Workspace (β=0.82) and its elements (β=0.79) and positively affect the whole perception of employees of their working

environment. Thus, this means that an employee working in a well-managed environment can reduce ambiguous roles. However, results prove that workspace satisfaction has no contribution on BPO employees' role ambiguity and role conflict.

In an employee's perception of role ambiguity, the company in general has the greatest impact (β=0.82) rather than the boss (β=0.77), customers (β=0.70), co-workers (β=0.61), other managers (β=0.60) and family (β=0.49) respectively.

Table 4.1
Regression weight of task demands as experienced by BPO employees

Item Code	Task Demand Indicators	Standardized Regression Weights
TD4	I am responsible for finishing a product from beginning to end	0.96
TD6	I am responsible for the results of my work	0.62

Table 4.1 established that BPO employees feel the demands of their task mostly when they are held responsible for finishing a product from beginning to end (ß =0.96), likewise when he is being accountable for the results of the work assigned to him (ß =0.62).

Table 4.2
Regression weight of interpersonal problems as experienced by BPO employees

Item Code	Interpersonal Problems Indicators	Standardized Regression Weights
IP1	How often do you get into arguments with others at work?	0.77
IP2	How often do other people yell at you at work?	0.91
IP3	How often are people rude to you at work?	0.93

Table 4.2 indicates that employees tend to have interpersonal personal problems when people at work are being rude to them (ß =0.93), when people yell at them (ß =0.91), and when they get into arguments with others at work (ß =0.77). Among the three indicators of interpersonal problems, it is shown that the strongest indicator is that of when people treat employees in a rude manner.
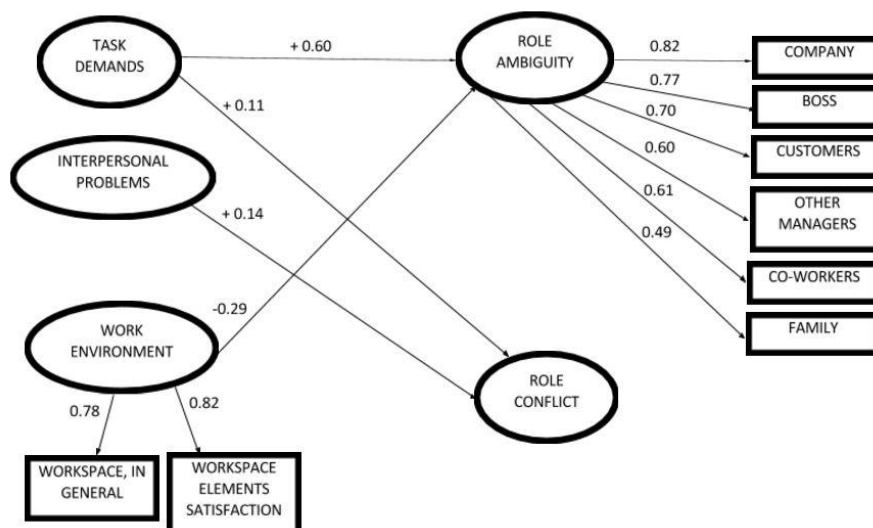

Figure 2. Emerging model of the causal relationships among work stressors on employees in BPO industry

Table 4.3
Regression weight of Work Environment BPO employees have

Item Code	Work Environment Indicators	Standardized Regression Weights
Work environment in general		
WE1	My workspace stimulates positive working atmosphere	0.88
WE2	My workspace is user-friendly	0.90
WE3	My workspace is a meaningful space	0.93
WE4	My workspace is an attractive aspect of the job	0.87
Workspace Satisfaction		
WS1	I am often distracted by activity in nearby areas or people passing by when I work	0.80
WS2	I am often distracted by other people's conversation	0.30
WS3	I am often distracted by computers or other office machines	0.88
WS5	I am often distracted by noise from outside the building	0.89
WS6	There is too much informal conversation around me that affects my work	0.91
WS7	There is too much activity around my workspace that affects my work	0.90
Satisfaction with Elements of Workspace		
WW1	Outside view of the workplace	0.77
WW2	Usability of storage space	0.81
WW3	Location of storage space	0.83
WW4	Natural lighting	0.78
WW5	Overall lighting	0.77
WW6	Amount of conversation privacy	0.70
WW8	Temperature	0.81
WW9	Space for informal meetings	0.82
WW10	Space for formal meetings	0.81

All elements included in table 4.3 are indicators of work environment satisfaction. If the managers will pay attention to providing meaningful working space for the employees (ß =0.93), making sure that informal conversations that affect one's work are being minimized (ß =0.91), establishing a user-friendly work space for them (ß =0.90), and being able to manage the activities around each individual's workspace to avoid work distractions (ß =0.90), the managers will be able to establish a good working environment for their employees.

Table 4.4
Regression weight of Role Ambiguity as experienced by BPO employees

Item Code	Role Ambiguity Indicators	Standardized Regression Weight
RA1-RA7	Company	0.90
B1-B9	Boss	0.82
C1-C8	Customer	0.75
CW1-CW5	Coworkers	0.70
OM1-OM4	Other managers	0.63

Given that regression weights in table 4.4 ranges from 0.63-0.90, it explains that the mentioned indicators contribute to role ambiguity on BPO employees. It depicts that the demands from the company (ß =0.90) and from the employees' bosses (ß=0.82) impact role ambiguity the most while the demands from other managers (ß =0.63) affects one's role ambiguity the least.

Table 4.5
Regression weight of Role Conflict as experienced by BPO employees

Item code	Role Conflict Indicators	Standardized Regression Weights
RC1	I have to do things that should be done differently.	0.71
RC2	I receive an assignment without the manpower to complete it.	0.81
RC3	I have to buck a rule or policy in order to carry out an assignment.	0.78

RC4	I work with two or more groups who operate quite differently.	0.75
RC5	I receive incompatible requests from two or more people.	0.83
RC6	I do things that are apt to be accepted by one person and not accepted by others.	0.83
RC7	I receive an assignment without adequate resources and materials to execute it.	0.77
RC8	I work on unnecessary things.	0.68

Table 4.5 confirmed that employees feel the conflict in their roles if they are continuously receiving incompatible requests from two or more people (ß =0.83) and when they are doing things that are acceptable to one but not to others (ß =0.83).

DISCUSSION

The study established a model that illustrates the causal relationships of task demands, interpersonal problems, work environment, role ambiguity and role conflict. The study came up with three findings. First, employees having more complex task demands tend to face more ambiguous roles and those who are having low complex task demands has the tendency to face more role conflict. This runs parallel with some previous studies that an employee having high complex are expected to have ambiguous roles which supports our hypotheses 1 and 2 which says that employees having low complex task demands are more likely to face role conflict. (Tubre & Collins, 2000). Second, the study revealed that having interpersonal problems at work can result to conflicting roles but it does not have any implication on role ambiguity. This result opposes the study of Tubre and Collins (2000) which says that an employee who is required to interact with other people on a huge amount of time is more likely to experience role ambiguity than role conflict which rejects our hypothesis 3 which says that the more an employee experiences interpersonal problems, the more ambiguous his role would be and accepts our hypothesis 4 which states that the more an employee experiences interpersonal problems, the more conflicting his role would be.

Lastly, the model illustrates that work environment has an implication on employee's role ambiguity but does not affect one's role conflict. The study made by Pierce and Molloy (1990) surfaced our hypothesis 5 and 6 (better work environment reduces role ambiguity and conflict) which states that teachers working in low social economic status government schools are facing more stress other than those who are working in high social economic status government schools, who in turn, experiences higher level of stress other than those who are working in high social economic status non-government schools. These findings made our hypotheses acceptable.

Business process outsourcing (BPO), being one of the fastest growing industry (Lockwood, 2012), involves "high stress levels, monotonous nature of the job, demand-supply disparity and lack of career growth potential on the professional front; loss of identity, mismatch with normal cycle, complete change of life style and lack of comfort on the personal front" as specifically described and enumerated by the employees leaving the organizations under this industry (Mishra, 2007). Considering these factors and existing work stressors in mind, the study has been conducted to show that determining the relationship of each factor can avoid, or better, inhibit the presence of role ambiguity and role conflict that can lead to poor performance problems, absenteeism, and employee work disengagement and give an idea that managing people in the BPO industry is a major challenge. Operationalizing all the results that the researchers have gathered, preventing role ambiguity and role conflict can enhance employee's job satisfaction, retention and productivity if they feel that their responsibilities and duties are well-defined and structured. Results show that the role episode of the focal

person who is in this case the BPO employees, is greatly affected by organizational, personal and interpersonal factors. Work stressors fall under these classifications. According to Schaffer (1988), when role senders who are in this case the people around the BPO employees, transfer expectations to the focal person, the "received" role, that is, the focal person's perception of what was sent, serves as a motivational force on role behavior. Predispositional factors of background and personality, satisfaction with the content of the role, and the "self-sent" role are role behavior's important internal sources of motivation, that is, the focal person's own attitudes and beliefs regarding the appropriate behavior of the position. Task demand, interpersonal relationship and work environment affect one's role perception that may give rise to role ambiguity and role conflict and influence one's role behavior and motivation. Thus, this research contributes to the theory by determining that the relationships among work stressors can served as factors in forming an employee's role perception that may change his work behavior and intentions and motivation. Stressors can negatively affect one's performance and burnout in which they develop a sense of work withdrawal (Dasgupta, 2012).

Employee's job satisfaction, retention and productivity can therefore lessen attrition and losses of an organization, not just merely monetary losses but also loss of skilled and committed employees. According to Mishra (2007), employees tend to stay in an organization in which it highlights that it cares and values its workers. This can help HR practitioners in establishing strategies and policies that enhance harmonious working relationships, work-life balance, clearer job descriptions for the welfare of their company and workers. The results of this study can help the field of research in providing concepts with regards to relationships of work stressors that might be present in different industries that is considered as a blindspot for there are no previous studies which discusses this topic. Keeping the results and theory in mind, the effects of each work stressor to one another influences one's perception on performing his duties and responsibilities that might later on affect an organization's operations.

CONCLUSION

The major intent of this confirmatory study was to determine and help minimize the work stressor/s that might influence and lead to an employee's role ambiguity and role conflict. It also intends to help managers assess the impact of work stressors to an employee's performance. The result of the structural equation model showed that task demands and work environment have an effect on the role ambiguity of an employee and in the context of role conflict, task demands and interpersonal problems are the variables that affect it. In BPO industries, which are known to be fast-growing, it is appealing to take note the correlation of these work stressors on role ambiguity and role conflict. Employees working in the BPO industry experience role ambiguity and role conflict whenever they have spontaneous demands from work especially when they have the responsibility of finishing a certain task or product from the beginning until the end.

Moreover, employees' relationship with their colleagues show role conflict especially when there are strained relationship such as yelling, doing nasty things, being rude, and getting involved with arguments. And in work environment, as long as an employee is satisfied with his workplace, this employee will not experience role ambiguity. The Role Episode Model helped in establishing the causal relationships of the work stressors. The organizational, personal, and interpersonal factors that affect the model revealed the relationship of task demands to role ambiguity and role conflict; work environment to role ambiguity; and

interpersonal problems to role conflict. The work stressors are integrated to the factors and thus showed that these have implications to the focal person and role senders, and may result to role ambiguity and role conflict if the process will be unclear or if barriers will take place. This study suggests that managers should continue on tracking and monitoring not just the employee performance but everything that may hinder them from performing their tasks effectively and efficiently. By considering all of the internal factors involved in the daily tasks of the BPO employees, managers can be able to determine the essential approaches, practices, programs, principles, and standards that they may adopt or come up with in order to avoid ambiguity and conflict on the employees' roles. Hence, the proponents recommend stress management programs and coaching and counseling sessions especially when employees are already undergoing role ambiguity and role conflict. Also, managers should refrain from giving demands that are inconsistent to one's job duties and responsibilities. They should clarify the chain of command with whom an employee should report and receive demands so that employees know who are they accountable to and this will lead reduction of conflict in the workplace.

On the part of the human resources, HR people should make sure that job descriptions are up to date which includes the information about their occupation, person who are they reporting to, and the materials that they need in order to perform their tasks. Implementation of feedback system would help avoid confusion as well. Despite these findings, the limits of this study suggest further research. For this study is not just focused on generating recommendations for the BPO managements but on enhancing the practices of HR as well on BPO sectors.

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