

Role Ambiguity, Role Conflict, and work stress at Buwambo Health III

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## Declaration

I, Naluwemba Edrine do hereby declare that this dissertation, acknowledgement has been made is my original work and has never been submitted to any academic institution for any or similar award and where it has been indebted to the work of others

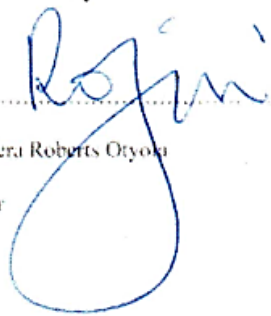
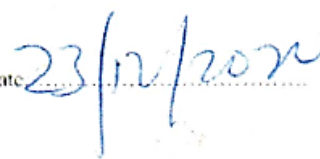
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## Approval

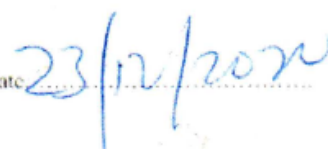
This is to certify that this research dissertation has been under my supervision and meets the minimum requirements for the award of bachelors of industrial and organizational psychology degree of Makerere University.

Signed.....  ..... Date  .....

Dr. Wandera Roberts Otyola  
Supervisor

**Approval**

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Signed.......... Date..........  
Dr. Wandera Roberts Otyola  
Supervisor

## **Dedication**

I dedicate this dissertation to my friends Nabukenya Sandra, and Kayita Aaron.

## **Acknowledgement**

For the time I have been at School of psychology, I cannot fail to be grateful with all my heart for the support I have received

First of all I express my gratitude to my supervisor Dr. Wandera Roberts Otyola plus all the entire staff at Makerere University particularly school of Psychology for the valuable guidance and intellectual suggestions

Secondly I thank my parents for the economic support and my siblings for the continuous support and care

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## **Abstract**

The study entitled Role Ambiguity, Role Conflict, and work stress at Buwambo Health III aimed to analyze the relationship between role ambiguity and work stress, role conflict and work stress and lastly role ambiguity and role conflict. The study employed a correlational research design where a total of 20 employees at Buwambo Health Centre III were interviewed. The study has revealed that there is a significant relationship between role ambiguity and role stress which means that the lack of clarity on the jobs of employees causes them to have increased levels of stress. It has further been revealed that role conflict causes stress among employees at Buwambo Health III, indicating that when roles of employees are conflicting, it causes stress among employees as they don't know what to expect. Lastly the study has revealed that there is no significant relationship between role ambiguity and role conflict among staff at Buwambo Health Centre III

## **Chapter One**

### **Introduction**

#### **Background of the study**

Work-related stress is a growing problem around the world that affects not only the health and well-being of employees, but also the productivity of organisations. Work-related stress arises where work demands of various types and combinations exceed the person's capacity and capability to cope. Work-related stress is the second most common compensated illness/injury in Australia, after musculoskeletal disorders.

Work-related stress can be caused by various events. For example, a person might feel under pressure if the demands of their job (such as hours or responsibilities) are greater than they can comfortably manage. Other sources of work-related stress include conflict with co-workers or bosses, constant change, and threats to job security, such as potential redundancy.

What one person may perceive as stressful, however, another may view as challenging. Whether a person experiences work-related stress depends on the job, the person's psychological make-up, and other factors (such as personal life and general health).

Symptoms of work-related stress The signs or symptoms of work-related stress can be physical, psychological and behavioural. Physical symptoms include: Fatigue, Muscular tension, Headaches, Heart palpitations, Sleeping difficulties, such as insomnia, Gastrointestinal upsets, such as diarrhoea or constipation, Dermatological disorders, Psychological symptoms include: Depression, Anxiety, Discouragement, Irritability,

Pessimism, Feelings of being overwhelmed and unable to cope, Cognitive difficulties, such as a reduced ability to concentrate or make decisions. Behavioural symptoms include: An increase in sick days or absenteeism, Aggression, Diminished creativity and initiative, A drop in work performance, Problems with interpersonal relationships, Mood swings and irritability, Lower tolerance of frustration and impatience, Disinterest, Isolation.

### **Problem statement**

The workplaces in Uganda are have shown to have a lot of stress tendencies which have shown to lead to Fatigue, Muscular tension, Headaches, Heart palpitations Depression, Anxiety, Discouragement, Irritability, Pessimism among Uganda's working class. The prolonged effect of stress results into lowering of the body's immune system. Stress in employees is caused by a number of factors which include role ambiguity, role conflict and lack of autonomy of employees causing which exacerbate the problem of stress among employees. It is important to determine how these factors cause or are related to stress specifically looking at role ambiguity, role conflict and autonomy.

### **Purpose of the study**

The study seeks to find out role ambiguity, work role conflict lead to work stress among employees at Buwambo Health Centre III

### **Objectives**

1. To examine the relationship between role ambiguity and work stress among employees at Buwambo Health Centre III
2. To examine the relationship between role conflict and work stress among employees at Buwambo Health Centre III

3. To examine the relationship between role ambiguity and role conflict among employees at Buwambo Health Centre III

### **Scope of the study**

#### **Geographical scope**

The study was carried out at Buwambo Health Centre III which is located along Bombo Road, Wakiso district, Uganda.

#### **Contextual scope**

Contextually, the study confined itself to examining the relationship between the relationship between role ambiguity and stress, role conflict and stress, and lastly autonomy and work stress among employees.

Onyemah, (2008) defines Role ambiguity is the inability of an individual to clearly understand what is expected of them in order to fulfill their role requirements and feeling unsupported itself with the perception that a lack of necessary information to perform a job or the task of an individual.

(Omyenah, (2008) further defines role conflict is when an individual cannot understand what their role is; therefore, they have mixed sentiments because they cannot meet the expectations related their role.

#### **Significance**

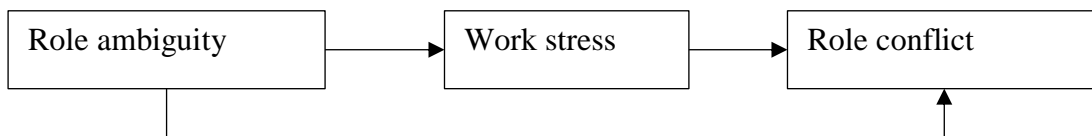
The study may help the administrators in Buwambo Health Centre III to come up with policies which limit stress among employees at the Health centres. This may help to provide a conducive environment where the employees feel less stress. Such attitudes boost morale of working at the workplace.

The study may be used by other researcher to source out information about the relationship of the study variables. This will be done by the study being a source of

information and knowledge to the researcher on the impact of role ambiguity, role conflict and autonomy on work stress.

The study may help hospital administrators to understand how to improve services provided to the people through encouraging autonomy of employing, through specifying the different roles of each job at the hospital.

### **Conceptual Framework**



*Figure 1: A Conceptual framework showing the causes of work stress which include role ambiguity, role conflict, and work stress.*

The conceptual framework reveals that there is a significant relationship between role ambiguity and work stress. It further shows that role conflict causes work stress at the workplace. A number of studies have found a significant relationship between role ambiguity and role conflict to work stress for example, Usman (2011) proved that role ambiguity had a significant positive effect on work stress. According to McCormack, & Cotter, (2013) indicates that role ambiguity leads to role conflict among employees. This is because when the tasks are ambiguous and their tasks not clearly known cause role conflict because the employees don't know clearly what is supposed to be done or think the roles are not under their job envelope.



## **Chapter Two**

### **Literature Review**

#### **Introduction**

This chapter presents literature of various studies on the causes of stress at the workplace. It further entails the hypothesis that were tested

#### **Theoretical framework**

##### **Role Ambiguity**

Role ambiguity is the inability of an individual to clearly understand what is expected of them in order to fulfill their role requirements and feeling unsupported itself with the perception that a lack of necessary information to perform a job or the task of an individual. For example, that a salesperson is hesitant about what executives, customers, and friends are expecting from them is an example of role ambiguity (Onyemah, 2008). Employees are faced with role ambiguity when they do not have sufficient information about the roles expected of them within or outside of an organization. Role ambiguity for the working life is that 'expectations of itself are not clear and net in his job' (Karacaoglu and Cetin, 2015). In another definition of role ambiguity, it is expressed as the uncertainty about what is expected in one's job (Madera et al., 2013; Amyx et al., 2014).

An individual experiencing role ambiguity may not be able to fully perceive their authority and responsibilities. Research has shown that a high level of role conflict and role ambiguity increases stress, anxiety, fear and hostility, and burnout and reduces job

satisfaction and self-confidence and increases the tendency to alienate and leave work (Fatima' and Waliur Rehman; 2012:59). When individuals understand their roles well, roles become meaningful and they can meet the requirements of their roles, knowing the value of their role.

According to Kahn (1964), who first studied role ambiguity, role ambiguity manifests itself in the following issues (Rogalsky et al., 2016); a) What is to be expected from the individual? b) How should the individual fulfill the requirements of the role? c) Whose expectations will be a priority? d) How do you assess the performance of the individual? e) What are the consequences of fulfillment of the responsibilities of the individual or not? In particular, role ambiguity about a job arises when an individual cannot clearly understand what authorities, and responsibilities related to a job are, when the approach of how to do their job is not clear, and when an individual cannot decide which tasks to prioritize.

### **Role Conflict**

Role conflict is when an individual cannot understand what their role is; therefore, they have mixed sentiments because they cannot meet the expectations related their role. For example, role conflict is a situation wherein none of the expectations are met, when a salesperson thinks that the boss's expectations and desires are incompatible with the customer's expectations (Omyenah, 2008). If there are significant differences between the expectations, it can be said that there is a role conflict.

Researchers who have conducted the first studies on this subject (House and Rizzo, 1072; Hamner and Tosi, 1973) have suggested that role ambiguity and role conflict are

directly related to unwanted individual outcomes and they have stated that these outcomes are often expressed as anxiety from their job, job dissatisfaction, prejudice against the role source, and even a tendency to leave work. House and Rizzo (1972) suggested that role ambiguity is more prevalent than role conflict in terms of adverse effects. Hamner and Tosi (1973), on the other hand, claimed that role conflict in lower-level employees who are not in managerial positions is more important than job ambiguity as a sign of job satisfaction or dissatisfaction; whereas the opposite of this claim is true for those who work at the management level.

### **Relationship between role conflict and stress**

Job stress has progressed as a critical issue in the modern corporate environment as it has consequences for both organization and the employees themselves. Stress could create changes in metabolism, increase heart and breathing rates and blood pressure, bring on headaches, induce heart attacks, backaches, eye strain, sleep disturbances, dizziness, fatigue, loss of appetite, and gastrointestinal problems (Nixon et al., 2011; Gianaros and Wager, 2015; Robbins and Judge, 2019). Besides, the employees who often struggle to cope with stress might develop mental health illnesses such as depression, autism, and schizophrenia (Manderscheid et al., 2010).

Adverse health conditions such as job stress and burnout are not only related to psychological and physiological illnesses but also related to several organizational factors such as decreased job satisfaction, low organization commitment, diminished performance, high absenteeism, elevated turnover, and greater accident rate (Leung, Chan and Olomolaiye, 2008; Halkos and Bousinakis, 2010; Leung, Chan and Yuen, 2010; Calisir,

Gumussoy and Iskin, 2011; Leung, Yee and Dongyu, 2011; Robbins and Judge, 2019; Yukongdi and Shrestha, 2020; Dodanwala and Santoso, 2021; Dodanwala and Shrestha, 2021). Thus, insight into the antecedents of job stress would help mitigate stress and adverse outcomes resulting from stress.

Over the past couple of decades, a considerable amount of research has been conducted to develop predictive models of job stress, with role conflict among the most frequently proposed antecedents (Calisir, Gumussoy and Iskin, 2011; Chen, Lin and Lien, 2011; Rizwan et al., 2014; Vanishree, 2014; Parvaiz et al., 2015; Frank, Lambert and Qureshi, 2017). Construction projects are complex, with many trades and many parties involved. On many occasions, employees have to work with two or more groups that operate quite differently and/or receive incompatible requests from two or more people.

Thus, workplace conflict is a common phenomenon in the construction industry (Barough, Shoubi and Skardi, 2012). It appears that previous studies of construction conflicts focus heavily on how the conflicts would affect the contractor as a company, but less has been done on the empirical validation of workplace conflict and job stress linkage (Leung et al., 2005; Leung, Chan and Yuen, 2010).

Therefore, there is a limitation in the existing literature on the relationship between role conflict and job stress in the context of construction project employees. Workplace conflict is inevitable, impossible to eliminate, and probably not wise to try, as it could be the path toward a much-needed change in the organization (Haraway and Haraway, 2005; Olafsen et al., 2021). With this in mind, it is crucial to identify the factors that diminish the adverse impact of role conflict on job stress.

Age and the organization tenure of the employees could be factors of such caliber, as with an increase in age and organization tenure, people gain new experience and skills, which act as a natural tool against workplace demands and help them cope with stress (Frese and Zapf, 1994; Bradley, 2007; Cohen-Callow, Hopkins and Kim, 2009; Boyas, Wind and Kang, 2012). However, the role of age and organization tenure in role conflict (a type of work demand) and the job stress relationship is not empirically tested and validated in the literature.

### **Relationship between role ambiguity and stress**

Increasing Role ambiguity , in which the employee are unsure of what to expect at the company, unclear requirements, often feel confused, unclear task, and hopelessness will increase work-related stress of employees. Reflected in difficulty in spending time with family, so much time is spent at work, too much work load in a deadline, anxious when the phone rings, no days off, restless of work, feel tense and feel guilty taking leave. High role-ambiguity, it implicates high work stress of employees.

Khattak and Iqbal (2013) asserts that role ambiguity had a positive effect on work stress. Increased role ambiguity resulted in employees becoming more stressed. If employees are required to work well, but not followed by clarity of role, clarity of responsibility, sufficient authority, and understanding the role of work in achieving organizational goals, employees have a tendency to become stressed. A number of studies have found a significant relationship between role ambiguity and stress for example, Usman (2011) proved that role ambiguity had a significant positive effect on work stress. Research conducted by Ram, et al. (2011) in Pakistan that role ambiguity and role conflict

are proven to be positive and very related to work stress. Furthermore, Harris, et al. (2006) concluded that role conflict and role ambiguity are two factors that influence job stress.

Role ambiguity is conceptualized as a stressful condition due to employees' confusion concerning expectations of what their responsibilities are (Low et al., 2001) and lack of information regarding appropriate actions in a given situation or not understanding the expectation of management (Babin & Boles, 1996). In other words, role ambiguity takes place when a person does not have the necessary information on how to perform work tasks properly (Karatepe, Yavas, Babakus & Avci, 2006; Karatepe & Sokmen, 2006) or is unsure how his/her performance will be finally evaluated (Karatepe & Sokmen, 2006). Thus role ambiguity may refer to employees' uncertainty about the scope of their job (Cho et al., 2014), and about the expectations, behaviors and consequences connected with it (Walsh, 2011).

Both the classical organizational theory and the role theory deal with role ambiguity (Rizzo et al., 1970). As clearly indicated by Rizzo et al. (1970), "every position in a formal organizational structure should have a specified set of tasks or position responsibilities" (p. 151), which may be helpful for employees to understand what is required from them, what their responsibilities are, and which may also help managers to provide guidance and directions for them. If subordinates are not clear about what they are expected to achieve and how they will be judged, they will hesitate to make decisions and they will try to meet the superior's expectations by trial and error (Rizzo et al., 1970). In accordance with the role theory, role ambiguity, such as lack of adequate information that should be available to a given organizational position, increases the probability of dissatisfaction with the role,

the experience of anxiety and the distortion of reality, ultimately leading to less effective performance (Rizzo et al., 1970).

Role ambiguity as a form of stress (Walsh, 2011) may lead to many negative consequences and detrimental outcomes both for employees and their organization. It was empirically proved that role ambiguity is negatively related to employee job satisfaction (Walsh, 2011; Karatepe, Yavas, Babakus & Avci, 2006), job performance (Babin & Boles, 1996), self-efficacy (Karatepe, Yavas, Babakus & Avci, 2006) and is positively related to emotional exhaustion (Cho et al., 2014) and burnout (Low et al., 2001).

Some research carried out in hotel context showed that the role ambiguity decreases employees' job satisfaction (Karatepe & Sokmen, 2006; Kim BC.P. et al., 2009), exerts a negative impact on service recovery performance, and leads to turnover intention (Karatepe & Sokmen, 2006). Moreover, it was proved that hotel employees who are confronted with role ambiguity experience emotional exhaustion, depersonalization and diminished personal accomplishment; additionally, they display decreased performance in the workplace (Karatepe & Uludag, 2008). The above discussion and the empirical findings of previous studies justify the need to pay particular attention to the critical problem of role ambiguity in the hospitality context.

## **Hypothesis**

After review of the above literature it is concluded that

1. There is a significant relationship between role conflict and job stress
2. There is a significant relationship between role ambiguity and job stress
3. There is a significant relationship between role ambiguity and role conflict.

## **Chapter Three**

### **Methodology**

#### **Introduction**

This chapter provides content about, the research design, population, sample, instruments, measures, procedure, quality control, data management, data analysis, anticipated problems, reference and the budget.

#### **Research Design**

The study adopted a correlational research design which is quantitative in nature. This is because this study was carried out once without need for a follow-up study to pick new information.

#### **Population**

Currently Buwambo Health Centre III has an estimated number of 22 according to MoH, (2018).

#### **The Sample**

A convenient sample of 20 employees were selected to participate in the study. The number was reached upon using krejcie and Morgan (1970).

#### **Instruments and Measures**

The researcher adopted a standardized instruments to measure the variables. The researcher used a standardized questionnaire comprising of close ended questions. To collect data for the study. Section A measured bio data of the respondent. Section B measure Work stress. Section C measured Role ambiguity, Section D measured role conflict and lastly section E measured Employee Autonomy.



## **Procedure**

The researcher got an introductory letter from Makerere University School of psychology and was presented to the relevant authorities at Buwambo Health Centre III. The researcher introduced herself to the respondents, introduced the topic, purpose and objectives of the study.

Respondents were directed on how to answer the items on the instrument, issues of confidentiality were clearly explained to the respondents.

## **Quality Control**

This concerns the validity of the data collection instrument, the questionnaire was administered to the respondents, the researcher in consultation with the supervisor, cross checked the questionnaire items for consistency, relevancy, clarity and ambiguity.

## **Reliability**

Reliability was established using SPSS Reliability Analysis Scale (Alpha coefficient). This is because of its easy and automatic applicability and can be fitted on a two or more point rating scale.

The instrument to be reliable it must exceed 0.70 (McMillan & Schumcher, 2006). The researcher used Alpha coefficient because of it being easy and automatic to apply.

## **Ethical Considerations**

Participants were briefed about the study and any concerns or questions they had about the research which were answered by the researcher.

The identity of the participants remained anonymous; they were required to give or use their names in the research. Furthermore, the intention of the study were made clear to

them at the very beginning of the study before they start responding to items in the questionnaires.

### **Data Analysis**

Data from the respondents was coded and analyzed using Statistical Package for Social Scientists (SPSS). Frequency tables were generated to further analyze the respondents' bio data and other information about the variables. Pearson's product correlation coefficient were used to establish the relationships of the variables.

### **Problems/Limitations**

The study was based on self-reports, which increased the likelihood of respondents to be subjected on social desirability bias.

Participants were not honest with their answers for fear of being identified on the questionnaire. The researcher informed them not to indicate their names so that information was not tracked back to them and promise the confidentiality of their responses so that they answer the questionnaire honestly.

Participants were not willing to fill in or complete the questionnaires. The researcher handled this by clarifying to them how relevant this study was to them prior giving out the questionnaire.

## Chapter Four

### Results

#### Introduction

This chapter presents the findings from the data analysis. The data presented includes both the descriptive information about the respondent's demographic characteristics in frequencies and percentages.

#### Demographic characteristics

Respondents were requested to reveal their age, gender, marital status, occupation of respondents, and time spent at the health centre. The results are presented in Tables 1, 2, 3, 4, and 5 respectively below

*Table 1: Age Group of Respondents*

	Frequency	Percent (%)
18-35 years	16	80.0
36-65 years	4	20.0
Total	20	100.0

Majority of respondents were aged between the age of 18 – 35 who accounted for 80 of the respondents, while those who were between the age of 36 – 65 years accounted for 20% showing that Buwambo Health Centre 3 attracts people of all ages.

*Table 2: Gender of Respondents*

	Frequency	Percent (%)
Male	4	20.0
Female	16	80.0
Total	20	100.0

Results in Table two reveal that 80% of the respondents were females while the males accounted for 20% implying that Buwambo Health Centre III encourages women employees to apply.

*Table 3: Marital Status of Respondents*

	Frequency	Percent (%)
Married	4	20.0
Single	10	50.0
Cohabiting	4	20.0
Divorced	2	10.0
Total	20	100.0

Majority of the respondents who were interviewed were single accounting for over 50%, while those that were married and cohabiting accounted for 20% each, and lastly those divorced accounted for 10%.

*Table 4: Occupation of Respondents*

	Frequency	Percent (%)
Dentist	1	5.0
Mid Wife	4	20.0
Records Personnel	1	5.0
Doctor	1	5.0
Nurse	10	50.0
Lab Attendant	1	5.0
Security Guard	1	5.0
Receptionist	1	5.0

Majority of respondents interviewed were nurses who accounted for 50%, followed by midwives accounting for 20%, other respondent who accounted for only 5% each were Dentist, Doctor, Records Personnel, lab attendant, Security Guard. This could be because since the Health Centre is a Health Centre III it has a limited number of staff especially doctors with more emphasis being put on nurses and midwives.

*Table 5: Time Spent at the Health Centre by Respondents*

	Frequency	Percent (%)
Less than A year	1	5.0
1-3 years	6	30.0
4-6 years	5	25.0
more than 6 years	8	40.0
Total	20	100.0

Majority of respondents accounting for 40% had spent more than 6 years at Buwambo Health Centre, followed by those who had spent 1 – 3 years (30%), 4 – 6 years accounting for 25%. This implies that Buwambo Health Centre retains its staff who work well for a long time.

## **Inferential statistics**

### **Role ambiguity and work stress**

The first hypothesis (H<sub>1</sub>) stated that there is a significant relationship between role ambiguity and work stress among staff at Buwambo Health Centre III. To test the significance of the hypothesis, Pearson Correlation (r) was used and results are as shown in Table 6.

*Table 6: The Relationship between Role Ambiguity and Work Stress*

		Role Ambiguity	Work Stress
Role Ambiguity	Pearson Correlation	1	.331**
	Sig. (2-tailed)		.000
	N	20	20
Work Stress	Pearson Correlation	.331**	1
	Sig. (2-tailed)	.000	
	N	20	20

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Results in Table 6 show that there is a significant relationship between Role ambiguity and work stress ( $r = 0.331^{**}$ ,  $p < 0.01$ ). Therefore, the alternative hypothesis is retained and it is concluded that there is a significant relationship between role ambiguity and work stress

among staff at Buwambo Health Centre III. This implies that staff with their role ambiguous, they are also experience work stress.

### **Role conflict and work stress**

The second hypothesis (H<sub>2</sub>) stated that there is a significant relationship between role conflict and work stress among Buwambo Health Centre III. To test the significance of the hypothesis, Pearson Correlation (r) was used and results are as shown in Table 7.

*Table 7: The Relationship between Role Conflict and Work Stress*

		Role Conflict	Work Stress
Role Conflict	Pearson Correlation	1	.246**
	Sig. (2-tailed)		.001
	N	20	20
Work Stress	Pearson Correlation	.246**	1
	Sig. (2-tailed)	.001	
	N	20	20

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Results in Table 7 show that there is a significant relationship between role conflict and work stress ( $r = 0.246^{**}$ ,  $p < 0.01$ ). Therefore, the alternative hypothesis is retained and it is concluded that there is a significant relationship between role conflict and work stress among staff at Buwambo Health Centre III. This implies that staff at Buwambo Health Centre III when faced with role conflict, it will lead to increased work stress.

### Role ambiguity and role conflict

The third hypothesis (H<sub>3</sub>) stated that there is a significant relationship between role ambiguity and role conflict among staff at Buwambo Health Centre III. To test the significance of the hypothesis, Pearson Correlation (r) was used and results are as shown in Table 8.

*Table 8: The Relationship between Role Ambiguity and Role Conflict*

		Role Ambiguity	Role Conflict
Role Ambiguity	Pearson Correlation	1	.566
	Sig. (2-tailed)		.123
	N	20	20
Role Conflict	Pearson Correlation	.566	1
	Sig. (2-tailed)	.123	
	N	20	20

Results in Table 7 show that there is no significant relationship between role conflict and role ambiguity ( $r = 0.566$ ,  $p > 0.05$ ). Therefore, the alternative hypothesis is rejected and it is concluded that there is no significant relationship between role conflict and role ambiguity among staff of Buwambo Health Centre III.



## **Chapter Five**

### **Discussions, Conclusions and Recommendations**

#### **Introduction**

This chapter presents discussions, conclusion, recommendations and limitations in detail below.

#### **Relationship between role conflict and stress**

The findings of the study revealed that there is a significant relationship role conflict and stress between which accepts the first hypothesis which indicated that there is a significant relationship between role conflict and stress.

Role conflict occurs when there are conflicting or unclear expectations of job requirements. Buwambo Health Centre employees who experience high levels of role conflict tend to be dissatisfied with their jobs and careers, causing them to have low commitment to their organization causing further stress to the employees.

Nixon et al, (2011) asserts that stress could create changes in metabolism, increase heart and breathing rates and blood pressure, bring on headaches, induce heart attacks, backaches, eye strain, sleep disturbances, dizziness, fatigue, loss of appetite, and gastrointestinal problems.

The study findings concur with Leung, Chang and Olomolaiye, (2008) who assert that adverse health conditions such as job stress and burnout are not only related to psychological and physiological illnesses but also related to several organizational factors

such as decreased job satisfaction, low organization commitment, diminished performance, high absenteeism, elevated turnover, and greater accident rate

The study findings concur with Calisir, Gumussoy, and Iskin (2011), and Chen, Lin, and Lien, (2011) found that role conflict is the major predictor of stress.

The study findings concur with Barough, Shoubi and Skardi, (2012), who carried out a study in the construction industry found that role conflicts focus heavily on job stress linkage. Haraway and Haraway, (2005) and Olafsen et al, (2021) assert that workplace conflict is inevitable, impossible to eliminate, and probably not wise to try, as it could be the path toward a much-needed change in the organization.

In conclusion the study has found that there is a significant relationship between role conflict and role stress.

### **Relationship between role ambiguity and stress**

The findings of the study revealed that there is a significant relationship role ambiguity and stress between which accepts the second hypothesis which indicated that there is a significant relationship between role among staff at Buwambo Health Centre (III)

Increasing Role ambiguity, in which the employee are unsure of what to expect at the company, unclear requirements, often feel confused, unclear task, and hopelessness will increase work-related stress of employees. This is because of the increased difficulty in spending time with family, so much time is spent at work, too much work load in a deadline, anxious when the phone rings, no days off, restless of work, feel tense and feel guilty taking leave. High role-ambiguity, it implicates high work stress of employees.

The study concurs with Khattak and Iqbal (2013) who asserts that role ambiguity had a positive effect on work stress. Increased role ambiguity resulted in employees becoming more stressed. If employees are required to work well, but not followed by clarity of role, clarity of responsibility, sufficient authority, and understanding the role of work in achieving organizational goals, employees have a tendency to become stressed.

The study also concurs with Usman, (2011) who found a significant relationship between role ambiguity and stress for example, Usman (2011) proved that role ambiguity had a significant positive effect on work stress. Research conducted by Ram, et al. (2011) in Pakistan that role ambiguity and role conflict are proven to be positive and very related to work stress. Furthermore, Harris, et al. (2006) concluded that role conflict and role ambiguity are two factors that influence job stress.

The study by Low et al, (2001) asserts that role ambiguity is conceptualized as a stressful condition due to employees' confusion concerning expectations of what their responsibilities are (Low et al., 2001) and lack of information regarding appropriate actions in a given situation or not understanding the expectation of management (Babin & Boles, 1996).

In conclusion role ambiguity takes place when a person does not have the necessary information on how to perform work tasks properly and because of the uncertainty of what the lecturer is supposed to do it causes stress.

## **Role ambiguity and Role conflict**

The findings of the study revealed that there is no significant relationship between role ambiguity and role conflict which rejects the second hypothesis which indicated that there is a significant relationship between role among staff at Buwambo Health Centre (III)

Role ambiguity causes lack of clarity, certainty and/or predictability one might have expected with regards to behavior in a job (due, perhaps to an ill- defined or ambiguous job description and/or uncertain organizational objectives). Where it causes competing and incompatible demands placed on an employee.

The study does not concur with Tunc and Kutanis, (2009) who reveal that employees who work hard on what they think is an important project only to find it shelved or placed on the back burner, as well as employees who don't understand the scope and parameters of their job, the goals they should be pursuing, and what their priorities should be are more likely to suffer from role ambiguity because of the contradictory demands of be placed on an employee since demands of providing good service.

In conclusion, the study found that there is no significant relationship between role conflict and role ambiguity indicating that even though the staff get unclear job demands it does not lead to role conflict among employees.

## **Conclusion**

The study has revealed that there is a significant relationship between role ambiguity and role stress which means that the lack of clarity on the jobs of employees causes them to have increased levels of stress. It has further been revealed that role conflict

causes stress among employees at Buwambo Health III, indicating that when roles of employees are conflicting, it causes stress among employees as they don't know what to expect. Lastly the study has revealed that there is no significant relationship between role ambiguity and role conflict among staff at Buwambo Health Centre III

### **Recommendations**

The administrators of Buwambo Health III need to clearly specify define the duties of each member of staff. This will help to ensure that role ambiguity is eliminated at the organization in turn it will lower the rate of stress among staff at Buwambo Health Centre III

Policy makers in Ministry of Health should ensure that Health Facilities make policies that ensure that stress is controlled or limited. Ministry of Health should ensure that that role conflict is limited among employees.

### **Areas for future research**

The study found that there is no significant relationship between role conflict and role ambiguity, it is important to examine why role ambiguity in Buwambo Health Centre III does not influence role conflict which differs from previous studies like Tunc and Kutanis, (2009) who found significant studies.

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## Appendices

Questionnaire on role ambiguity, role conflict and work stress among employees at  
Buwembo Health Centre III

Dear Respondent

I am requesting you to fill this questionnaire which is aimed at collecting data on Role ambiguity, role conflict, and work stress among employees at Buwembo Health Centre III. You have been selected to be one of the respondents in this study. The information provided will be treated with strict confidentiality and shall not be used for any other purpose except for academic purposes. Thank you very much for your cooperation.

### Instructions

Please tick the most correct answer

### Section A: Biodata

#### Age

18 – 35

36 – 65

#### Gender

Male

Female

**Marital status**

Married

Single

Cohabiting

Divorced

Role in the organization: .....

How long have you been in your current job? ..... years

How long have you been with your current organization? ..... years



**Section B: Role Ambiguity Scale**

<b>Item</b>	<b>YES</b>	<b>NO</b>
I am not sure what is expected of me at work		
The requirements of my job aren't always clear		
I often don't know what is expected of me at work		
I know everything that I am expected to do at work with certainty.		
My job duties are clearly defined.		
I know what I am required to do for every aspect of my job.		
I feel certain about how much authority I have		
I have clear, planned goals and objectives for my job		
I know that I have divided my time properly		
I know what my responsibilities are		
I know exactly what is expected of me		
Explanation is clear of what has to be done		

**Section C: Role conflict scale**

ITEM	YES	NO
In my job, I often feel like different people are "pulling me in different directions."		
I have to deal with competing demands at work		
My superiors often tell me to do two different things that can't both be done		
The tasks I am assigned at work rarely come into conflict with each other.		
The things I am told to do at work do not conflict with each other.		
In my job, I'm seldom placed in a situation where one job duty conflicts with other job duties.		
I have to do things that should be done differently		
I receive an assignment without the manpower to complete it		
I work with two or more groups who operate quite differently		
I receive incompatible requests from two or more people		
I do things that are apt to be accepted by one person and not accepted by others		
I receive assignments without adequate resources and materials to execute them		
I work on unnecessary things		

**Section D: Work stress**

Item	Never	Rarely	sometimes	often	Very often
Conditions at work are unpleasant or sometimes even unsafe.					
I feel that my job is negatively affecting my physical or emotional wellbeing.					
I have too much work to do and/or too many unreasonable deadlines.					
I find it difficult to express my opinions or feelings about my job conditions to my superiors.					
I feel that job pressures interfere with my family or personal life.					
I have adequate control or input over my work duties.					
I receive appropriate recognition or rewards for good performance.					
I am able to utilize my skills and talents to the fullest extent at work.					

*Thank you for your participation*