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**THE RELATIONSHIP AND EFFECT OF ROLE OVERLOAD,
ROLE AMBIGUITY, WORK-LIFE BALANCE AND CAREER
DEVELOPMENT ON WORK STRESS AMONG CALL CENTER
EXECUTIVES OF BUSINESS PROCESS OUTSOURCING (BPO)
IN SELANGOR.**

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**MASTER OF HUMAN RESOURCE MANAGEMENT
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Thesis submitted to
Othman Yeop Abdullah Graduate School of Business,
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Management.



Othman Yeop Abdullah
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ABSTRACT

Work stress is a global issue that keep rising among the working adults. The fast growing business pace has created a highly demanding and stressful working environment. Work stress is a phenomena that is extremely threaten for both organization and employees. Consequently, this research is aim to identify the contributing factors of work stress to recognize the effect of highly influencing stressor among call center executives of BPO in Selangor. The four independent variables of this study which consist of role overload, role ambiguity, career development and work-life balance are analyzed to determine the relationship with dependent variable of work stress. Besides, this research had utilized cross-sectional study. The total 152 of respondents are was involved in this study. Data collection was carried out by distributing questionnaires. Additionally, the collected respondents was analyzed by Statistical Package for Social Science (SPSS) version 17.0. The research analysis are consist of descriptive statistics, reliability analysis and inferential analysis to identify the relationship among the independent and dependent variables. The multiple regression analysis shows that role overload ($r = .794^{**}$, $n = 152$, $p \leq 0.00$) and role ambiguity ($r = .251^{**}$, $n = 152$, $p \leq 0.00$) has a positive and significant relationship on work stress. Besides that, work-life balance ($r = -.183^*$, $n = 152$, $p \leq 0.05$) and career development ($r = -.166^*$, $n = 152$, $p \leq 0.05$) shows a significant and negative relationship on work stress. As overall all, role ambiguity, role overload, career development and work-life balance effect work stress by 65.1% as the R^2 value is .651. The study findings shows that role overload are highly significant as the beta value is .784, $p \leq 0.00$ which contributing work stress among call center executives in BPO that located in Selangor. Career development is the second highest beta value. .209, $p \leq 0.45$ that effect work stress. Work-life balance beta value is -.207, $p \leq 0.45$. The beta value of .099, $p \leq 0.77$ shows that role ambiguity has a very low effect on work stress. Moreover, the managerial implication of this study are identified as long working hours and dual processing which are required to be managed in order to control the work stress level among call center executive of BPO in Selangor. Therefore, future research should explore other contributing factors of work stress such as interpersonal relationship and role conflicts. Finally, the research should extend more to other BPO call centers.

Keywords: work stress, role overload, role ambiguity, career development, work-life balance, business process outsourcing, call center.

Abstrak

Tekanan kerja adalah isu global yang terus meningkat di kalangan orang dewasa yang bekerja. Perkembangan pesat dalam kadar perniagaan telah mewujudkan persekitaran kerja yang sangat mencabar dan tertekan. Tekanan kerja adalah satu fenomena yang mengancam bagi kedua-dua organisasi dan pekerja. Oleh itu, kajian ini bertujuan untuk meninjau faktor-faktor yang menyumbang kepada tekanan kerja untuk mengenali pasti faktor yang sangat mempengaruhi tekanan kerja untuk mengurangkan tekanan kerja di kalangan eksekutif yang bekerja di pusat panggilan BPO, Selangor. Empat pembolehubah bebas kajian ini terdiri daripada beban kerja, kesamaran peranan, pembangunan kerjaya dan keseimbangan kerja-kehidupan telah diuji untuk menentukan hubungan dengan pembolehubah bersandar iaitu tekanan kerja. Selain itu, kajian ini telah menggunakan kajian keratan rentas. Seramai 152 responden telah terlibat dalam kajian ini. Pengumpulan data telah dijalankan dengan mengedarkan soal selidik. Selain itu, respon yang dikumpul telah dianalisis dengan menggunakan Pakej Statistik untuk Sains Sosial, versi 17.0 (SPSS). Analisis penyelidikan ini terdiri daripada statistik deskriptif, analisis kebolehpercayaan dan analisis inferensi untuk mengkaji hubungan antara pembolehubah bebas dan bersandar. Analisis menunjukkan bahawa beban kerja ($r = .794^{**}$, $n = 152$, $p \leq 0.00$) dan kesamaran peranan ($r = .251^{**}$, $n = 152$, $p \leq 0.00$) mempunyai hubungan yang positif dan signifikan dengan tekanan kerja. Selain itu, keseimbangan kerja-kehidupan ($r = -.183^*$, $n = 152$, $p \leq 0.05$) and pembangunan kerjaya ($r = -.166^*$, $n = 152$, $p \leq 0.05$) menunjukkan hubungan yang signifikan dan negatif dengan tekanan kerja. Beban kerja, kesamaran peranan, pembangunan kerjaya dan keseimbangan kerja-kehidupan menyumbang kepada tekanan kerja sebanyak 65.1 % ($R^2 = .651$). Keputusan kajian ini juga menunjukkan bahawa beban kerja sangat signifikan sebab nilai beta adalah .784, $p \leq 0.00$ dimana iaiya menyumbang tekanan kerja di kalangan eksekutif yang bekerja di pusat panggilan BPO di Selangor. Pembangunan kerjaya mencatatkan nilai beta kedua tertinggi iaitu .209, $p \leq 0.45$.

Keseimbangan kerja-kehidupan mencatatkan nilai beta sebanyak -.207, $p \leq 0.45$. Nilai beta .099, $p \leq 0.77$ menunjukkan bahawa kesamaran peranan mempunyai kesan rendah terhadap tekanan kerja. Selain itu, implikasi pengurusan kajian ini adalah waktu kerja berpanjangan dan pemprosesan berganda yang perlu diuruskan untuk mengurangkan tahap tekanan kerja di kalangan eksekutif yang bekerja di pusat panggilan BPO di Selangor. Oleh itu, kajian masa depan perlu meneroka faktor lain yang menyumbang tekanan kerja seperti hubungan interpersonal dan konflik peranan. Akhir sekali, kajian ini perlu dilanjutkan kepada pusat panggilan BPO yang berlainan.

Kata kunci: tekanan kerja, bebanan peranan, kesamaran peranan, pembangunan kerjaya, keseimbangan kerja-kehidupan, BPO, pusat panggilan.

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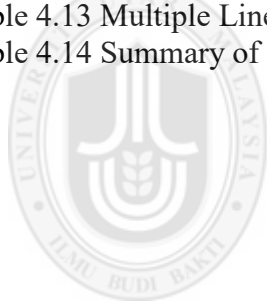
My experience in writing this dissertation was very challenging, though it gives me more knowledge and experience in the area of study. There were times I was anxious that I may not be able to complete this task, nevertheless with the unconditional support of some special people, I have managed to accomplish this dissertation. Therefore, I would like to take this opportunity to express my sincerest appreciation to those who has genuinely helped through my Master of Human Resource Management journey. Firstly, I would like to express my sincere gratitude, appreciation, respect, and thanks to my research paper supervisor, Dr. Jasmani Binti Mohd Yunus for the continuous support, guidance, encouragement and sharing generous amount of time throughout the process of completing this study. Her guidance helped me in all the time of research and writing of this dissertation. Secondly, I deeply appreciate my mother, Mary Agnes Govindan Marathan Michal, my sisters, for their endless love and support. I would like to extend my gratitude to Mr. Vikneswaran Nair, who had given me endless support to accomplish this study. I also like to express my thanks to the employees at Symphony BPO Solutions Sdn Bhd and Aegis BPO Solutions Sdn Bhd for participating in the data collection process. A great appreciation to my friend, Darshinee Balasingam who gives me an unconditional support, guidance and ideas to complete my study in Master Human Resource Management. Lastly, my deepest appreciation to those directly and indirectly who had given me assistance throughout my study.

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LIST OF ABBREVIATIONS

Description of Abbreviation	Abbreviation
Business Process Outsourcing	BPO
United Nation	UN
Standard Deviation	SD
Kaiser Meyer Olkin	KMO
Mean	M



CHAPTER 1

INTRODUCTION

1.1 Background of the Study

Stress is a mental and physical reaction that becomes a part of every human's daily life. Stress at workplace is also known as work stress that commonly used interchangeably in most literatures and past researches which consist of job stress, occupational stress, and work related stress. Based on a study conducted by Sheraz *et al.* (2014) stress is defined as a situation whereby there is a physiological and psychological imbalances due difference among situational request and capacity or energy that the people is required to handle with those requirements. Work stress is one of the main concerns that faced by every employee in this modern world. The fastest growing business domain had created a demanding work environment in most of the organizations. Technology advancement also had increased the employee's requirement to cope with the changes. High demand requires high coping level of the employees.

Job stress is determined as a human's physical and mental responses or feedback of changes or certain environment. Occupational stress may result from several factors including, psychological, physical and environmental. According to Lehrer *et al.* (2009) it is found that severe and lasting physical factors, psychological condition and social stressor are contributing stress. Work stress arises among the employees due to stressor such as heavy work overload, lack of job security, interpersonal relationships in the workplace, role conflict and travelling stress. Stressors has been recognized as impacting the female and male employee's health (Days & Livingstone, 2001). Work related stress may vary and the stress level is different based on the job type, job requirements and employee's capability to absorb. Stress across different occupations

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RESEARCH TITLE:

CONTRIBUTING FACTORS OF WORK STRESS IN CALL CENTER OF BUSINESS PROCESS OUTSOURCING (BPO) IN SELANGOR.

Dear Respondent

My name is Kavitha Venugobal. I'm a Master's Degree student of Human Resource Management (HRM) from Graduate School of Othman Yeop Abdullah, Universiti Utara Malaysia (OYAGSB UUM). I'm currently conducting a research in the area of work stress among the call center executives in Business Process Outsourcing (BPO) in Selangor. Therefore, I would appreciate if you could answer all of the questions in the survey as the information you provide will influence the success of this research. It will take less than 15 minutes to complete the questionnaire. Please note that responses collected will be treated with the strictest confidentiality and will be used for academic purposes only. Your honest completion of this questionnaire will assist in generating information that will help business process outsourcing call centers to improve on work stress management, enhance quality of service and improved productivity.

Thank you very much for your time and cooperation in answering this questionnaire.

Prepared By:
Kavitha Venugobal
Master of Human Resource Management,
Othman Yeop Abdullah Graduate School of Business (OYAGSB),
Universiti Utara Malaysia

This section contains questions that will ask your personal information. For each question, please tick (/) in the most appropriate box or write your response in the space provided.

Gender:

1. Male 2. Female

Age group:

1. 19-29 2. 30-39 3. 40-49 4.
50-60

Highest education qualification:

1. Master Degree
2. Bachelor Degree
3. Certificate/Diploma
4. SPM/STPM
5. Others, please specify:

Current position:

1. Senior Manager
2. Manager
3. Assistant Manager
4. Senior Executive
5. Executive

Length of employment in this company (years):

1. Below than 2 years 2. 2 years to 5 years
3. 5 years to 10 years 4. More than 10 years

Type of employment:

1. Permanent
2. Contract
3. Outsource (Agency)
4. Expatriate

Monthly income (RM):

1. <2000 2. 2001 - 3000
3. 3001 – 4000 4. 4001 - 5000
5. > 5001

SECTION B: WORK STRESS

(Work stress: The harmful physical and emotional responses that occur when job requirements do not match the worker's capabilities, resources, and needs.)

Please answer all the questions and please choose **ONE (1)** answer based on the following statements. The highest ranking, 5 (Strongly Agree), 4 (Agree), 3 (Neutral), 2 (Disagree) and the lowest, 1 (Strongly Disagree).

No	Elements	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
1.	I have unachievable deadlines.	1	2	3	4	5
2.	I have to neglect some tasks because I have too much to do.	1	2	3	4	5
3.	I am unable to take sufficient breaks.	1	2	3	4	5
4.	I have to work very fast.	1	2	3	4	5
5.	I have a choice in deciding how I do my work.	1	2	3	4	5
6.	Staff are consulted about change at work.	1	2	3	4	5
7.	I feel that job pressures interfere with my family or personal life.	1	2	3	4	5
8.	At times I feel overloaded with the amount of work required to do.	1	2	3	4	5
9.	I feel that my job is negatively affecting my physical or emotional well-being.	1	2	3	4	5
10.	I have adequate control or input over my work duties.	1	2	3	4	5

SECTION C: ROLE OVERLOAD

(Role overload: A situation in which the various roles, assignments or work required of a role occupier exceed the amount of time and resources and energy available to the individual for their execution.)

Please answer all the questions and please choose **ONE (1)** answer based on the following statements. The highest ranking, 5 (Strongly Agree), 4 (Agree), 3 (Neutral), 2 (Disagree) and the lowest, 1 (Strongly Disagree).

No	Elements	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
1.	I never seem to have enough time to get everything done.	1	2	3	4	5
2.	I have too little time to perform my daily tasks.	1	2	3	4	5
3.	Times that I must work under time pressure.	1	2	3	4	5
4.	Worry that I will not be able to fulfill my tasks.	1	2	3	4	5
5.	It often seems like I have too much work for one person to do.	1	2	3	4	5
6.	It seems to me that I have more work at my job than I can handle.	1	2	3	4	5
7.	I often have too much to do in my job.	1	2	3	4	5
8.	I have too much work to do everything well.	1	2	3	4	5
9.	My work contains elements that are too demanding.	1	2	3	4	5
10.	The amount of work I am asked to do is fair.	1	2	3	4	5

SECTION D: ROLE AMBIGUITY

(Role Ambiguity: A situation where an individual does not have a clear direction about the expectations of his/her role in the job or organization.)

Please answer all the questions and please choose **ONE (1)** answer based on the following statements. The highest ranking, 5 (Strongly Agree), 4 (Agree), 3 (Neutral), 2 (Disagree) and the lowest, 1 (Strongly Disagree).

No	Elements	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
1.	My duties and work objectives are not clear to me.	1	2	3	4	5
2.	I feel certain about how much authority I have.	1	2	3	4	5
3.	Clear, planned goals and objectives for my job.	1	2	3	4	5
4.	I know that I have divided my time properly.	1	2	3	4	5
5.	I know what my responsibilities are.	1	2	3	4	5
6.	I know exactly what is expected of me.	1	2	3	4	5
7.	Explanation is clear of what has to be done.	1	2	3	4	5
8.	My authority matches the responsibilities assigned to me.	1	2	3	4	5
9.	Sometimes I am not sure how to complete all the tasks I have been assigned.	1	2	3	4	5
10.	Ambiguity of instructions at work.	1	2	3	4	5

SECTION E: CAREER DEVELOPMENT

(Career Development: A process which employees progress from a series of stages, and each stage characterized by different sets of development tasks, activities, and relationships.)

Please answer all the questions and please choose **ONE (1)** answer based on the following statements. The highest ranking, 5 (Strongly Agree), 4 (Agree), 3 (Neutral), 2 (Disagree) and the lowest, 1 (Strongly Disagree).

No	Elements	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
1.	My workplace provide me with opportunity to fully develop my skills and abilities.	1	2	3	4	5
2.	I receive appropriate recognition or rewards for good performance.	1	2	3	4	5
3.	I have been trained to develop my career.	1	2	3	4	5
4.	I have been given a personal development plan.	1	2	3	4	5
5.	I have been given work which has developed my skills for the future.	1	2	3	4	5
6.	My departmental officer has made sure I get the training I need for my future.	1	2	3	4	5
7.	I see a future for myself in a higher level role in this organization.	1	2	3	4	5
8.	My direct supervisor takes interest in my Career development.	1	2	3	4	5
9.	I have good access to development Opportunities in my current job.	1	2	3	4	5
10.	My organization has a formal mentoring Program for jobs like mine.	1	2	3	4	5

SECTION F: WORK LIFE BALANCE

(Work Life Balance: Are the absence of conflict between work and family or personal roles.)

Please answer all the questions and please choose **ONE (1)** answer based on the following statements. The highest ranking, 5 (Strongly Agree), 4 (Agree), 3 (Neutral), 2 (Disagree) and the lowest, 1 (Strongly Disagree).

No	Elements	1 Strongly Disagree	2 Disagree	3 Neutral	4 Agree	5 Strongly Agree
1.	Inflexible working hours.	1	2	3	4	5
2.	Time off is more important to me than overtime.	1	2	3	4	5
3.	I would accept a promotion with higher pay even if it means working longer hours.	1	2	3	4	5
4.	My work life, family life and leisure time are not separated entities.	1	2	3	4	5
5.	I think about my job when I'm not working.	1	2	3	4	5

***** THANK YOU*****

APPENDIX B - SPSS Outputs

1) Reliability Analysis of Work Stress.

Reliability Statistics

Cronbach's Alpha	N of Items
.761	10

2) Reliability Analysis of Role Overload.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.902	.900	10

3) Reliability Analysis of Role Ambiguity.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.752	.760	10

4) Reliability Analysis of Career Development

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.960	.962	10

5) Reliability Analysis of Work-life Balance
Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.708	.711	5

Descriptive Statistic.

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
workstress	152	10.00	47.00	34.0855	6.16865
roleoverload	152	10.00	50.00	36.5789	7.98054
roleambiguity	152	10.00	50.00	34.2039	4.99449
careerdevelopment	152	10.00	79.00	32.6645	9.13834
WB	152	5.00	25.00	16.0461	4.45632
Valid N (listwise)	152				

Normality Test.

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
WS	.158	29	.062	.955	29	.252
RO	.110	29	.200*	.978	29	.798
RA	.110	29	.200*	.972	29	.613
CD	.121	29	.200*	.935	29	.072
WLB	.144	29	.127	.950	29	.180

a. Lilliefors Significance Correction

*. This is a lower bound of the true significance.

1. Factor Analysis – Role Overload (Independent).

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.856
Bartlett's Test of Sphericity	Approx. Chi-Square	220.798
	df	45
	Sig.	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.124	61.235	61.235	6.124	61.235	61.235
2	1.141	11.406	72.641	1.141	11.406	72.641
3	.836	8.362	81.003			
4	.534	5.337	86.340			
5	.492	4.920	91.260			
6	.355	3.545	94.805			
7	.175	1.746	96.551			
8	.138	1.379	97.930			
9	.118	1.175	99.106			
10	.089	.894	100.000			

Extraction Method: Principal Component Analysis.

2. Factor Analysis – Role Ambiguity (Independent).

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.738
Bartlett's Test of Sphericity	Approx. Chi-Square	212.841
	df	45
	Sig.	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.039	50.393	50.393	5.039	50.393	50.393
2	1.921	19.213	69.606	1.921	19.213	69.606
3	1.166	11.658	81.264	1.166	11.658	81.264
4	.612	6.119	87.383			
5	.430	4.303	91.686			
6	.255	2.552	94.238			
7	.244	2.444	96.682			
8	.171	1.705	98.387			
9	.103	1.031	99.418			
10	.058	.582	100.000			

Extraction Method: Principal Component Analysis.

**3. Factor Analysis – Career Development (Independent).
KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.805
Bartlett's Test of Sphericity	Approx. Chi-Square
	df
	Sig.
	281.936
	45
	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.726	67.261	67.261	6.726	67.261	67.261
2	.959	9.594	76.855			
3	.706	7.060	83.915			
4	.558	5.578	89.492			
5	.381	3.807	93.300			
6	.241	2.412	95.712			
7	.199	1.990	97.702			
8	.134	1.338	99.039			
9	.068	.685	99.724			
10	.028	.276	100.000			

Extraction Method: Principal Component Analysis.

4. Factor Analysis – Work-life Balance (Independent).

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.686
Bartlett's Test of Sphericity	Approx. Chi-Square	111.979
	df	45
	Sig.	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.790	37.897	37.897	3.790	37.897	37.897
2	2.009	20.088	57.984	2.009	20.088	57.984
3	1.329	13.290	71.275	1.329	13.290	71.275
4	.823	8.232	79.506			
5	.468	4.677	84.183			
6	.417	4.168	88.352			
7	.398	3.985	92.337			
8	.329	3.287	95.624			
9	.290	2.898	98.522			
10	.148	1.478	100.000			

Extraction Method: Principal Component Analysis.

5. Factor Analysis – Work Stress (Dependent).

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.605
Bartlett's Test of Sphericity	Approx. Chi-Square	153.883
	df	45
	Sig.	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.200	42.002	42.002	4.200	42.002	42.002
2	2.096	20.959	62.961	2.096	20.959	62.961
3	1.077	10.773	73.735	1.077	10.773	73.735
4	.765	7.646	81.380			
5	.584	5.844	87.225			
6	.385	3.848	91.073			
7	.377	3.774	94.847			
8	.267	2.667	97.515			
9	.179	1.794	99.309			
10	.069	.691	100.000			

Extraction Method: Principal Component Analysis.



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Correlations Analysis

1. Correlations Analysis for Role Overload, Role Ambiguity, Career Development, Career Development and Work Stress.

Correlations

		workstress	roleoverload	roleambiguity
workstress	Pearson Correlation	1	.794	.251
	Sig. (2-tailed)		.000	.002
	N	152	152	152
roleoverload	Pearson Correlation	.794	1	.197
	Sig. (2-tailed)	.000		.015
	N	152	152	152
roleambiguity	Pearson Correlation	.251	.197	1
	Sig. (2-tailed)	.002	.015	
	N	152	152	152
WB	Pearson Correlation	-.183	-.250	.365
	Sig. (2-tailed)	.024	.002	.000
	N	152	152	152
careerdevelopment	Pearson Correlation	-.166	-.291	.350
	Sig. (2-tailed)	.040	.000	.000
	N	152	152	152

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

*. Correlation is significant at the 0.05 level (2-tailed).

Correlations

		WB	careerdevelopment
workstress	Pearson Correlation	-.183	-.166
	Sig. (2-tailed)	.024	.040
	N	152	152
roleoverload	Pearson Correlation	-.250	-.291
	Sig. (2-tailed)	.002	.000
	N	152	152
roleambiguity	Pearson Correlation	.365	.350
	Sig. (2-tailed)	.000	.000
	N	152	152
WB	Pearson Correlation	1	.877
	Sig. (2-tailed)		.000
	N	152	152
careerdevelopment	Pearson Correlation	.877	1
	Sig. (2-tailed)	.000	
	N	152	152

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

*. Correlation is significant at the 0.05 level (2-tailed).

Multiple Regression Analysis

1. Multiple Regressions for Role Overload, Role Ambiguity, Career Development, Work-life Balance and Work Stress.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.807 ^a	.651	.641	3.69462

a. Predictors: (Constant), WB, roleoverload, roleambiguity, careerdevelopment

b. Dependent Variable: workstress

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3739.303	4	934.826	68.484	.000 ^a
	Residual	2006.585	147	13.650		
	Total	5745.888	151			

a. Predictors: (Constant), WB, roleoverload, roleambiguity, careerdevelopment

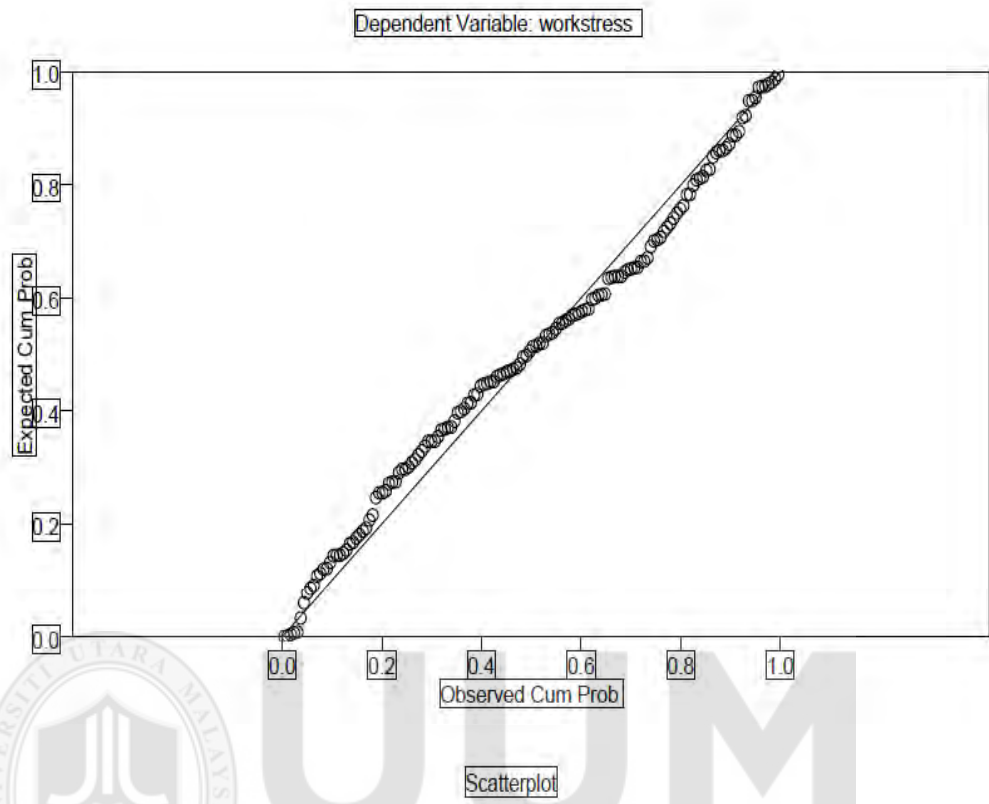
b. Dependent Variable: workstress

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.729	2.454		3.150	.002
	roleoverload	.606	.042	.784	14.501	.000
	roleambiguity	.122	.069	.099	1.780	.077
	careerdevelopment	.141	.070	.209	2.019	.045
	WB	-.287	.142	-.207	-2.025	.045

a. Dependent Variable: workstress

Normal P-P Plot of Regression Standardized Residual



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Dependent Variable: workstress

