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ROLE CONFLICT, SERVICE WORKER JOB RESOURCEFULNESS,

AND JOB OUTCOMES: AN EMPIRICAL ANALYSIS IN A SERVICE

SECTOR IN TURKEY

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ABSTRACT

At the end of 14th century, the world has entered a new era with the beginning of renaissance. Discovery of new sea routes create some financial centers. Developments have led to an increase in money exchange between countries. As a result of the growing trade movements banks were established and became an important factor for the finance sector. Lots of people started to work for banks. Banking sector employees are in constant interaction with people because of their work. Lots of times banking sector employees face with contrary expectations in their workplace. They can only satisfy one expectation and it causes to role conflict. Role conflict can influence on job resourcefulness and job outcomes. Our goal is examining the relationships between role conflict, job resourcefulness and job outcomes. This study is based on Harris et al. Data were gathered from 96 employees, who are working at Banks in Denizli, Turkey. SPSS was used for the data analysis. As a result, we found that Job Resourcefulness and Role Conflict have low and positive relationship, Intention to Leave Job and Role Conflict have a low and positive relationship too, at last we found that Job Resourcefulness and Job Satisfaction have a low and negative relationship.

Key words: Role Conflict, Job Outcomes, Job Resourcefulness, Intention to Leave, Job Satisfaction.

1. INTRODUCTION

Lots of time life can become very complex. People want from us to do many different things at the same time. Sometimes we can satisfy, sometimes we can't satisfy this requests. This situation causes to role conflict in our lives. Role conflict exists when an employee faces incompatible expectations such that compliance with one expectation would make it difficult or impossible to effectively comply with the other expectations (Kahnet al.1964).Role conflicts generally causes stress in workplace which cause dissatisfaction (Erdil, O. & H. Keskin 2005). It can effect our working life. Job resourcefulness is describe as enduring disposition to garner scarce resources and overcome obstacles in the pursuit of job-related goals (Licata et al., 2003). We further assert that the ability to be resourceful in the pursuit of work-related goals is likely to lead to feelings of satisfaction on the job (Harris et al., 2006). Job satisfaction is employees emotional response concerning about how they perceive their job and its provide (Luthans, 1994). If employees are not satisfied with the working conditions they can leave their job. This is an active, destructive action called as intentions to leave the firm (Rusbelt, Farrell,Rogers, & Maınous,1988). Our goal is examining the influence of role conflict on job resourcefulness and examining the influence of role conflict on job satisfaction and intentions to leave the firm. Our search samples are collected from 96 employees who are working at Banks in Denizli. We first established the concept of role conflict, job resourcefulness and job outcomes and analyzed data which we had collected from banking employees. Finally, we set out the findings and conclusions of the study.

2. LITERATURE REVIEW

2.1. Role Conflict

When we search the literature we see lots of similar definitions for role conflict. One of them is if employees duties of a job incompatible and contradictory, then it is called as role conflict (Kim et al., 1996). Another definition say that; role conflict is defined in terms of the dimensions of congruency- in congruency or compatibility-incompatibility in the requirements of the role (Rizzo et al., 1970). Kılınç (1985) revealed that role conflict has five reasons: 1-The people who describe the role has discordant expectations from the owner of the role. 2- If role markers expectations do not match. 3- If the role owner can't choose his/her role between his/her roles. 4- If markers give more roles then the role owner can handle. 5- If the role do not match owners personal character. Role conflict has negative effects on employees. Role conflict decreases role satisfaction and it causes psychological problems (Gignac&Appelbaum, 1997).

2.2. Job Resourcefulness

Motivation leads employees to success. The need for achievement shows itself as a desire to complete a task or as a behavior according to perfection criteria or to an even better criteria. For instance, doing something much more than the rivals, reaching or obtaining a difficult goal, solving a complex problem, improving skills and completing homework successfully show the need for achievement (Erdoğan et al., 2011). Motives simulate and activate the organism that leads organism behavior to a particular purpose. When these two features observe at the same time our organism becomes motivated (Cüceloğlu, 1991). Although academic inquiry into employees job resourcefulness has been limited, the ability of employees to ''do more with less'' is currently a major issue in the U.S. economy (Harris et al., 2006). McClelland, (1985) explains resourcefulness as a motive that pushes people to achieve best results. Resourceful employees are able to work effectively under conditions of resource scarcity, they are expected to use energy finding innovative ways to satisfy their customers (Harris et al., 2006).

2.3. Job Outcomes

We see two outcomes here. The first one is job satisfaction and the second one is intentions to leave the firm. Job satisfaction is shows pleasure from job and shows what people want indifferent aspects of their work (Nelson & Quick, 1995). One of the most important factors which affect the behaviors of the workers in the establishments is the feeling of the working satisfaction, which is called job satisfaction (Gürbüz, 2007). Job satisfaction must be considered in an instinctive frame. It appears as a result of what the individual deserves and gets. If an individual can not get what he/she deserves then job dissatisfaction appears (Lawler, 1994). Job satisfaction is defined as an employee's overall affective state resulting from an approval of all aspects of his/her job (Vroom, 1964). We can define the job satisfaction as the sum of all negative and positive aspects related to the individual's salary, his/her physical and emotional working conditions, the authority he/she has, the autonomous usage of this authority, the level of success he/she has maintained and the rewards given due to this success, the social statute maintained in relation with his/her job, and his/her relations with his/her colleagues and administrators. Individual elements do not result in the job satisfaction. Job satisfaction can only be mentioned if all these elements exist in a place with harmony (Kaya, 1995). Job satisfaction represents attitude rather than a behavior. Job satisfaction is taken as dependent variable because of two reasons. The first one is its demonstrated relationship to performance factors and the second one is the value preferences held by organizational behavior researchers (Singh, 2010). In literature we can see lots of researchs such as Baumeister&Leary (1995), Tajfel& Turner (1985), Blakely et al. (2005), Cable&Parsons (2001), Greenberg (1990) about job satisfaction and intentions to leave the firm. Researches show that if employees are not satisfied with their job they want change it. Employees, that constantly feel the support of their organizations, are more devoted to their jobs and are less likely to quit it (Ozdevecioglu, 2003). Intention to quit the job can be described as the tendency to quit the organization consciously and willingly (Tett and Meyer, 1993: 259).

3. METHODOLOGY

The aim of this study is to determine the views of the bank employees about the relationships between role conflict, job resourcefulness and job outcomes (job satisfaction and intention to leave job) in the banks. The survey used in this study is the role conflict, job resourcefulness, job outcomes (job satisfaction, intention to leave job) with 21 questions designed by Harris et al., (2006). Designed questionnaire results are satisfactory with the reliability of 0.844. The sample group in the present research is employees of Banks in Denizli. 96 employees were selected according to simple random sampling as statistical sample members. Finally, 96 questionnaires were distributed and then analyzed in SPSS.

4. FINDINGS

The participants of the survey were employees who work in the banking sector. The total number of the participants was 96. Considering participants education level; 10,4% have high school, 72,9% have bachelor degree and 16,7% have master degree. The rate of the participants who have bachelor degree is the highest level. In addition to these, the positions of the participants, 7,3% are seniorexecutive, 46,9% are midlevelmanagers, 34,4% are firstlevelmanagers, 11,5% are laborers. Most part of the participants in our study is mid-levelmanagers. According to the results of participants, job experience, 44,8% are 5 years and under 5 years, 34,4% are 6-10 years, 11,5% are 11-15 years and 9,4% are over 16 years. The rate of age of the participants 12,15% are 25 years old and under, 67,7% are between 26-35 years old, 16,7% between 36-45 years old, 3,1% 46 years old and higher. The reliability analysis of the 21 items questionnaire was 0.68 and then anova was conducted to see the difference between the demographic data and role conflict, Intention to Leave Job dimensions.

5. Conclusion

World is changing too fast. With the changing world people are changing too. People's requirements evolve too fast and to satisfy the changing requirements people work much. Result of working much they spent lots of time in their workplace. Some people go to their workplace with pleasure but lots of them go just earn money to satisfy their requirements. On the other side of this picture we see the companies. They want to sustain their lives and earn money at the same time. Companies always expect high performance from their employees. This is one of the important issues for them. For a high performance of their employees they try lots of methods. Companies know that employees are important factor for them. They do not want to lose their good working employees. They try to create viable environment for their employees also an area far away from role conflict and Intention to leave job. They want to see their worker's Job satisfaction and Job Resourcefulness degree on the top. Companies don't want any problems in their workplace for the sake of both sides. In this research we see that 25 years old and younger participants have highest role conflict, when the education level decreases the intention to leave from work show a rising graph, Job Resourcefulness and Role Conflict have a low and positive relationship, Intention to Leave Job and Role Conflict have a low and positive relationship too, at last we find that Job Resourcefulness and Job Satisfaction have a low and negative relationship.

Companies must do better things for improve their working conditions, because employees and companies need each other. When one side wins, the other side will win too. To protect and to get a better environment every actor must play his role. When one side gives up nobody can win. As a result, this study was conducted to determine Job Conflict, Job Resourcefulness, Job Satisfaction and Intention to leave Job in banks, shed light on other researchs and it reveals more effective results in different regions with different participants.

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