
RELATIONSHIP BETWEEN JOB ROLE STRESS AND PERFORMANCE OF NON-MANAGERIAL EMPLOYEES IN TRAVEL AGENCIES IN SRI LANKA

Assellalage Prasanshika Navodani Assella
and
Rangana Sri Shalika Wadippuli Arachchi

Sabaragamuwa University of Sri Lanka
prasha.navodani@gmail.com
rangana@mgt.sab.ac.lk

ABSTRACT

Stress that employees experience within the job role is critical as job role stress can have adverse outcomes for the performance and well-being of individual employees and organizations. Relationship between job role stress and performance of employees has been focused in many studies. However, a few research studies have examined the relationship between job role stress and performance of the employees at travel agencies. Therefore, the present study was attempting first, to examine the relationship between the job role stress variables and the performance, and second, to make recommendations to overcome job role stress and improve performance of non-managerial employees working in Travel Agencies in Sri Lanka. Accordingly, quantitative method approach was followed to conduct the study in order to provide a comprehensive understanding of the research problem. A survey questionnaire was employed to collect data from 212 non-managerial employees regarding job role stress and employee performance. The study was conceptualized with job role stress; which was integrated with three constructs such as, role ambiguity, role conflict and role overload as the independent variable and performance of non-managerial employee as the dependent variable. The key findings of the study revealed that employee performance was negatively related to role ambiguity, role conflict, role overload confirming that job role stress is negatively related to the performance of non-managerial employees in travel agencies in Sri Lanka.

Keywords: Employee Performance, Job Role Stress, Non-managerial Employees, Travel Agency

1. INTRODUCTION

When considering the job role of the employees of the travel agencies, it is considered with helping their clients in making travel plans. In addition to booking reservations, customers are assisted in choosing their destinations, transportation, and lodging and inform travelers of passport and visa requirements, rates of currency exchange, and import duties. Apart from that, the services must work cooperatively with airlines, hotels, restaurants, and sightseeing attractions to provide excellent services to please the customers and in return to grow sales as when tourists prefer package tours focusing on travel agencies, their satisfaction with tour experience depends to a great extent on tour guiding and travel agency services (Räikkönen, 2014). Therefore, collaboration with other service providers is a vital part of the job role of the employees of a travel agency (Kaldeen & Thowfeek, 2018). However, sometimes employees of travel agencies are also criticized for their unwillingness or inability to help the tourists, slow service, insufficient personal interaction, having an impatient or unfriendly attitude towards the tourist, and providing misleading or inaccurate information (Räikkönen, 2014). Therefore, it could be identified that, service providers are striving for providing quality tourism experiences in order to create satisfied customers and grow sales, delivering value in order to obtain a competitive advantage for attracting consumers and inspiring repurchase intentions and finally to encourage a positive word-of-mouth behaviour which would support in attracting potential customers. As a matter of that, employees of the travel agencies are supposed to

perform in a way that meet both client expectations and company expectations. On the other hand, performance of the employees in a travel agency is very important as it involves in differentiating the service of the organization. That is because, it is absolutely challengeable to differentiate the standardized tourism packages, as that different tour operators and travel agencies have to share resources like flights, hotels, destinations in common in order to deliver their services. Therefore, clients of different travel agencies may experience the same set of services in a very similar manner. But, the performance of the organization including its employees can make that experience of the clients a different one from the competitors' products.

Studies state that job role stress is an antecedent of job satisfaction that leads to job performance and turnover intention (Ruyter, Kode; Wetzels, Martin; Feinberg, 2001). Job Role Stress is defined as the stress an employee experience when organizational needs and individual needs do not align (Bano, Talib, Sundarakani, & Gopalan, 2011). Studies states that the employees who are exposed to Job Role Stress for a longer periods of time have more tendency to get burnt-out, decreased overall performance and it also affects co-workers morale negatively (Band, Sriram, & Shah, 2016). Similarly, longer exposures to Organizational Job Role Stress may also leads to decrease the quality of services and products, poor client relationships, dysfunctional work climate and high labor turnover (Bano et al., 2011). Role stressors or the causes of role stress are highly inevitable in nature and have become major concern at workplace. Number of studies can be found that there is positive relationship between job role stressors and job stress that would directly influence the employee performance negatively (Trayambak, Kumar, & Jha, 2012). Relatively, researches have been found that lower level employees are subjected to more stress than top level employees (Chandola, Rouxel, Marmot, & Kumari, 2018).

Problem Statement

Job role Stress is considered as a serious problem for employees since it affects and influence employees' mental and physical well-being. Many companies perceived stress as strong predictor to employee performance. It is also common notion that when employees are under stressful situation, they likely perform less than expectations. When considering to the travel agencies, it is identified that the lower level employees or non-managerial employees are making much effort to meet the company and customer demands with voluminous works and that employees sometimes make grievances on their job tasks. Apart from that, although research on job role stress have been focused on various industries, little attention has been paid in travel agencies.

A pilot survey was conducted by the researcher to identify whether the lower level employees of travel agencies are subjected to stress. A questionnaire was prepared using the Workplace Stress Scale (American Institute of Stress, 2001; Lawal & Idemudia, 2017) and was distributed among 20 lower level employees. The Scale describes how often a respondent feels an aspect of his or her job in terms of eight elements with a five-point Likert scale, ranging from never (scored 1) to very often (scored 5). Results of the survey revealed that 45% of the respondents scored in between 26-30 indicating severe level of work stress, 40 % were facing moderate stress level, 10 % fairly low stress level and there were no problems of stress for 5 % of the respondents. The average score of the respondents were 24.25 indicating a moderate level of work stress among 20 respondents. Therefore, the findings of the pilot survey could be concluded as that the majority of the non-managerial employees were subjected to stress at the workplace although the levels of stress varied.

Thus, there is no or few researches have been done in order to find the underpinning factors of job role stress in Sri Lankan context. In view of this, the study was an attempt to find out organization's job role stress among non-managerial employees in travel agencies in Sri Lanka and its relationship on employee performance at the workplace. By considering that this study was focused on following problem. "How does job role stress relate to the performance of non-managerial employees of travel agencies in Sri Lanka?"

Objectives of the Study

- To determine the relationship between job role stress and employee performance of non-managerial employees of travel agencies?
- To make recommendations in order to overcome job role stress and non- managerial employee performance in travel agencies?

Significance of the Study

Accordingly, the results of the present study are useful to identify how the performance of employees can get affected if they are subjected to job role stress. Further, as there is a shortage of studies in this area, the present study is significant that it contributes to the existing knowledge by enriching the knowledge and filling the

existing knowledge gap. Apart from that, the knowledge put forwarded by the present study could be used by other scholars who would conduct researches under this topic in future. Similarly, findings of the study reveal the nature of the relationship between job role stress and employee performance and the impact of job role stress on employee performance. Therefore, the findings and the recommendations given by the study is useful at organizations in decision making at managerial level related to human resources management in order to improve employee performance which would be beneficial for both employees and the organizations. Therefore, findings of this study can be used as benchmarks by other relevant companies.

2. LITERATURE REVIEW

Job Role Stress

Job stress can be a particular problem in customer-oriented fields because employees often experience conflicting demands of the company, supervisors, and customers, and these conflicts create dissonance for employees (Ruyter, Kode; Wetzels, Martin; Feinberg, 2001) and it is the response that people may have when presented with work demands and pressures that are not matched to their knowledge and abilities and which challenge their ability to cope. However, when that pressure becomes excessive or otherwise unmanageable it leads to stress. Stress can damage the workers' health and the business performance (Leka et al., 2003). Stress Roles of job can be defined as any position that an employee holds in an organization as defined by the expectation's various significant persons, including oneself, have for that position (Pareek, 1983). Therefore, job role stress can be defined as the stress an employee experience when organizational role and individual needs do not align in performing his role. According to the role stress theory, organizational factors create role expectations among role creators and transfer these job role expectations as job role pressures to the employees who bear the particular role. Experienced and prolonged pressure creates symptoms of ill health (Kahn et al., 1964).

Many job role stress related studies have been carried out in various sectors and have also attempted to establish the degree of association or find out casual relationships of stress with other variables such as organizational, job, leadership, communication and personal factors (Kairanna & Suresh, 2014).

Antecedents of Job Role Stress

The organizational stress is said to be the cause of all those factors in the organization that causes stress to an individual employee and have negative organizational ill effects (Band et al., 2016). It is identified that role stressors or causes of role stress are anything about an organizational role that creates negative consequences for employees. It has been defined that the role stressor as the pressure experienced by an individual as a result of organizational and job-specific factors in the form of demands and constraints that have been placed on them (Kahn et al., 1964). A number of studies have been conducted with relevant to role stress in various sectors and have been identified variety of stressors or causes of role stress.

An occupational stress index has been developed which assesses the perceived occupational stress related to role overload, role ambiguity, role conflict, group and political pressures, responsibility for persons, under participation, powerlessness, poor peer relations, intrinsic impoverishment, low status, strenuous working conditions and unprofitability (Srivastava & Singh, 1981). Ten different stressors to explore how an individual perceive Organizational Role Stress have been identified by research studies which are as follows: Inter Role Distance (IRD), Role Stagnation (RS), Role Expectation Conflict (RES), Role Erosion (RE), Role Overload (RO), Role Isolation (RI), Personal Inadequacy (PI), Self-Role Distance (SRD), Role Ambiguity (RA) and Resource Inadequacy (RIN) (Pareek, 1983).

It has been studied that the overall stress level of the employees in the IT Companies of Nagpur based on Udai Pareek's ten Organizational Role Stress and it has been identified that Role Overload, Role Isolation and Self Role Distance are having insignificant influence on the stress level of the employees. Role Ambiguity, Role Erosion, Role Expectation Conflict, Role Inadequacy have small effect on the Stress level of the employees whereas Personal Inadequacy, Inter Role Distance and Role Stagnation have medium to high effect on the stress level of the employees. Role Stagnation has the maximum effect on the stress level of the employees (Band et al., 2016). When referring to the travel industry, it is one of the general industries, and its major service is to provide a complete package of traveling plans and arrangements for travelers. The travel businesses provide services on ticket reservations, required papers such as passport, visa, and certificates of vaccination as well as traveling plans and accommodation arrangements or group tours for travelers. Also, the services must work cooperatively with airlines, hotels, restaurants, and sightseeing attractions to provide excellent services to

improve job performance. The statistical result of a study has revealed that role ambiguity was negatively related to the job performance of travel agents (Chang & Chang, 1993).

Role ambiguity, role conflict, role overload

Researchers agree that role stressors are made up of three separate but related constructs: role overload, role ambiguity and role conflict (John & Kenneth, 1998) and many studies have focused on role stress based on the following stressors. Role overload exists when role expectations are greater than the individual's abilities and motivation to perform a task or when employees have more task than he or she can handle (John & Kenneth, 1998; Kahn et al., 1964). Role ambiguity arises when individuals do not have clear authority or knowledge about how to perform the assigned jobs. It is also responsible for job stress and job dissatisfaction. (Rizzo, House, & Lirtzman, 1970). It is also associated with the degree of uncertainty of an employee regarding others' expectations with respect to the job, most appropriate ways of reaching known role expectations, and also due to consequences of different aspects of role performance (Behrman & Perreault, 1984). Role conflict can be defined as concurrent occurrence of two or more incompatible expectations for the behavior of a person (Biddle, 1986). Simply, role conflict refers to incompatibility of expectations and demands associated with the role (Rizzo et al., 1970). Also, role conflict is described as the existence of two or few roles in a way that it makes difficulty to manage all roles together (Kahn et al., 1964). It is also discussed primarily as a function of the degree of integration and innovativeness required by the employees and the influence of the employees over standards. Furthermore, integration activities concern the degree to which the employees must find mutually satisfying solutions to often different expectations of the company goals and customer goals. Innovativeness required by an employee, concerns the creative thinking and creative actions for finding solutions to the problems encountered with the job role and in performing daily operations. Influence over standards are referred to the responsibilities associated with the job role, goals and objectives and the performance criteria used to evaluate performance (Behrman & Perreault, 1984).

Employee Job Performance

Individual work performance is an issue that not only has grasped companies all over the world, but also has fueled a great deal of research in fields of management, occupational health and work and organizational psychology and in many researches individual work performance is a relevant outcome measure of studies in the occupational setting. (Koopmans, 2014). The assessment of individual work performance has primarily focused either on objective measures of work productivity (such as number of days absent, counts of specified acts, or output maintained in organizational records) or on subjective judgments of quantity and quality of work from the employee him- or herself, peers or supervisors (Koopmans, 2014).

Studies stated that individual work performance could be identified as three broad dimensions of task performance, contextual performance, and counterproductive work behavior (Koopmans, 2014). Task performance can be defined as the proficiency with which one performs central job tasks and almost all frameworks have mentioned task performance as an important dimension of individual work performance. Contextual performance can be defined as individual behaviors that support the organizational, social and psychological environment in which the technical core must function. Counterproductive work behavior can be defined as behavior that harms the well-being of the organization such as absenteeism, being late for work, engaging in off-task behavior, theft, and substance abuse (Koopmans, 2014).

Research Gap and Argument

A review of the existing literature suggests that a variety of organizational and personal factors are linked to role stress. The knowledge of prominent role stressors operating in an organization as a whole and in different parts thereof would be helpful for designing the most effective strategies for enhancing employee performance and effectiveness in different parts of the organization. However, a dearth of comprehensive studies which assess the experience of job role stress is identified in, not only its aspects but also regarding its various determinants (Rizzo et al., 1970). Similarly, shortage of comprehensive studies has been identified as a factor that weakens the richness of the existing knowledge with reference to the travel agency sector. Therefore, this shortage of comprehensive studies has been identified as a noteworthy limitation of the literature on job role stress in the travel agency sector although tourism is a world popular industry supported by travel agencies in a great deal (Jee & Kim, 2008). Apart from that, studies state that, there can be variables that mediate the correlation between job role stress and job performance of employees. Therefore, more research is encouraged for the better understanding of the relationship between job role stress and employee performance (Chang & Chang, 1993). On the other hand, the stress may not be related consistently to the performance of all employees

at all circumstances and sometimes, stress can stimulate the performance of employees indicating that stress is not always dangerous (Kairanna & Suresh, 2014). Considering to all above discussed factors and focusing to the addressed backdrop in mind, the present study was undertaken to study the relationship between job role stress and performance of employees focusing travel agencies in Sri Lanka.

3. METHODOLOGY

Research Approach

For the purpose of this study, quantitative method approach was employed. Accordingly, the first objective of the present study; “to determine the relationship between job role stress and employee performance according to role ambiguity, role conflict, and role overload” is achieved through quantitative approach and the second objective; “to make recommendations in order to overcome job role stress and improve employee performance” was based on the answers of the open ended questions in the questionnaire.

Conceptualization

Conceptual framework of the present study represents the relationship between independent and dependent variables. Independent variable refers to the job role stress and it would be studied under role ambiguity, role conflict and role overload based on the occupational stress index (Srivastava & Singh, 1981). The dependent variable refers to the employee performance with reference to the task performance based on the job performance scale (Goodman & Svyantek, 1999).

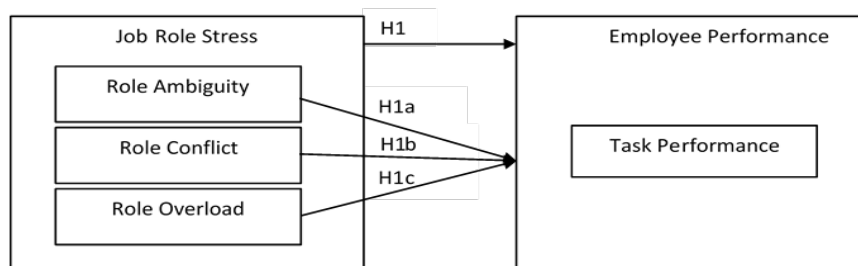


Figure 3. 1: Conceptual Framework

Population of the Study

The target population of the study was constituted with non-managerial employees of three selected travel agencies who paid the highest Tourism Development Levy in 2018. Accordingly, the population of the study was constituted as follows.

Table 3. 1: Constitution of the Population of the Study

Travel Agency	Non-managerial employee count
Company A	140
Company B	225
Company C	270
Total	635

Sample Design

Number of respondents or the sample size for the study from the population of 635 non-managerial employees at Company A, Company B, Company C was determined according to the table put forwarded by Robert V. Krejcie and Daryle W. Morgan (1970) for determining sample size from a given population (Krejcie & Morgan, 1970). Accordingly, when the population size is 600, the sample size is given as 234 and when the population is 650, the sample size is given as 242. Therefore, 238 respondents were determined as the sample size for the questionnaire survey of the present study out of 635. The selection of the sample size focused on the stratified sampling technique as follows.

Table 3. 4: Determination of the Sample

Travel Agency	Number of Non-Managerial Employees	Number of respondents in the	le
Company A	140	140/635*238=52.4	53
Company B	225	225/635*238=84.3	84
Company C	270	270/635*238=101.1	101
Sample			238

Methods of Data Collection

The present study was based on primary data of quantitative nature. Accordingly, survey questionnaires were employed to collect data quantitatively from the non-managerial employees of the selected travel agencies.

4. ANALYSIS AND DISCUSSION

Reliability

Reliability analysis measures the overall consistency and stability with the instrument measures that are used to define a scale or measure the quality of measures. To check the reliability of the study and to measure the reliability of a questionnaire, Cronbach's alpha value was used.

Table 4. 1: The table of reliability test analysis results

Variable	Cronbach's Alpha Value	Comment
Job Role Stress	0.892	Accepted
Role Ambiguity	0.809	Accepted
Role Conflict	0.803	Accepted
Role Overload	0.886	Accepted
Employee Performance	0.806	Accepted

Source: Survey Data, 2019

According to the above table (Table 4.1), Cronbach's alpha value of all the independent variables are greater than 0.7. Therefore, all the independent variables can be used for further analysis.

Validity

In this study, the researcher measured content and face validity by asking opinions from academics. Further, KMO and Bartlett's test was used in order to test the external validity of the questionnaire.

Table 4. 2: KMO Statistics

Variable	Kaiser-Meyer-Olkin (KMO) measure	Significance Level (P Value)	Comment
Job Role Stress	0.748	0.000	Accepted
Role Ambiguity	0.734	0.000	Accepted
Role Conflict	0.776	0.000	Accepted
Role Overload	0.824	0.000	Accepted
Employee Performance	0.740	0.000	Accepted

Source: Survey Data, 2019

According to the results, Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy is greater than the accepted index (above 0.5) and significance level is below the accepted index (below 0.5) of all dimensions of independent variable and the dependent variable. Therefore, it confirms the validity of the model with adequate sample size.

Table 4. 3: Correlation Test

Variable	Correlation Coefficient (r)	Significance Level (P Value)	Comment
Role Ambiguity	-0.450**	0.000	Moderate negative relationship
Role Conflict	-0.726**	0.000	Strong negative relationship
Role Overload	-0.570**	0.000	Moderate negative relationship
Job Role Stress	-0.714**	0.000	Strong negative relationship

Correlation Analysis between Role Ambiguity and Employee Performance

Correlation between role ambiguity and employee performance is -0.450 and the correlation coefficient is 0.000. This indicates that there is a moderate but a negative relationship between role ambiguity and employee performance indicating that, the coefficient is statistically significant at the 0.01 level. Thus, there is statistical evidence that role ambiguity and employee performance are negatively related.

Correlation Analysis between Role Conflict and Employee Performance

According to the results of correlation analysis shown in the table 4.3, there is a strong negative relationship between role conflict and employee performance as the correlation between two variables of respondents is -0.726. This relation is also statistically significant at 0.01 level as the p value is 0.000. Therefore, it can be concluded that there is a statistically significant strong negative relationship between role conflict and employee performance.

Correlation Analysis between Role Overload and Employee Performance

When referring to the relationship between role overload and employee performance, a moderate negative relationship can be identified as the correlation coefficient is -0.570. This relationship is also identified as significant at the level of 0.01 as the p value is 0.000. Thus, it can be noted that there is a statistical evidence of moderate negative relationship between role overload and employee performance.

Correlation Analysis between Job Role Stress and Employee Performance

When referring to the table 4.3, it can be identified that the correlation between the job role stress and the employee performance is -0.714. This coefficient shows that there is a strong and negative relationship between job role stress and the employee performance. It highlights that the probability of this correlation coefficient occurring by chance alone is less than 0.01 (1 per cent). This correlation coefficient is therefore statistically significant.

Hypothesis Testing

Hypotheses were tested using the P value (sig level) of each correlation coefficient of independent variables. A very low significance value; usually less than 0.05, means that there is only a 5 per cent chance that the two distributions may occurred by chance alone. This is normally termed as statistically significant. In other words, it is at least 95 per cent certain that the difference between the two variables cannot be explained by chance factors alone. A value greater than 0.05 means that the coefficient of multiple determination could have occurred by chance alone (Saunders et al., 2008). Table 4.4 shows the results of the hypothesis testing.

Table 4.4: Hypothesis Testing

No	Hypothesis	Result	Tool
H1	There is a significant relationship between job role stress and employee performance.	Accepted	Correlation
H1a	There is a significant relationship between role ambiguity and employee performance.	Accepted	Correlation

H1b	There is a significant relationship between conflict and employee performance.	Accepted	Correlation
H1c	There is a significant relationship between overload and employee performance.	Accepted	Correlation

Multiple Regression Analysis

Multiple regression is a logical extension of situations in which there are several predictors (Field, 2009). Therefore, in the present study, multiple regression analysis was used to measure the impact of job role stressors; role ambiguity, role conflict and role overload on employee performance. In conducting multiple regression analysis, “Enter” method was used where all the relevant variables are entered into the regression model simultaneously.

Model Summary of Multiple Regression Analysis

Model summary supports to describe the output of the overall model indicating whether the model is successful in predicting employee performance. Table 4.5 presents the model summary of the present study.

Table 4.5: Role Ambiguity, Role Conflict, Role Overload and Employee Performance

Model	R	R Square	Adjusted re	R Standard timate	Error
1	0.753 ^a	0.567	0.561	0.44126	

The R square value represents the degree of variance in the dependent variable accounted from the sample of the regression model. The adjusted value represents the degree of variance in the dependent variable that would be accounted if the model had been derived from the population. Simply, R square value and the adjusted R square value of the model summary indicates the degree of goodness of fit of the regression model.

Accordingly, as the R square value of the model is 0.567, 56.7% of the dependent variable; performance of non-managerial employees in travel agencies, is explained by the sample of the regression model. As the adjusted R square value is 0.561, it could be concluded that 56.1% of performance of non-managerial employees in travel agencies can be explained from the population by the regression model, with reference to role ambiguity, role conflict and role overload. On the other hand, 43.9% of employee performance is not explained by the model confirming that there must be other variables that have an influence on employee performance other than role ambiguity, role conflict and role overload.

ANOVA Test of the Multiple Regression Analysis

ANOVA test analyses the variance; the spread of data values, within and between groups of data by comparing means. These differences are represented by F ratio or F statistic. If the likelihood of any difference between groups occurring by chance alone is low, this is represented by a large F ratio with a probability of less than 0.05 explaining that is statistically significant (Saunders et al., 2008). Table 4.10 presents the ANOVA test of the study.

Table 4. 6: ANOVA Test

Model 1	Sum res	of df	Mean Square	F	Sig.
Regression	53.051	3	17.684	90.819	0.000 ^b
Residual	40.500	208	0.195		
Total	93.552	211			

Accordingly, analysis of Variance (ANOVA) test shows that the regression model is significant since the significant P value is 0.000 which is less than 0.05.

Forecasting Employee Performance with reference to role ambiguity, role overload and role conflict

Individual contribution of variables in the model provides details of the model parameters and the significance of these values which is important in forecasting the dependent variable. Table 4. 6 presents details of the model parameters.

Table 4.6: Coefficient- Role Ambiguity, Role Conflict, Role Overload and Employee performance

Model 1	Unstandardized Coefficients		Unstandardized Coefficients		t	Sig. (p value)
	B	Std. Error	Beta			
Constant	5.594	0.169			33.052	0.000
Role Ambiguity	-0.141	0.043	-0.164		-3.255	0.001
Role Conflict	-0.471	0.054	-0.550		-8.771	0.000
Role Overload	-0.120	0.044	-0.164		-2.744	0.007

B value represents the degree to which the dependent variable can be affected by a certain independent variable while other independent variables remain constant. Beta value represents the change in the outcome associated with a unit change in the predictor (Field, 2009). T test indicates whether the b-value is different from 0. It is the probability that the observed value of t would occur if the value of b in the population were 0. It is agreed that the result reflects a genuine effect if the observed significance is less than .05 (Field, 2009).

Accordingly, the B value of role ambiguity in this model is -0.141. This depicts that employee performance of non-managerial employees is affected 14.1% negatively by role ambiguity when other variables remain constant. The Beta value of -0.164 indicates that performance of non-managerial employees in travel agencies will be decreased by 16.4% if role ambiguity is increased by 1 unit. The significance value of the predictor ($p < 0.05$) suggests that the predictor is significantly contributing to the model. Similarly, the B value of role conflict is -0.471, indicating that employee performance is affected 47.1% negatively by role conflict when other variables remain constant. The Beta value -0.550 indicates that performance of non-managerial employees in travel agencies will be decreased by 55% if role conflict is increased by 1 unit. The significance value of the predictor ($p < 0.05$) suggests that the predictor is significantly contributing to the model. The B value of role overload is -0.120, indicating that employee performance is affected 12% negatively by role overload when other variables remain constant. The Beta value -0.164 indicates that performance of non-managerial employees in travel agencies will be decreased by 16.4% if role overload is increased by 1 unit. The significance value of the predictor ($p < 0.05$) suggests that the predictor is significantly contributing to the model.

5. CONCLUSION

An important fact that integrates an individual with the organization is the job role, through which an employee interacts and integrate with the overall structure of the organization. Each job role refers to a set of rights, duties, expectations, norms and behaviors that an employee has to face and fulfil within the organization, which can cause stress naturally. The job role of non-managerial employees of travel agencies are bound to fulfil various expectations related to the organization, market or department, supervisor, peers, agents, suppliers and clients. Therefore, it is essential to identify whether the employees are subjected to stress and relation of it to both well-being and performance of the employees. That is because, job role stress can affect the performance of the employees either negatively or positively in order to increase or decrease the employee performance. Moreover, job role stress experienced at work can have adverse outcomes for the well-being of individual employees and organization, if the stress levels are beyond the capacity of the employees. However, the study identified that role ambiguity, role conflict and role overload can affect to the performance of the non-managerial employees of travel agencies negatively, proving that increasing of job role stress can decrease the employee performance. It is also noteworthy to mention that; role conflict is affecting the performance in a great deal when compared to the other factors studied in the present study. Moreover, the most important thing is that, the performance can be increased by taking actions to eliminate the factors that can cause job role stress in order to bring the stress levels down.

Managerial Implications

Findings of the study provide the managements with an understanding about relation between job role stress and employee performance. Accordingly, finding of the study presents that role ambiguity, role conflict and role overload are negatively related to the employee performance, addressing a negative relationship between job role stress and employee performance of non-managerial employees of travel agencies in Sri Lanka. It is important to note that role conflict has a greater impact to the performance of the employees compared to the other factors. However, performance can be increased by eliminating the reasons that causing job role stress.

Thus, management of travel agencies should be mindful to take necessary actions to eliminate reasons causing job role stress and take actions to improve performance such as granting authority to the employees, providing clear directions and instructions by the supervisors and, providing a clear idea about scope of the job role with a clear job description. Similarly, knowledge, skills and attitudes of employees could be developed through awareness programmes, workshops, lectures and training programmes. Moreover, on the job training; a method of developing knowledge, skills, attitudes and competencies of the employees by letting them to perform the tasks, can be recommended as an effective way of training the employees.

Further, dividing specific roles among separate persons, assign similar roles that are not contradictory, recruiting adequate employees to the organization will help the employees to perform the particular tasks efficiently and effectively. Relatively, taking actions to strengthen the inter-personal relationships among the employees would help to build up good team spirit leading to perform collaboratively. Apart from that, since the tasks of a travel agency are more Internet and Information & Communication Technology oriented, working at home concept could be introduced to the employees in travel agencies by providing them necessary resources like laptops, mobile phones and internet connections. This would be beneficial in both the sides of company as well as employees as companies can reduce operational costs and employees can work with minimum job role stress. The findings of this study also suggest that satisfied employees with low stress levels will perform more efficiently and effectively. This draws the attention of the management of the travel agencies to have a holistic way of looking at job role stress as it can have a significant effect on the performance of the non-managerial employees; which determines the long-term success of the organization.

REFERENCES

- American Institute of Stress. (2001). *The workplace stress scale*. Retrieved from <https://www.stress.org/wp-content/uploads/2011/08/2001Attitude-in-the-Workplace-Harris.pdf>
- Band, G., Sriram, R., & Shah, N. V. (2016). The factors of organizational role stress affecting the stress level of IT employees in Nagpur City. In *International Conference on Management and Information Systems*. Retrieved from <http://www.icmis.net/icmis16/ICMIS16CD/pdf/S102.pdf>
- Bano, B., Talib, P., Sundarakani, B., & Gopalan, M. (2011). Organisational role stress: the conceptual framework. *International Journal of Logistics Economics and Globalisation*, 3(2/3), 102.
- Behrman, D. N., & Perreault, W. D. (1984). A role stress model of the performance and satisfaction of industrial sales persons. *Journal of Marketing*, 48(4), 9–21.
- Chandola, T., Rouxel, P., Marmot, M. G., & Kumari, M. (2018). Retirement and socioeconomic differences in Diurnal Cortisol: Longitudinal evidence from a cohort of British civil servants. *The Journals of Gerontology: Series B*, 73(3), 447–456.
- Chang, T., & Chang, Y.-L. (1993). The relationship between role stress and job performance : An empirical study of travel agents. *Sustainable Tourism and Leisure Industry Tourism Symposium*. Retrieved from <http://ir.nkuht.edu.tw/retrieve/2193/04-019.pdf>
- Creswell, J. W. (2014). *Research design: Quantitative, qualitative and mixed methods approaches*. SAGE Publications (4th ed.).
- Field, A. (2009). *Discovering statistics using SPSS* (3rd ed.). Los Angeles: SAGE Publications.
- Goodman, S. A., & Svyantek, D. J. (1999). Person-organization fit and contextual performance: Do shared values matter. *Journal of Vocational Behavior*, 55(2), 254–275.
- Jee, J.-H., & Kim, P.-Y. (2008). Relationship among role conflict, ambiguity, overload and service delivery level of tour conductor. *The Journal of the Korea Contents Association*, 8(9), 251–258.
- John, L., & Kenneth, R. (1998). Antecedents and consequences of role stress : A covariance structure analysis : Summary. *Journal of Organizational Behavior Jan, 10*, 35–58. Retrieved from <https://gun84.files.wordpress.com/2015/12>
- Kahn, R. L., Wolfe, D. M., Quinn, R. P., Snoek, J. D., & Rosenthal, R. A. (1964). *Conflict and ambiguity studies in organizational roles and individual stress*. Retrieved from <https://www.psc.isr.umich.edu/dis/infoserv/isrpub/pdf>
- Kairanna, S. S., & Suresh, R. (2014). A study on organisational role stress among women working in private colleges in mangalore using ORS scale. *IOSR Journal Of Humanities And Social Science (IOSR-JHSS)*, 19(10), 25–28. Retrieved from <http://www.iosrjournals.org/iosr-jhss/papers/Vol19-issue10/Version-4/D0191042528.pdf>
- Kaldeen, M., & Thowfeek, M. H. (2018). E-Tourism: The Global Online Travel and Reintermediation Strategy for Travel Business. *Journal of Information Systems & Information Technology (JISIT)*, 3(2), 24-31.
- Koopmans, L. (2014). *Measuring individual work performance*. CPI Koninklijke Wöhrmann, Zutphen.
- Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and*

- Psychological Measurement*, 38(1), 607–610.
- Lawal, A. M., & Idemudia, E. S. (2017). The role of emotional intelligence and organisational support on work stress of nurses in Ibadan, Nigeria. *Curationis*, 40(1).
- Leka, Stavroula; Griffiths, Amanda; Cox, T. (2003). *Work organization and stress: Systematic problem approaches for employees, manage: Role stress scales manual*. *Group & Organization Studies*, 8(3), 357–363.
- Räikkönen, J. (2014). *Enabling experiences: The role of tour operators and tour leaders in creating and managing package tourism experiences*. University of Turku. Retrieved from <https://www.doria.fi/bitstream/handle>
- Rizzo, J. R., House, R. J., & Lirtzman, S. I. (1970). Role conflict and ambiguity in complex organizations. *Administrative Science Quarterly*, 15(2), 150–163.
- Ruyter, Kode; Wetzels, Martin; Feinberg, R. (2001). Role stress in call centers: Its effects on employee performance and satisfaction. *Journal of Interactive Marketing*, 15(2), 23–35. Retrieved from <http://digitalarchive.maastrichtuniversity>.
- Saunders, M., Lewis, P., & Thornhill, A. (2008). *Research methods for business students*. (5th ed.). Harlow: Rotolito Lombarda, Italy. <https://doi.org/10.1007/s13398-014-0173-7.2>
- Srivastava, A. K., & Singh, A. P. (1981). Construction and standardization of an occupational stress index: A pilot study. *Indian Journal of Clinical Psychology*, 8(2), 133–136. Retrieved from <http://search.ebscohost.com>
- Trayambak, S., Kumar, P., & Jha, a N. (2012). A conceptual study on role stressors , their impact and strategies to manage role stressors. *Journal of Business and Management*, 4(1), 44–48. Retrieved from www.iosrjournals.org