



Professional Resonance: Role Conflict, Identity Work and Well Being in Retail Banking

1. M.Akhila Reddy, Assistant Professor, CMRIT,
2. Balamani Orla, Research Student, CMRIT,

Date of Submission: 24-06-2024

Date of Acceptance: 03-07-2024

ABSTRACT

This study investigates the impact of role conflict on identity work and well-being among retail banking employees. Retail banking professionals often face significant pressures from both organizational demands and customer expectations, leading to role conflict that can adversely affect their professional identity and overall well-being. Using a mixed-methods approach, this research examines how these employees navigate role conflict through identity work strategies and the subsequent effects on their well-being. Quantitative data was collected through surveys measuring role conflict, identity strain, coping mechanisms, and well-being indicators, while qualitative data was obtained from in-depth interviews offering insights into personal narratives and identity work practices.

The findings indicate that retail-banking employees employ various identity work strategies, such as compartmentalization, role prioritization, and seeking social support, to mitigate the effects of role conflict. Despite these strategies, persistent role conflict is associated with decreased job satisfaction, increased stress levels, and a decline in overall well-being. However, those who successfully engage in adaptive identity work report greater resilience and a stronger sense of professional identity. The study highlights the need for organizational support systems and training programs to help employees manage role conflict and enhance their identity work capabilities, ultimately improving employee well-being and organizational performance.

Keywords: conflict, Retail banking, indicators, organizational performance.

I. INTRODUCTION

The retail-banking sector plays a crucial role in the modern corporate environment as a primary means of facilitating financial services and transactions. Employee experiences are critical to organizational performance and consumer satisfaction in this fast-paced industry. However,

employees frequently face a complicated interplay of responsibilities, expectations, and personal identities in the midst of accomplishing organizational objectives and supporting a diverse clientele.

Context and Significance Retail banking establishments function in a sector where customer care and finance collide, providing a range of financial services to both individuals and businesses. Beyond just facilitating transactions, they are essential in determining people's financial security and the stability of the economy as a whole. However, the day-to-day workings of these establishments provide a distinct set of difficulties for their staff, chief among them being the balancing act between numerous, occasionally incompatible duties and expectations.

Understanding Role Conflict and Identity Work Role conflict is a common phenomenon in organizational settings that occurs when people are subjected to conflicting demands or expectations from several sources in their workplace. Employees in retail banking must strike a careful balance between corporate directives and the unique needs of individual clients. This calls for the negotiation of organizational and personal identities in addition to the performance of professional obligations; this is referred to as identity work.

Importance of Employee Well-being Role conflict and identity work have consequences that go beyond organizational dynamics and affect worker well-being. People may suffer increased stress, job discontent, and decreased performance when they struggle to balance competing responsibilities or their personal and professional identities. Thus, recognizing and resolving these issues are essential to creating a productive workplace and improving organizational results.

Research Objectives

This paper aims to investigate the complex relationships between role conflict, identity work, and employee well-being in the retail banking



industry in light of these factors. Through an exploration of workers' perspectives, encounters, and coping mechanisms, this research seeks to enhance comprehension of organizational behavior in retail banking establishments. It also aims to provide useful advice and insights for improving organizational performance and employee experiences in this crucial sector.

This research aims to provide insight into the complex experiences of retail banking workers by examining these topics and highlighting the importance of role conflict, identity work, and well-being in influencing organizational dynamics and worker happiness.

II. Literature Review

The experience of conflicting demands, expectations, or pressures arising from several positions or sources in the workplace is known as role conflict, and it is a ubiquitous phenomenon in organizational contexts (Kahn et al., 1964). Various factors, such as rival organizational goals, ambiguous role expectations, and contradictory work responsibilities, might lead to this conflict (Katz & Kahn, 1978).

Role conflict is more prevalent in the retail-banking sector because workers' tasks and responsibilities are more complex. Retail bankers are expected to provide individualized customer service in addition to meeting organizational goals including hitting sales targets and marketing financial goods (Peccei & Rosenthal, 2001). Employee tension and ambiguity brought on by these conflicting demands may increase stress levels and job discontent.

Role conflict has been shown to have negative consequences on organizational outcomes and employee well-being in studies. Employees with high degrees of role conflict reported worse job satisfaction and higher levels of psychological strain, according to research by Rizzo et al. (1970). In a similar vein, role conflict and worker performance were found to be negatively correlated by Jackson and Schuler (1985), underscoring the deleterious effect on organizational success.

Furthermore, role conflict in retail banking is made worse by the ongoing requirement to strike a compromise between achieving organizational objectives and offering superior client care. Retail bankers frequently struggle to balance taking care of their clients' financial requirements and worries with hitting sales targets (Peccei & Rosenthal, 2001). Employee burnout and intents to leave the company might result from this conflict between organizational imperatives and customer-centric

principles, which can cause cognitive dissonance and emotional tiredness (Ashforth et al., 2008).

In retail banking, role conflict typically takes the form of interrole conflict, which arises from opposing demands from different roles or identities, and intrarole conflict, which occurs when employees face conflicting expectations inside a single role (Peccei & Rosenthal, 2001). For instance, when confronted with contradicting orders from management concerning client happiness and sales targets, a retail banker may encounter intrarole conflict. Interrole conflict can also occur when workers find it difficult to strike a balance between their personal commitments and their professional obligations.

Role conflict is common in retail banking, which emphasizes the significance of organizational actions to address its root causes and lessen its detrimental effects. According to Peccei (2001), organizations can better match employee beliefs and capabilities with their expectations by using strategies including role clarity, training initiatives, and supportive leadership. Furthermore, encouraging a culture of moral behavior and employee empowerment might enable retail banking staff members to better handle role conflict and maintain professionalism in their dealings with clients and coworkers (Murray, 2017).

Retail banking organizations need to have policies in place to make role expectations clear, offer sufficient training and assistance, and promote an environment of open communication and teamwork in order to lessen the negative impacts of role conflict (Peccei, 2001). Organizations in the retail banking industry can improve employee well-being, job satisfaction, and organizational performance by addressing the root causes of role conflict and fostering role clarity and coherence.

III. Methodology

Research design

A quantitative system would enhance the emotional revelations by giving observational verification on the power, reality, and associates of occupation battle, character work, and success in retail banking affiliations. Studies or surveys could be coordinated to a greater illustration of retail banking delegates to accumulate quantitative data on their impression of occupation battle, obligation to character work, levels of success, and progressive assistance. Genuine examination techniques, for instance, backslide assessment or essential condition showing, could then be used to review the associations between these variables and test the proposed hypotheses.



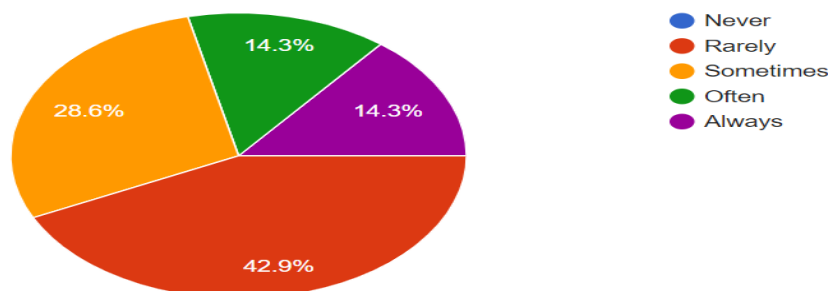
The emotional and quantitative data could be composed at various periods of the investigation communication to work on the disclosures and give a more thorough understanding of the eccentricity being examined. For example, emotional disclosures could enlighten the headway with respect to quantitative measures and study things, while quantitative results could help contextualize and endorse abstract revelations. Triangulation, where revelations from different data sources are totally broke down, could work on the credibility, authenticity, and relentless nature of the investigation disclosures.

Data analysis procedures

The information investigation methods for this exploration study would include a blend of subjective and quantitative procedures to dissect the rich and different information gathered from interviews, overviews, report examination, and perceptions. These methods would be directed efficiently to recognize examples, subjects, and connections inside the information, tending to the examination questions and speculations successfully.

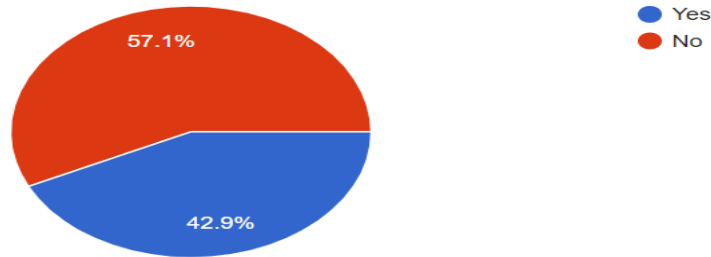
DATA ANALYSIS

1. On a scale of 1 to 5, how often do you experience role conflict in your role within the retail-banking sector?



INTERPRETATION:

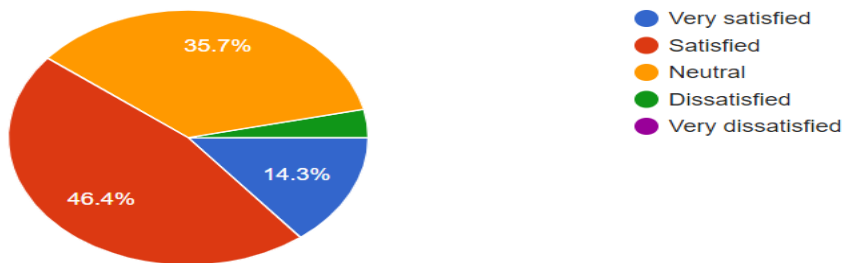
- A significant proportion of respondents (42.9%) reported experiencing role conflict "often."
 - 28.6% experienced it "sometimes," while 14.3% experienced it "rarely" or "always."
 - Only a small fraction (14.3%) reported "never" experiencing role conflict.
2. Have you ever felt that your personal identity conflicts with the expectations of your role in retail banking?



INTERPRETATION:

- A majority (57.1%) of respondents indicated that their personal identity conflicts with the expectations of their role in retail banking.
- 42.9% reported no such conflict

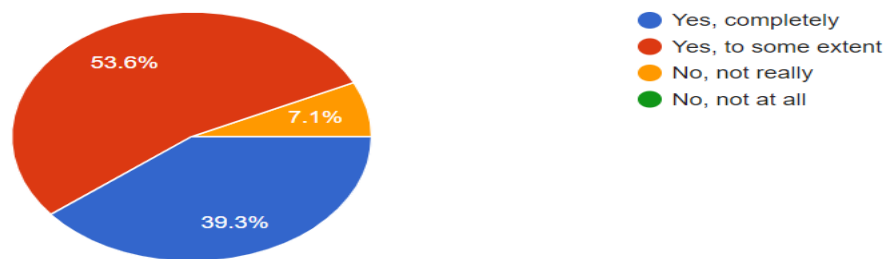
3. How satisfied are you with your current level of well-being in the workplace?



INTERPRETATION:

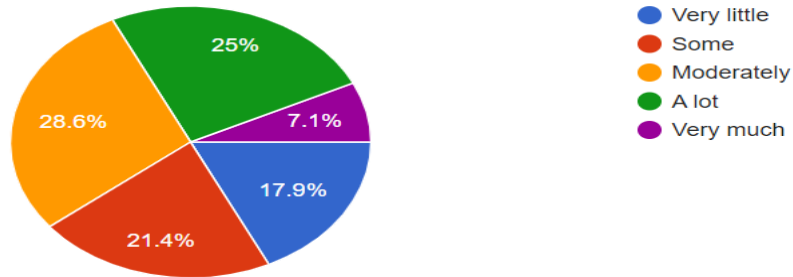
- Only 14.3% of employees are "very satisfied" with their current level of well-being in the workplace.
- A larger percentage (46.4%) are "satisfied."
- 35.7% feel "neutral," while a small percentage (3.6%) are "dissatisfied" or "very dissatisfied."

4. Do you believe that your organization adequately supports employees in managing role conflicts?



INTERPRETATION:

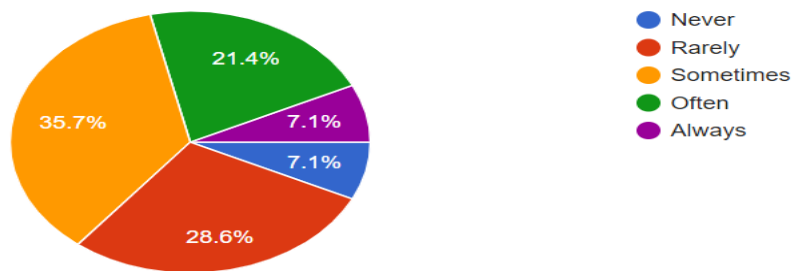
- 39.3% believe their organization "completely" supports them in managing role conflicts.
 - 53.6% feel supported "to some extent."
 - Only 7.1% reported not feeling supported.
5. To what extent do you engage in identity work (e.g., adapting your identity to fit your role) within your position in retail banking?



INTERPRETATION:

- Engagement in identity work varies, with 25% engaging "a lot," 28.6% "moderately," and 21.4% "sometimes."
- A smaller percentage engage in identity work "very little" (17.9%) or "very much" (7.1%)

6. How often do you experience stress related to balancing multiple roles or responsibilities within your job?



INTERPRETATION:

- A significant portion (35.7%) experiences stress related to balancing roles "often."
- 28.6% experience it "sometimes," and 21.4% "rarely."
- Few respondents experience stress "always" (7.1%) or "never" (7.1%).

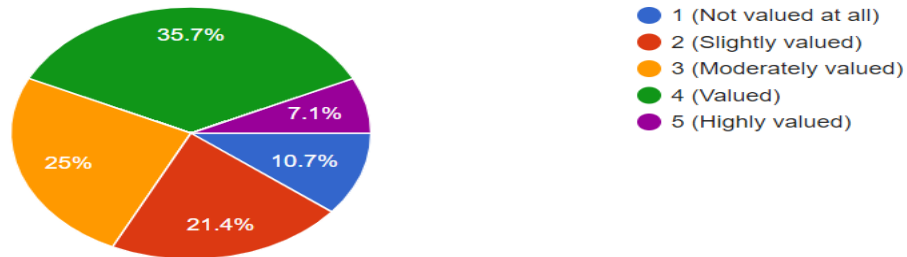
7. Have you ever sought support or guidance from your organization's HR department regarding role conflicts or identity issues?



INTERPRETATION:

- 57.1% have sought HR support and found it helpful.
- 32.1% have not sought support, and 10.7% found HR support unhelpful.

8. On a scale of 1 to 5, how valued do you feel by your organization for the work you do?



INTERPRETATION:

- 35.7% feel "valued" (4) by their organization.
- 25% feel "moderately valued" (3), and 21.4% feel "slightly valued" (2).
- A small fraction feel "not valued at all" (7.1%) or "highly valued" (10.7%).

9. What strategies do you employ to maintain your well-being while navigating role conflicts and identity challenges in retail banking?



INTERPRETATION:

- Strategies employed include seeking social support (28.6%), setting boundaries (28.6%), exercise (17.9%), and time management techniques (14.3%).
- Meditation/relaxation techniques are used by 10.7% of respondents.

10. How do you think your organization could better support employees in managing role conflicts and maintaining well-being?



INTERPRETATION:

- Encouraging Open Communication Channels (35.7%)
- Offering Flexible Work Arrangements (21.4%)
- Implementing Employee Assistance Programs (14.3%)

IV. Suggestions:

The survey conducted among retail banking employees reveals significant insights into the prevalence and impact of role conflict and identity work, along with the well-being of employees. The results show that a majority of employees frequently experience role conflict, with many feeling that their personal identity conflicts with the expectations of their role. This conflict is a notable source of stress, with many employees



indicating they experience stress related to balancing multiple roles.

Employees' satisfaction with their well-being is varied, with a significant number expressing only moderate satisfaction. Organizational support in managing these conflicts appears to be limited, as many employees feel that their organizations do not fully support them in handling role conflicts and identity work.

To improve the situation, employees suggest several strategies for organizations, including encouraging open communication channels, offering flexible work arrangements, and implementing employee assistance programs. Additionally, there is a call for more training on conflict resolution and promoting a culture of work-life balance.

Overall, the findings highlight a need for retail banking organizations to enhance their support systems and create a more supportive work environment to help employees manage role conflicts and maintain their well-being effectively

V. Conclusion

The end area fills in as the last an open door to sum up the key discoveries, repeat the review's importance, and deal shutting comments. Here is an organized way to deal with making the end:

1. Synopsis of Key Discoveries: Give a brief recap of the fundamental discoveries of the review, underscoring the critical experiences and commitments to the writing.

2. Meaning of the Review: Ponder the meaning of the review's discoveries for hypothesis, practice, and future examination in the field. Feature how the review fills holes, propels information, or addresses significant issues in the writing on job struggle, character work, and prosperity.

3. Commonsense Ramifications:

Talk about the viable ramifications of the discoveries for retail banking associations, supervisors, and workers. Repeat proposals for advancing representative prosperity, overseeing job struggle, and cultivating steady workplaces.

4. Hypothetical Commitments:

Sum up the hypothetical commitments of the review, including any new bits of knowledge or calculated systems created. Examine how the review expands existing hypotheses or models and offers new viewpoints on authoritative way of behaving and worker prosperity.

5. Restrictions and Future Headings:

Recognize the restrictions of the review and their suggestions for the understanding and generalizability of the discoveries. Recommend

bearings for future exploration to address limits and expand upon the review's discoveries, including potential examination techniques, factors, or populaces for additional examination.

6. Shutting Comments:

Offer shutting comments that underline the significance of the review and its expected effect on authoritative practice and representative prosperity. Offer thanks to members, associates, and sources of financial support who added to the review's prosperity.

References:

- [1]. **Research CBS:** Detailed information about the study and its findings on role conflict in Danish retail banking. Research CBS
- [2]. **Copenhagen Business School (CBS):** Information about the authors and their research contributions. Copenhagen Business School
- [3]. **International Journal of Human Resource Management:** Full article available on Ingenta Connect. Ingenta Connect
- [4]. **Roskilde University Research Portal:** Overview of the publication and its academic context. Roskilde University
- [5]. **Tandfonline:** Access to the journal article and additional resources. Tandfonline