



OVERALL EFFECT OF SEVERAL DIMENSIONS OF ORGANIZATIONAL ROLE STRESS ON EMPLOYEES BEHAVIOUR

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ABSTRACT

The Problem of stress is higher for the employees, employers and management. The present paper aims to know the various dimensions of the Organisational Role stress and to determine age based difference in stress level of employees. Employees belonging to age group of 36-45 years' experience maximum organizational role stress. Second most age group is employees belonging to age category of below 25 years and it is being followed by employees belonging to age group of 26-35 years and least stress is experienced by belonging to age category of above 45 years. Further an insight into ten distinct dimensions of Organizational Role Stress has put lime light on more potent stressors for the employees belonging to different groups. Practical implications and suggestions have also been served at appropriate places to counter stressors.

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INTRODUCTION

Every organization whether public or private irrespective of their size, time, and place works to improve performance both in qualitative and quantitative terms. Today, performance does not only inscribe productivity or profitability but it deals with human aspect of work too. Organizational role stress works through huge work and job requirements which are faced by employees at work place. Mismanaged or under managed stress might lead to enhanced level of strain amongst employees which may have damaging impact on employees of the company. Poor pool of human resource has unconstructive financial connotations such as poor value of work, low morale and motivation, low productivity and profitability, absenteeism and turnover, etc. Stress related to work —is the response 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. Stress might be resultant by a number of diverse factors known as stressors. Actually, it leads to complex association of large number of system of interrelated stressors.

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It is highly useful to make a proper demarcation between stressful work conditions and stress related factors from an individual's reactions. These strains might be caused by a number of factors belonging to mental, physiological, physical and emotional. Occupational stress can arise from a condition when there is a discrepancy between the demands of the workplace and an employees' capability to fulfill these demands. Nevertheless, a stressor may lead to physiological reaction that can strain an employee physically as well as mentally. A variety of factors are responsible for workplace stress. These factors may include tremendous workload, isolation and alienation, extensive working hours, toxic and hazardous working conditions, dearth of autonomy and power, hard and hostile relationships among colleagues and employers, bullying by management and stereotyping, harassment and threat and lack of opportunities and scope for advancement in one's career and professional life. Work stress is generally elaborated and discussed with the help of two contrasting theoretical models i.e. Model 1: Demand control model and Model 2: Effort reward imbalance model. First model i.e. demand control model expresses stress as combination of demand and control situation at work place.

According to this theory, work stress is resultant of a distinct work profile. The theory is more concerned with high demand at work place accompanied with low control over work and working environment. Stress may arise when an employee faces excessive job demand (high expectations and responsibilities) and simultaneously low control over job constructs. Second model is based on the work contract. According to effort-reward model, stress is an outcome of high efforts reciprocated by inappropriate or in equivalent rewards in terms of salary, promotion, job security and esteem. It implies that an employee may experience stress if one does not get rewards as per his or her efforts or performance. Organizational stress has been segregated into various categories based on factors that caused stress. These categories are 1) Factors unique to the job, 2) Role in the organization, 3) Career development, 4) Interpersonal work relationships and 5) organizational structure/climate. These individual categories imply that stress may occur in specific condition when a conflict is resultant from the work demands of the employee and the employee themselves. If situation is not handled properly, the stress can become more challenging in the form of distress. Further, when organization manages stress properly, it produces improved performance, greater workers satisfaction and morale, involvement, loyalty and productivity. Organizational stress does not solely caused by factor related to job of an employee but employees' private reasons may also play a leading role in producing stressful situations at the workplace.

Literature Review

Various explorations unanimously state that stress is a severe challenge for a number of organizations (Ornelas and Kleiner 2003; Varca, 1999). The indirect and hidden cost of work related stress is very high. For instance, ILU reports that inefficiencies and ineffectiveness owing to occupational role stress might lead to upward progress of expenditure up to ten percentage of a state's GNP (Midgley, 1996). At individual level, role stress may result into amplified morbidity and mortality (Mark et al, 2003). Globalization and liberalization has resulted into dramatic shift at work place. Rapidly changing work place scene has increased the expectations from the workforce to optimize output and to enhance competitiveness of the firm. It forces workers to execute multiple tasks in the work station. Employees are in constant pressure to be updated with ever dynamic technologies (Quick, 1997). The cumulative effect of these pressures has been found to influence work strain. A comprehensive research conducted in UK stated that the bulk of the employees were discontented with the organizational climate which makes them to work overtime. The organizational culture which makes employee unwillingly cope up with huge loads while concurrently meeting construction objectives and time bound goals (Townley, 2000). Role stress is highly related with working at workplace. Various paradigms of functioning living have been found to have a link with stress. Further, other tenets of work are quite stressful. These aspects of work are work overload (Sparks and Cooper, 1999) and role based aspects such as requirement of sufficient power, role overload, role ambiguity and role conflict (Burke, 1988). Emsley (2003) studied numerous goals and employees' work assignment related apprehension. The researcher found that work associated tension is positively related with multiple goals of manager. Further, performance deteriorates as employees follow different goals and the association seems to be non-linear.

A set of researchers have explored stress among employees working in Multi National Companies. Manshor et al (2003) investigated various sources of job-related anxiety among managers working in MNCs of Malaysia. They reported that workload, working condition, and affiliation at office were the major challenges for the managers in Malaysian MNCs and these factors result into anxiety at office. The paper tends to discuss variations caused in ten different constructs of Organizational Role Stress among employees. The ten constructs are taken as per list given by UdaiPareek (1993).

- **Self Role Distance:** When an individual finds a conflict between the self –concept and the expectations from the role, self role distance arises.
- **Inter-role Distance:** When an individual occupies more than one role there are bound to be conflicts between them. For example, a lady executive often faces a conflict between her organizational role as an executive and her familial role as a wife and as a mother.
- **Role Stagnation:** It is the feeling of being stick in the same role. Such type of stress results in perception that there is no opportunity for the progress of one's career and one's feel entrapped in one's role.
- **Role Isolation:** In a role set, the role occupant may feel that certain roles are psychologically closer to him, while others are at a much distance. The main criterion of distance is the frequency and ease of interaction. When linkages are strong, the isolation will be low and vice versa.
- **Role Ambiguity:** When an individual is not clear about the various expectations that people have from his role, he faces role ambiguity. Role ambiguity may be due to lack of information available to role occupant, or his lack of information available to him.
- **Role expectation conflict:** When there are conflicting expectations or demands by different role senders, the role occupant experiences this type of stress. The conflicting demands may be from the boss, subordinates, peers or clients.
- **Role Overload:** When a role occupant feels that there are too many expectations from the significant others in his role set, he experiences role overload.
- **Role Erosion:** A role occupant may feel that functions he would like to perform are being done by some other role. Role erosion is the individual's subjective feeling that some important expectations that he has from his role are shared by other roles within a role set.
- **Resource Inadequacy:** It arises when the resources required by a role occupant for performing his role effectively are not available. These resources can be in the form of information, finance, people and facilities.
- **Personal inadequacy:** when an individual feels that he does not have enough knowledge, skills or training to

undertake a role effectively, or that he has not time to prepare for the assigned role, he may experience stress

OBJECTIVE AND RESEARCH METHODOLOGY

Research methodology is a way to scientifically solve the problem. It is the conceptual structure within which research is conducted. It constitutes the blueprint for the collection measurement and analysis of the data. It is a strategy specifying which approach will be used for gathering and analyzing the data. Objective of the study gives proper direction to the study. It tends to define scope and extent of the study. Clear cut objective formulation helps a researcher to focus on a few highlighted aspects of phenomena and thus it restricts a researcher to ponder on an every constituent of the phenomena.

- To examine age of employees Organizational Role Stress amongst Employees.
- To give deep insight into ten constructs of Organizational Role Stress.

The present study is based upon exploratory-cum-descriptive research design. Primary data is collected through structured questionnaires. The present study is restricted to dual career families thus population is employees whose spouse are also working. To explore Organisational Role Stress among dual career couple a structured questionnaire developed by UdaiPareek (1993) consisting of 50 statements has been used. These 50 statements explore the stress level of the employees under ten different dimensions of ORS. Data has been collected using five point scale. Random sampling has been used to collect data from various industries. The industries mainly includes banking, insurance, textile, BPO, sugar, shoe, consultancy, cold drink, rice, etc. Sample size is 200. For analysis purpose, it has been strictly ensured that an array of manufacturing, service, private, public, Indian and foreign companies are approached.

RESULTS AND DISCUSSION

Table-1.1 elucidates age based mean value of organizational role stress among employees. It is reported that mean value for employees belonging to age group of 36-45 years experience maximum organizational role stress (mean=2.84). Reasons are depicted in mean value of ten constructs of organizational role stress. Prime reason for such high stress level among category is role stagnation (mean=3.19), Role expectation conflict (mean=3.05) and resource inadequacy (mean=2.98).

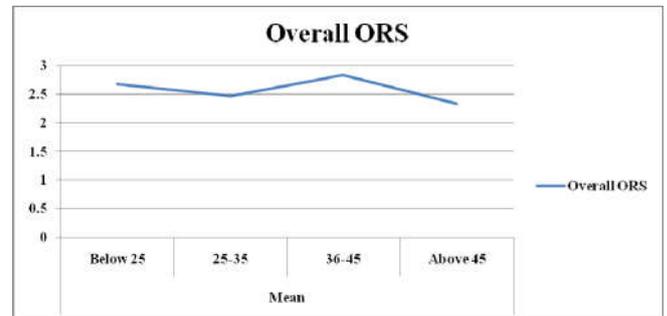


Figure 1. Age based variations among ORS in employees

In general, an individual starts career in the age group of 22-28 years and by the time one reaches in the age class of 36-45, he or she must have been in industry for 8-10 years. This is the appropriate time for career advancement and growth. Thus this is obvious that an employee may feel role stagnation or resource inadequacy. Also, in this age children's career and life also becomes important for parents. With professional growth, employee wants to participate in the growth and development of their children too and hence self role distance is obvious to arise. Second most age group is employees belonging to age category of below 25 years. This is the time individual starts his or her career and starts one's professional journey.

Table-1.1. Age based Description of Dimensions of ORS

Dimensions of ORS	Mean			
	Below 25	25-35	36-45	Above 45
Inter Role Distance (IRD)	2.72	2.06	2.66	2.34
Role Stagnation (RS)	2.27	2.22	3.19	2.29
Role Expectation Conflict (REC)	2.52	2.40	3.05	2.55
Role Erosion (RE)	2.30	2.78	2.68	2.09
Role Overload (RO)	2.88	2.22	2.52	2.28
Role Isolation (RI)	2.32	2.70	2.44	2.68
Personal Inadequacy (PI)	2.80	2.51	2.50	2.75
Self Role Distance (SRD)	2.37	2.65	2.40	2.81
Role Ambiguity (RA)	2.48	2.62	2.50	2.09
Resource Inadequacy (RID)	2.42	2.80	2.98	2.00
Overall	2.68	2.47	2.84	2.34

Table-1.2. Age Based Variations in Organizational Role Stress

S. No	FACTORS	Age	
		f-Value	Significance.
1	Inter Role Distance (IRD)	2.991	0.003
2	Role Stagnation (RS)	5.635	0
2	Role Expectation Conflict (REC)	2.377	0
4	Role Erosion (RE)	0.463	0.644
5	Role Overload (RO)	1.191	0.004
6	Role Isolation (RI)	0.327	0.744
7	Personal Inadequacy (PI)	2.68	0.002
8	Self Role Distance (SRD)	4.168	0
9	Role Ambiguity (RA)	0.101	0.919
10	Resource Inadequacy (RID)	5.632	0.001
	Overall	5.032	0.011

Findings suggest that role overload (mean= 2.88), personal inadequacy (mean= 2.80) and inter role distance (mean= 2.72) contributes maximum to existing stress level for this age category of employees. It is obvious that marriage at such an early age accompanied with aspiration of career takes too much from the young professionals of this age group. Personal inadequacy due to lack in required knowledge, skill and experience also hurts them badly both on professional and personal front. Employees in age group of above 45 years are reported to be least stressed among employees of all category. By the time an individual researches late forties, children leave home for higher studies or for employment. And thus direct parental responsibilities are almost over. Moreover employee accumulates required skills and experience to achieve higher positions in the organization. Obviously, employee with 20-25 years of work experience is an asset for any organization. Ten constructs of organizational role stress are also explored from different angles of employee ages too. Largest value of mean (mean=3.19) is reported for Role stagnation for the employees of the age group of 36-45 years. Another highly rated construct is Role expectation conflict (mean=3.05) also lies in same age group of 36-45 years. Smallest three mean values are observed for the working couple belonging to age group of above 45 years. The constructs with lowest values are resource inadequacy (mean=2.00), role erosion (mean= 2.09) and role ambiguity (mean= 2.09). Statistical significance of such variation among employee of different age is discussed in detail in table 1.2 with the help of ANOVA. Age based variations could be depicted diagrammatically as below too:

Table-1.2 describes result of ANOVA applied to explore statistical significance of differences based on age. Overall age based variations come out to be statistical significant as significance value is smaller than .05 at 95% degree of confidence scale. The findings statistically support the findings of table 1.1. Now it is statistically proved that dual career couple of 36-45 age category experiences the maximum organizational stress. Stress is being experienced by employees of different age group in the sequence as: highest in 36-45 years followed by working couple of below 25 years category then employees belonging to age group of 26-35 years and least stress is experienced by employees belonging to age category of above 45 years. Seven out of ten constructs of organizational role stress reported significant variations for employees of various age categories. The constructs are Inter Role Distance, Role Stagnation, Role Expectation Conflict, Role Overload, Personal Inadequacy, Self Role Distance and Resource Inadequacy (value of p is lesser than .05 for all these constructs at 95% level of significance). Employees of all age categories are equally stressed for three constructs of organizational role stress. The three paradigms are Role Isolation, Role Erosion and Role Ambiguity. Apart from age, employees stay at work (in the form of work experience) is also explored for probable statistically significant variations in experienced organizational role stress among employees in Indian settings.

Conclusion

The present paper successfully highlighted few aspects of the Role Stress among employees.

Employees belonging to age group of 36-45 years experience maximum organizational role stress. Second most age group is employees belonging to age category of below 25 years and it is being followed by employees belonging to age group of 26-35 years and least stress is experienced by employees belonging to age category of above 45 years.

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