



INFLUENCE OF ROLE STRESS ON EMPLOYEES AND ITS CORRELATING FACTORS – AN EMPIRICAL STUDY

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Abstract

Stress is measured using a number of instruments. Our focus, however, is organizational role stress (ORS), which measures total role stress. The current study has investigated the various factors which have contributed to the stress experience of Matrimony company's employees. It aims to verify the effectiveness of stress management in improving the level of employee productivity of Matrimony companies to describe their levels of job stress and to discuss the factors that contribute to employees' stress experience and recommending measures for preventing distress within the organization. Factors such as inter-role distance stress, Role stagnation, Role ambiguity stress, Role overload and isolation from Uday Pareek organizational role stress is considered. For analysis purpose various statistical analysis like correlation, anova and chi-square was used.

Introduction for Organizational Role Stress

We generally believe that the stress is caused by the external events and the dynamics of the environment. But we need to emphasize the fact that the Stress is caused by our reaction to the external environment. The manner in which we perceive and understand the changes or the particular event creates same event can bring happiness and cause Stress in two different people depending upon how they react to it. So, Stress is our reaction to external events and it can be positive or negative depending upon how we react.

It is the general wear and tear of the body machine that takes place due to extra demands put on it. Organizational role stress is the stress arising out of the set of functions an individual performs in an organization. (Anbhule Hemant Arjun, 2013) There is no shortage of factors within the organization that can cause stress. Pressures to avoid errors or complete tasks in a limited time, work overload, a demanding and insensitive boss, and unpleasant coworkers are a few examples.

Literature Review

Ahmad, Bharadwaj, and Narula (1985) assess stress levels among 30 executives from both the public and private sector, using an ORS scale to measure ten dimensions of role stress. Their study reveals significant differences between public and private sector employees in three dimensions of role stress—role isolation, role ambiguity, and self-role distance. The authors also establish the insignificant effect of several background factors, such as age, level of education, income, marital status, and work experience.

Jha and Bhardwaj's (1989) empirical study of job stress and motivation among 120 frontline managers from both the public and private sector finds that the latter score more than the former in factors such as the need for achievement and total motivation. Chaudhary (1990) probes the relationship between role stress and job satisfaction among bank officers. The author's results indicate that role erosion and resource inadequacy act as dominant stressors while role ambiguity and role expectation conflict are remote contributors to role stress in the sample population.

Srivastava (1991) surveys 300 employees of the Life Insurance Corporation and reports that there is a significant positive correlation between various dimensions of role stress and symptoms of mental ill health. Stress arising from role ambiguity and role stagnation is the most intensively correlated with anxiety. Finally, Dwivedi (1997) assesses the magnitude of trust, distrust, and ORS to determine the extent of this relationship among public and private sector organization. Surveying 55 executives from the public sector and 62 from the private sector, the author finds that stress levels are low in high-performance organizations and high in low-performance organizations.

Objective of the Study

- To assess the organizational role stress level of employees at Matrimony companies.
- To assess the various factors which have contributed to the stress experience of Matrimony companies employees in Chennai.
- To assess the different stress in various departments of Matrimonial companies
- To suggest measures for preventing distress within the organization.

Research Design

The research design adopted for the study is DESCRIPTIVE. The major purpose of using such a design is description of the state of affairs as it exists at present. The population for the study consists of all the employees of Matrimony companies,

Chennai. The sampling method used is simple random technique. The sample size is 130. Primary data is used for the study which was collected using questionnaires.

Data Analysis and Interpretation

1. Gender:

Table-1 Gender-Wise Classification of Respondents

S.No	Gender	No of Respondents	Percentage of Respondents
1	Male	74	57
2	Female	56	43
	Total	130.00	100.00

Inference: From the above table it is found that 57% of the respondents are Male and 43% of the respondents at Matrimony.com are Female.

2. My role tends to interfere with my family life.

Table-2 Inter-Role Distance

S.No	Interference Of Personal life over Professional Life	No Of Respondents	Percentage of Respondents
1	Agree	83	64
2	Neutral	5	4
3	Dis Agree	42	32
	Total	130.00	100.00

Inference: Majority (64%) of the respondents always feel that there is some interference of personal life over professional life. This shows the high level of Inter-Role distance stress among the employees.

3. I am afraid I am not learning enough in my present role for taking up higher responsibility.

Table-3 Role Stagnation

S.No	Not Learning	No Of Respondents	Percentage of Respondents
1	Agree	89	68
2	Neutral	27	21
3	Disagree	14	11
	Total	130.00	100.00

Inference: Majority (68%) of the respondents disagree with that they are not learning enough in their present role for taking up higher responsibility. Only significant number of respondents (11%) feels that they are not learning enough. Thus a reduced level of Role Stagnation stress is seen with the employees.

4. I am not clear on the scope and responsibilities of my role (job)

Table-4 Role Ambiguity

S.No	Unclear about Job Responsibility	No of Respondents	Percentage of Respondents
1	Agree	79	61
2	Neutral	14	11
3	Dis Agree	37	29
	Total	130.00	100.00

Inference: Majority of the respondents (61%) feel that they are unclear about the Job Responsibilities of their current role. Only significant (29%) having clear idea about their scope responsibility of their current role. Since the Role Ambiguity Stress is very high among the respondents.

5.I am not able to satisfy the conflicting demands of various people above me.

Table-5 Role Erosion

S.No	Inability of satisfying Higher officials demands	No Of Respondents	Percentage of Respondents
1	Agree	24	18
2	Neutral	14	11
3	Disagree	92	71
	Total	130.00	100.00

Inference: Majority of the respondents (71%) feel that they can able to satisfy the demands of higher role occupants with their current Role. Since there is no such Role Erosion Stress among respondents.

6.My work load is too heavy.

Table-6 Role Overload

S.No	Heavy Workload	No Of Respondents	Percentage of Respondents
1	Agree	60	46
2	Neutral	5	4
3	Dis Agree	65	50
	Total	130.00	100.00

Inference: Significant numbers of respondents (50%) feel their work load is not too heavy. Mean time equal ranges (46%) of respondents feel their work load is too heavy. **This shows the considerable presence of Role Overload Stress.**

7.Other role occupants do not give enough attention and time to my role.

Table-7 Role Isolation

S.No	Inadequate attention from other roles.	No Of Respondents	Percentage of Respondents
1	Agree	89	68
2	Neutral	14	11
3	Dis Agree	27	21
	Total	130.00	100.00

Inference: Majority of respondents (68%) felt that there is inadequate attention from other roles. Thus the role Isolation stress is high among the respondents.

8. I am not clear on the scope and responsibilities of my role (job).

Table-8 Role Ambiguity

S.No	Unclear about Job Responsibility	No of Respondents	Percentage of Respondents
1	Agree	79	61
2	Neutral	14	11
3	Dis Agree	37	29
	Total	130.00	100.00

Inference: Majority of the respondents (61%) feel that they are unclear about the Job Responsibilities of their current role. Only significant (29%) having clear idea about their scope responsibility of their current role. Since the Role Ambiguity Stress is very high among the respondents.

Statistical Tools and Analysis

CHI- SQUARE TEST I – (χ^2)

Chi-square is the sum of the squared difference observed (o) and the expected (e) data (or the deviation, d), divided by the expected data in all possible categories.

Null hypothesis (H₀):

There is no relationship between the gender and work load.

Alternate hypothesis (H₁):

There is a relationship between the gender and work load.

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	98.378 ^a	2	.000
Likelihood Ratio	125.437	2	.000
Linear-by-Linear Association	94.012	1	.000
N of Valid Cases	130		

a. 2 cells (33.3%) have expected count less than 5. The minimum expected count is 2.15.

Inference: Since the calculated value (0.000) is less than the tabulated value (0.05), we reject the null hypothesis and hence there is a relationship between the gender and work load.

One-Way Anova Classification

Null hypothesis (H₀): There is no significance difference between the experience of the candidate and satisfying demand from the superior.

Alternate hypothesis (H₁): There is significance difference between the experience of the candidate and satisfying demand from the superior.

ANOVA Experience

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	42.019	2	21.010	37.449	.000
Within Groups	71.250	127	.561		
Total	113.269	129			

Inference: The calculated value of F is greater than the tabulated value. Hence, we reject the null hypothesis and conclude that there is no significance difference between the experience of the candidate and satisfying demand from the superior.

Analysis Using Karl Pearson's Correlation

Correlation analysis is the statistical tool used to measure the degree to which two variables are linearly related to each other. Correlation measures the degree of association between two variables.

Null hypothesis (H₀): There is positive relationship between the willingness to take more responsibilities and not getting proper training.

Alternate hypothesis (H₁): There is negative relationship between the willingness to take more responsibilities and not getting proper training.

Correlations

	Willingness to take more responsibilities	Not getting proper training
Willingness to take more responsibilities	1	.909**
	Sig. (2-tailed)	.000
	N	130
Not getting proper training	.909**	1
	Sig. (2-tailed)	.000
	N	130

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

r = .909

Inference: Since r is positive, there is positive relationship between the willingness to take more responsibilities and not getting proper training.

Findings

F1: Through this research, we find that the following types of stresses are major factors contributing to Organizational Role Stress among the employees:

- Inter –Role Distance Stress
64% of the people feel that their professional lives interfere with their family life.
- Role Stagnation
68% of the respondents agree with that they are not learning enough in their present role for taking up higher responsibility. Thus a higher level of Role Stagnation stress is seen with the employees
- Role Ambiguity Stress
61% of the respondents are not clear on the scope and responsibilities of their role.
71% of the respondents feel that they do not know what the other people work along with them expect of themselves.
- Role erosion
71% feel that they can able to satisfy the demands of higher role occupants with their current Role. Since there is no such Role Erosion Stress among respondents
- Role Overload Stress
46% of the respondents feel that their work load is too heavy.
- Role Isolation Stress
68% of the respondents feel that other role occupants do not give enough attention and time to their role.
- Role Ambiguity Stress
61% of the respondents are not clear on the scope and responsibilities of their role.
- CHISQUARE: Since the calculated value(0.000) is less than the tabulated value(0.05), we reject the null hypothesis and hence there is a relationship between the gender and work load.
- ANOVA: The calculated value of F is greater than the tabulated value. Hence, we reject the null hypothesis and conclude that there is no significance difference between the experience of the candidate and satisfying demand from the superior.
- CORRELATION: Since r is positive, there is positive relationship between the willingness to take more responsibilities and not getting proper training.

Suggestions

- The organization should have to take immediate steps to manage these major stress exist among employees.
- The management should educate the individual employees about their roles and responsibilities.
- The management has to assure that there should be proper communication and interaction between the employees and also between the employee and the employer.
- Since this Role expectation conflict stress can be perceived as a constructive phenomenon in the working environment, the management **can give additional responsibilities to the employees along with proper training.**
- One more aspect to be looked at by the management is **providing the proper training in terms of team building, stress management, soft skills.** This helps in the creation of passionate recruitment work culture which in turn helps the employees to work with interest and love.
- **Keeping the realistic targets for the consultants** helps them to achieve the best by providing the necessary training and proper knowledge on recruitment. This also helps them to achieve the numbers and also the amount.
- Management should try to find out the lacking resources which are being obstacle to the effective performance of employees in the working environment and **take steps to effectively use those resources or to go for additional.**

From the findings, the stress management program can be extended to the whole Matrimony companies so that they too maybe equipped with the requisite skills that will enable them to cope with the stressful nature of their jobs.

Conclusion

The number of individuals affected by job stress is growing day by day in almost every industry. The need of the hour is to avoid stress or manage it before it has adverse affects on the individuals. So the management of Matrimonial companies should decide to take measures for preventing distress within the organization after this study. Thus, they must be accorded with the skills that may help them cope with their work demands and avoid burnout, absenteeism loss of productivity, and



turnover .In the end, this seemingly small initiative of stress management will go a long way and help spell a real difference in contributing to Matrimony.com' treasury.

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