

## AN EMPIRICAL STUDY ON ORGANIZATIONAL ROLE STRESS AMONG IT PROFESSIONAL IN CHENNAI CITY

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### ABSTRACT

The recruitment division of every company laid their emphasis more on closing as many vacant positions as possible in a shorter duration but they are not able to realize what they are losing in the long term. On the positive side the staffing department is making huge productivity, able to sustain in the market but on the other side they are not able to understand the damage that's happening in the long term by not providing the necessary knowledge and interest in recruitments. This damage is caused because of the high pressure the recruiters going through and the depression of not able to achieve the unrealistic targets also results in lessening the motivational levels. The damage is so strong that in long term the consultancy loses on its reputation and also on its potential.

**PURPOSE:** The current study has investigated the various factors which have contributed to the stress experience and aims to verify the effectiveness of stress management in improving the level of employee Performance 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.

### FRAME WORK OF THE RESEARCH

It was used to identify the influence of organisational role stress on productivity with mediates with job satisfaction. Organizational role stress was consider as the independent variable and the job satisfaction was consider as dependent variable. Performance was considered as outcome variable.



**METHODOLOGY:** The descriptive research was selected for this study. The objective has been fixed out primarily by conducting pilot study with the pre-structured questionnaire. After finalizing the research design the survey was conducted over 110 samples of different organizations. The analysis and Interpretation of data were done according to the following tools namely percentage analysis, chi-square test, one-way anova, Karl Pearson's correlation.

#### **SOCIAL IMPLICATIONS:**

The study emphasizes that stress is apparent in all organizations and affects employees and performance negatively. The analysis clearly demonstrates that a decrease in stress levels does not only decrease the costs for the organization in turn the overall impact on the society will improve and benefit from reduced stress levels and costs. The employees will be able to increase their performance and the money saved can be spent on the welfare.

#### **INSTRUMENT USED**

The instruments used for the study is the ORS scale designed by Mr.Udai Pareek, given in the book named "Training Instruments in HRD and OD" to collect the responses. The organizational Role Stress (ORS) scale is used to measure 10 role stresses, i.e. Self-Role distance , inter-Role distance ,role stagnation ,Role isolation , Role ambiguity , Role expectation conflict ,role Overload ,Role Erosion ,Resource inadequacy and Personal Inadequacy.

**Key Words:** Organizational role stress, Job Satisfaction, Performance, IT Professional.

#### **INTRODUCTION**

##### **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 emphasis 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. When students are asked to prepare a presentation, some may take it to be an opportunity to reveal their talents and to improve upon their weakness while the other students may be perturbed by it for the fear of his weakness. 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.

We can define Stress as “body’s non-specific response to any demand made on it”. Stress is not by definition synonymous with nervous tension or anxiety. On one side Stress provides the means to express talents and energies and pursue happiness on the other side it can also cause exhaustion and illness, either physical or psychological. Stress is a condition or feeling experienced when a person perceives that demands exceed the personal and social resources the individual is able to mobilize. Organizational role stress is the stress arising out of the set of functions an individual performs in an organization.

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

In today’s corporate world, with the nature of work changing at whirlwind speed, stress at work and stress-induced ill health has become an a subject with many people, and a matter of concern with many organizations .The number of individuals affected by job stress is growing day by day in almost every industry.

According to Health and Safety Executive (2006, work place stress is now the fastest growing cause of absence from work. The need of the hour is to avoid stress or manage it before it has adverse affects on the individuals. Another important concern is that the poor standards of performance by many employees due to the effects of stress at work represent a substantial financial loss to their organizations and the nation’s economy.

Hence, there is an urgent need for the organizations to understand what is job stress, the causes for the same, and to incorporate stress protection for their employees into their management systems. Many organizations, including TCS haven’t taken such measures to a considerable extent yet.

### **Stephen Robbins (1995) “Organisational Behaviour”**

Stress is a dynamic condition on which an individual is confronted with an opportunity, constraint or demand related to what he or she desires and for which the outcome is perceived to be both uncertain and important.

**Marshall and Cooper (1979)** asked managers how they coped with work pressure. The most common technique reported was to work longer hours.

Other method where : delegation(6%),negotiation and compromising with those setting work to produce only what is really needed(8.5%),redistributing work load within the department (6%),planning ahead of annual demand peaks (3%),and balancing the department’s internally generated load (3%).

**Folkman (1986)** have proposed eight coping strategies based on factors analysis of an instrument: confrontive coping, distancing, self – control, seeking social support, accepting responsibility, escape – avoidance, planful problem solving and positive reappraisal.

**Rosenzweig (1978)** have proposed eight strategies for coping with stress. Avoidance mode is characterized by any one of the following:

- a. Aggression and blame.
- b. Helplessness and resignation.
- c. Minimizing the significance of the stressful situation by accepting it with resignation.
- d. Denying the presence of the stress or stress or finding an explanation for it.

On the other hand, the approach mode is characterised by

- a. Hope that thing will improve.
- b. Effort made by the subject will help to solve the situation.
- c. Expectations that others will help, or asking for help in relation to stress, and
- d. Jointly doing something about the problem.
- e. Cooper, Dewe and O'Driscoll's perspective for Organizational Stress (2001) was constructed after these leading experts in organizational stress research reviewed, compared and contrasted the research on workplace stress from the late 1970's onward. This book intends to come up with a suitable set of assessment categories, as a valuable tool for analyzing stress in the workplace. Analysis is also at the heart of Steve Jex's Stress and Job Performance (1998). Another researcher with the intention of offering good analytical tools for stress in the workplace, Jex points to analytics that evaluate drops in job performance in relation to stress.

### **Relationship between Organizational Stress and Job Satisfaction**

Most of the research on organizational stress has focused on its relationship with job satisfaction. Much of this research has been correlation studies that have used role ambiguity and role conflict to operationalise stress. These studies generally indicate that job stress and satisfaction are inversely related (e.g., Hollon Chesser, 1976; Miles, 1976; Miles & Petty, 1975). Because the relationships between role conflict and ambiguity, and organizational outcomes have been meta-analyzed (Fisher & Gitelson, 1983; Jackson & Schuler, 1985) reviewed (Van Sell, Brief, & Schuler, 1981), and critiqued (King & King, 1990) elsewhere, our analysis does not include these previously examined areas. Instead we focus on newer methods of data analysis and other operationalizations of job stress and research completed since these meta-analyses.

In addition to these co-relational studies, more sophisticated techniques, such as Lisrel and path analysis, have been used to examine the stress-satisfaction relationship. For instance, Kemery,

Mossholder, and Bedeian (1987) employed Lisrel to test three models, (e.g., Beehr & Newman, 1978; Locke, 1976; Schuler, 1982) that postulate causal relationships among role ambiguity, role conflict, and organizationally valued outcomes such as job satisfaction, physical symptoms, and turnover intentions. Using 370 employees, (e.g., faculty, administrators, staff), from a large southeastern university, Kemery and associates found that role conflict and ambiguity exert a direct influence on job satisfaction and physical symptoms, which in turn influence turnover intentions.

### OBJECTIVE OF THE STUDY

- To assess the various factors which have contributed to the stress
- To assess the Level of stress in various departments.
- To suggest measures for preventing distress within the organization.

### RESEARCH METHODOLOGY

Research work was carried out by administering questionnaire, multiple choice questions were asked. Descriptive study is undertaken in order to ascertain and be able to describe the characteristics of the variables of interest in a situation. Sampling method is non-probability Purposive sampling method with the sample size of 110.

### CHI- SQUARE TEST – ( $\chi^2$ )

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 (Ho):** There is a relationship between the experience and work load.

**Alternate hypothesis (H1):** There is no relationship between the experience and work load.

### Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Employees work load is too heavy * Experience of the employees	110	100.0%	0	0.0%	110	100.0%

### Chi-Square Tests

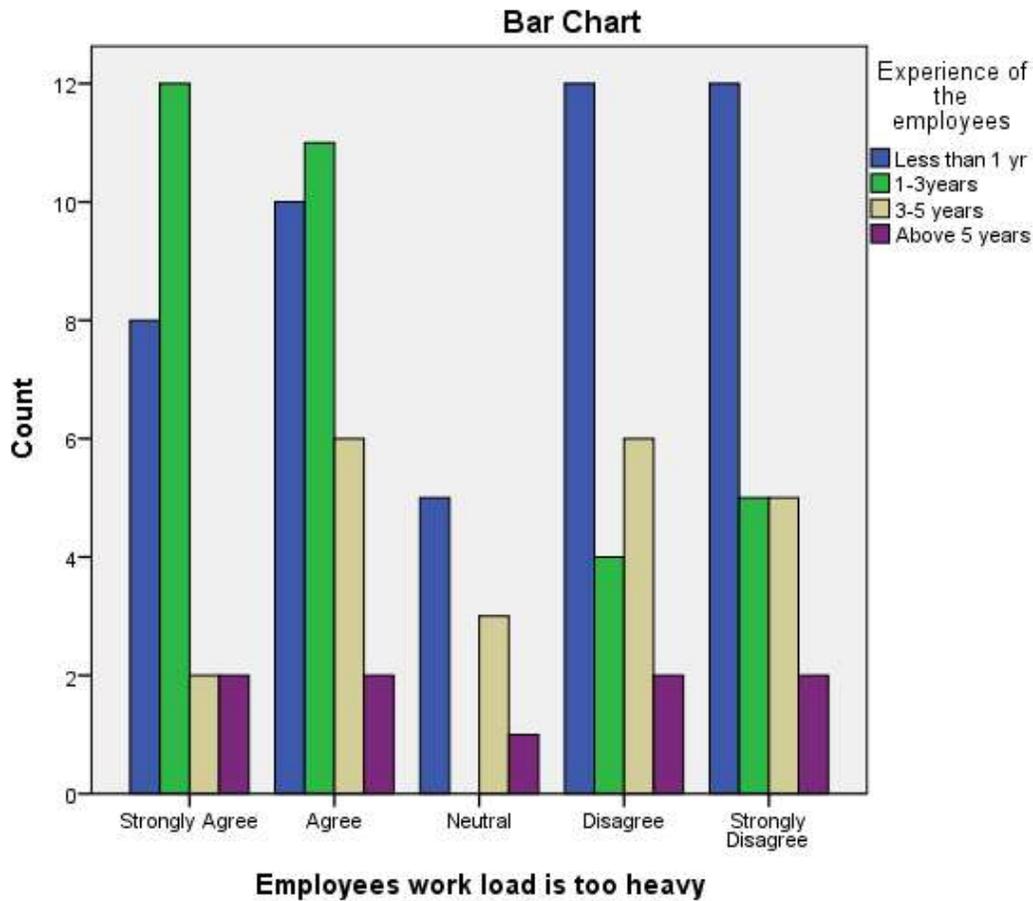
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	13.641 <sup>a</sup>	12	.324
Likelihood Ratio	16.156	12	.184

Linear-by-Linear Association	.079	1	.778
No of Valid Cases	110		

a. 11 cells (55.0%) have expected count less than 5. The minimum expected count is .74.

**Employees work load is too heavy \* Experience of the employees Crosstabulation**

			Experience of the employees				Total
			Less than 1 yr	1-3years	3-5 years	Above 5 years	
Employees work load is too heavy	Strongly Agree	Count	8	12	2	2	24
		Expected	10.3	7.0	4.8	2.0	24.0
	Agree	Count	10	11	6	2	29
		Expected	12.4	8.4	5.8	2.4	29.0
	Neutral	Count	5	0	3	1	9
		Expected	3.8	2.6	1.8	.7	9.0
	Disagree	Count	12	4	6	2	24
		Expected	10.3	7.0	4.8	2.0	24.0
	Strongly Disagree	Count	12	5	5	2	24
		Expected	10.3	7.0	4.8	2.0	24.0
	Total	Count	47	32	22	9	110
		Expected	47.0	32.0	22.0	9.0	110.0



$$\text{Degree of Freedom} = (r-1) * (c-1)$$

$$= 12$$

Calculated value = 13.641

Tabulated value = 21.026

$Z = Z_{cal} < Z_{tab}$

$$Z = 13.641 < 21.026$$

Hence, the null hypothesis [H0] is accepted

**INFERENCE:** Since the calculated value is greater than the tabulated value, we accept the null hypothesis and hence there is no relationship between the Experience and work load.

### ONE-WAY ANOVA CLASSIFICATION

**Null hypothesis (H0):** There is a significance difference between the gender and Job does not allow the employees to spend enough time for their family

**Alternate hypothesis (H1):** There is no significance difference between the gender and Job does not allow the employees to spend enough time for their family

#### **Descriptives**

Job does not allow the employees to spend enough time for their family.

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
					Male	64		
Female	46	1.91	1.347	.199	1.51	2.31	1	5
Total	110	2.16	1.138	.108	1.95	2.38	1	5

### Test of Homogeneity of Variances

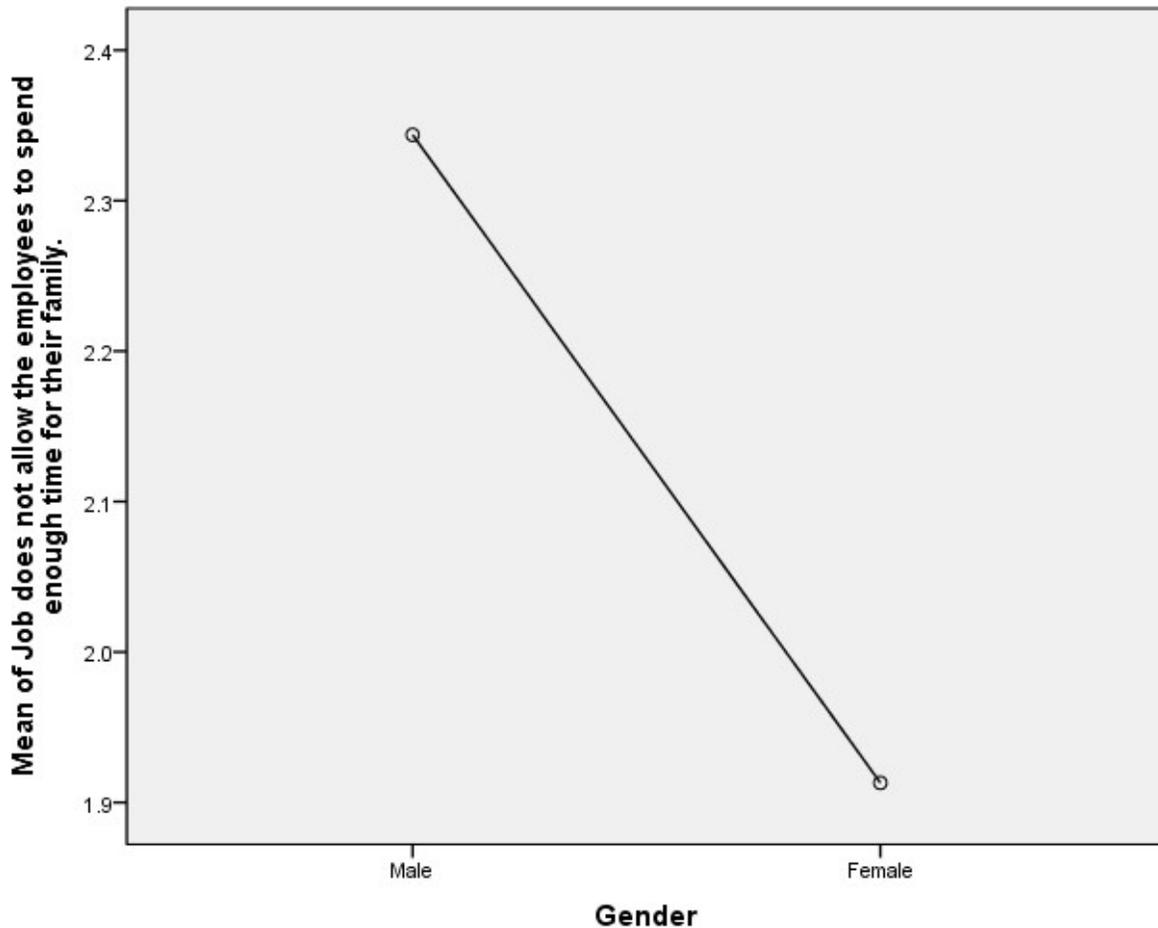
Job does not allow the employees to spend enough time for their family.

Levene Statistic	df1	df2	Sig.
2.152	1	108	.145

### ANOVA

Job does not allow the employees to spend enough time for their family.

			Sum of Squares	df	Mean Square	F	Sig.
(Combined)			4.965	1	4.965	3.940	.050
Between Groups	Linear Term	Unweighted	4.965	1	4.965	3.940	.050
		Weighted	4.965	1	4.965	3.940	.050
Within Groups			136.090	108	1.260		
Total			141.055	109			



**Calculated value = 3.940**

**Tabulated value = 2.79**

$F = F_{cal} > F_{tab}$        $F=3.940 > 2.79$

Hence, the Alternate hypothesis [H1] is accepted.

**INFERENCE:** The calculated value of F is greater than the tabulated value. Hence, we reject the null hypothesis and conclude that there is no significant difference between the gender and Job does not allow the employees to spend enough time for their family

#### **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 a positive relationship between the Employees are not able to satisfy the demands of the clients and the others, since these are conflicting with each other and Employees do not have enough people to work with them in their role.

**Alternate hypothesis (H1):** There is a negative relationship between the Employees are not able to satisfy the demands of the clients and the others, since these are conflicting with each other and Employees do not have enough people to work with them in their role.

**Correlations**

		Employees are not able to satisfy the demands of the clients and the others, since these are conflicting with each other.	Employees do not have enough people to work with them in their role.
Employees are not able to satisfy the demands of the clients and the others, since these are conflicting with each other.	Pearson Correlation Sig. (2-tailed) N	1 110	-.072 110
Employees do not have enough people to work with them in their role.	Pearson Correlation Sig. (2-tailed) N	-.072 110	1 110

$$r = \frac{N\sum XY - \sum X\sum Y}{\sqrt{N\sum X^2 - (\sum X)^2}\sqrt{N\sum Y^2 - (\sum Y)^2}}$$

r= -0.072

**INFERENCE** Since r is negative, there is negative relationship between the Employees are not able to satisfy the demands of the clients and the others, since these are conflicting with each other and Employees do not have enough people to work with them in their role.

**FINDINGS**

82% of the respondents feel that they do not have enough time to prepare themselves for higher responsibilities in their role.

57% of the respondents feel that they have to do things, in their role, that are against their judgments.

57% of the people expect/prefer to take additional responsibility in their current role.

61% of respondents feel that they do not have enough training for their role.

57% of the respondents feel that they are not getting enough resources to be effective in their role.

**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 researcher recommends that the stress management programme be extended to the whole IT Industry, 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 effects on the individuals. So the management has decided 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 Technologies' treasury.

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