Do Demographic Variables Affect Organizational Role Stress?

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Abstract:

The study explores the impact of demographic variables on the organizational role stress on the bank employees. The questionnaire employed in this study is organizational role stress scale developed by Prof. Udai Pareek (1983) where gender, age, education number of family members and income are independent variables and organizational role stress is dependent variable. The sample for the study consists of 325 bank employees from public and private sector banks. Simple random sampling is used as a sampling technique. Data was analyzed using multiple regressions. The results revealed that age, education and income significantly impact the organizational role stress on the bank employees.

Keywords: Demographic variables, organizational role stress, bank employees

1. Introduction

Stress is a stimulus or a cause of stimulus - the response, physical behavioral or cognitive or the resultant state of organism. Selye (1936) conceptualized stress as a non specific response to any demand made upon it. Lazarus et al. (1980) added that stress is also a function of individual appraisal of the situation. Pastonjee (1999) added that the present era is the age of stress. Present time is full of stress. One cannot escape stress in modern life. All the modern definition of stress states that it is a personal experience caused by pressure or demands on an individual and impact upon the individual’s ability to cope or rather, his/her perception of that ability.

1.1 The Concept of Stress

Selye (1936) stated stress is derived from desirable and undesirable events in life. Desirable events originate Eustress which has pleasant and curative effects while Distress is derived from undesirable events which has bad effects on the individuals. Schwarzer (2009) stated stress is the outcome of an event whose outcome is perceived to be important and uncertain at the same time.

1.2 Stress in Organizational Roles

The advancement in business environment and communication technology has increased stress due to increase in roles of an increased stress due to increase in role of an individual. Every individual has parallel roles. He is a son, a father, a husband, an employer, a club member, an employee, a manager and so on.

Role is a position a person occupies in a system as defined or determined by the expectation of the significant members of the social system and his or her own expectations from the position he/she should occupy in the social system. Present executives from all levels of management are expected to perform multiple tasks with their multiple skills and specialty perfectly in terms of efficiency and effectiveness. People generally work in organizations. People working in organizations have to work in complex environment where work related stress is increasing at a high rate. Though globalisation is accelerating development but it is also resulting to socio-economic complexity. One cannot escape stress in modern life. Banking industry is also not an exception.
Pareek (1993) has defined organizational role as the expectations of the role occupants (individual himself) and its role senders (supervisors, peers, customers, team members and process owners). The role occupants faces problems while performing his roles such as – difficulty in interaction with other related roles, de-motivation due to performing on a insignificant role, inadequate resource availability, absence of required personal competitiveness for the performance, conflict in self-concept and occupied roles, non-availability of growth and development opportunities, excessive work load are main sources of stress. The stress due to role is referred to as Role Stress. High role stress is evident result of inappropriate employee-organizational environment coordination which affects the performance and well-being of the role occupants.

1.3 Evolution of Role Stress Framework

Kahn et al (1964) introduced the concept of role stress in which he identified three role stressors- role conflict (included- inter-sender conflict, intra-sender conflict, inter-role conflict and person-role conflict), role conflict and role overload. Rizzo, House and Lirtzman (1970) developed a role conflict scale comprising of eight items and six items based on Kahn et al. (1964) scale. These two scales were used for a long time inspite of their validity controversies. A moratorium was called for by McGee, Ferguson and Seers (1989). Kelloway and Barling (1990) called moratorium premature. Beehr, Walsh and Taber (1976) developed a role overload scale comprising three items until Pareek (1982) contributed researches on the organizational role stress. Pareek’s researches confined to role conflict, role ambiguity and role overload. Pareek (1982) identified eight role stressors which represented the problem of organizational role stress. Pareek (1982) developed Your Feelings About Your Role (YFAYR) Scale comprising 40 items to measure inter-role distance, role stagnation, role ambiguity, role erosion, role overload, role isolation, role inadequacy and self-role distance which was improved by Pareek through factor analysis. Improvement consisted the splitting of role ambiguity into role ambiguity and role-expectation conflict; role inadequacy into resource inadequacy and personal inadequacy, It was then realised to have a comprehensive role stress measurement scale comprising 50 items for the measurement of 10 role stressors. The new instrument by Pareek (1983) was known as the organizational role stress (ORS) scale.

This study focuses on the impact of demographic variables (gender, age, education, number of family members and income) on the organizational role stress of public and private sector bank employees in context of Western Uttar Pradesh in India.

Work related stress occurs when there is imbalance between the job demands and available resources and capabilities of individual to satisfy those demands.

2. Literature Review

Sankpal, Negi and Vashishtha (2010) in their study on organizational role stress of public and private sector banks revealed that there was a significant difference between the role stress of public and private sector banks employees. The study need that private sector bank employees experienced higher organizational role stress in aspects like – inter- role distance due to burnout and heavy nature of work, role stagnation due to lack of non-monetary incentives, role expectation conflict due to conflicting demands, self-role due to value and job requirements conflict, resource inadequacy due to lack of availability of resources.

Bhattacharya and Basu (2007) studied distress, wellness and Organizational role stress among IT professionals. The study revealed that organizational role stress was higher among men as compared to women. The study also found that organizational role stress and distress were significantly related; and distress and wellness were insignificantly related implying that organizational role stress and wellness were negatively related. Persons above 30 years of age encountered greater distress than younger generation. The study concluded that distress and wellness are closely related to organizational role stress. Gender also makes the significant difference as women had less organizational role stress.
Jain, Jubeen, Fauzia, Mishra and Gupta (2007) studied job satisfaction in relation to organizational climate and occupational stress in Indian Oil Corporation. A relationship between occupational stress and organizational climate was studied on managers and engineers (Singh, 1989; Shrivastava and Singh, 1981). It was found that there was no significant difference between job satisfaction of managers and engineers. While comparing organizational climate both the groups differed significantly. Managers scored higher mean value due to their empowerment as engineers experienced higher degree of occupational stress. High income group managers and engineers were found more satisfied as compared to low income managers and engineers showing financial incentives as important motivating factors affecting employees’ performance and satisfaction. Studies also revealed that executives in their higher age were more satisfied and less stressed than employees of low age group. The managers who perceived organizational climate high and conductive were found more satisfied with their jobs than those who perceived their organizational climate as low.

A study by Sharma and Mahajan (2003) revealed that the age, salary and work experience influenced the various types of role stress among the clerical level employees of nationalized banks. Both more experienced women suffered by more stress and less experienced women felt less stress than their male counterparts. Experienced persons felt more stress because of role stagnation and resource inadequacy while women experienced more stress on inter-role distance, role erosion and role isolation. Minter (2003) discovered that stress relating to work impacted 28 per cent of the workforce in the European Union. According to European Union officials, the annual bill for job stress was estimated to be $20 billion. About 50 to 60 per cent of absenteeism had been attributed to work related stress.

Mihir Kumar Shome (2003) studied stress and found no significant difference between the male and female groups in the perception of work climate. The male employees were more engaged and had more commitment to their jobs; liked friendly relations with their colleagues, participate in planning, were ever involved in their work and wanted to have job variety, change and new approaches for betterment. The female employees were rather more concerned and committed to their jobs, had cordial relations with their coworkers and felt that the authorities encouraged them to be self-sufficient and take decision themselves. Varhol’s research (2000) confirmed the relationship between organizational factors and stress. The study suggested that various facets of organizational structure could significantly impact perception of job stress. Stress and escorting depression in the work place was found to be the second most impairing factor.

Adelina Broadbridge’s study (2002) discovered that the stress emerging from the work of home domain could bear a number of outcomes in the work place, and in the same way could influence in many ways relationships and activities at home relationships and activities. The central job satisfactions all the groups mentioned were the vigorous support of their fellow workers. Customers were considered as both a place of origin of satisfaction and dissatisfaction. The absence of official or non-official recognition by management of staff efforts to execute enhanced workloads was also found to be the main place of origin of dissatisfaction. Female staff were within a relationship still retained the major responsibility for housework and child care duties. Another study found that the type of organization had no impact on the stress experienced by women employees. In an organization the stress experienced by female executives was significantly with higher positions and lesser with lower positions (Deosthalee, 2000).

In a study on bank managers Akinnusi (1994) in Nigeria, found that the women had less Type A personality and showed greater behavioral stress than men. Educational attainment and organizational level were significantly related to organizational stress.

Sharma and Sharma (1989) in their study of officers and technocrats revealed that more inexactness in role and distance in self-role distance were associated with higher general and job anxiety. This study revealed that technocrats are more vulnerable to stress indicating that profession also bears a major effect on the experience of occupational role stress. Further, the results indicated that women tended to talk more than men; married managers exercised more than unmarried managers; those with higher qualifications absented themselves more than less qualified and those who earned higher salaries tended to relax and exercise more than those who earned less salary.
3. Objectives of the Study
The overall main objective of this study was to study the impact of demographic variables on the organizational role stress.

4. Hypothesis
There is no significant impact of demographic variables on the organizational role stress.

5. Methodology
5.1 Sampling and Sampling Technique
Sample of the present study consisted of 325 bank employees from public and private sector banks from western Uttar Pradesh, India. The simple random sampling was used to select the sample. A total of 325 questionnaires were distributed. The respondents were allowed to take their own time in filling the questionnaire. Out of 325 questionnaires 298 questionnaires were received back, giving a response of 91.69% out of which 291 were found usable in the study.

5.2 Measures
Organizational role stress (ORS) scale by Pareek (1983) was used to measure organizational role stress because Gorden (2004) branded the organizational role stress (ORS) scale as a classical inventory for the measurement of organizational role stress in organizations. The instrument measure for ten dimensions inter-role distance (IRD), role stagnation (RS), role-expectation conflict (REC), role erosion (RE), role overload (RO), role isolation (RI), personal inadequacy (PI), self-role distance (SRD), role ambiguity (RA) and resource inadequacy (RIn) with 5 items each. The items measured on the five-points Likert Scale (1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree). Pastonjee (1999) used organizational role stress (ORS) scale extensively for the researches. Bhattacharaya and Basu (2007), Dasgupta and Kumar (2009) and Basu and Jha (2012) found organizational role stress (ORS) scale relevant for their recent studies.

6. Analysis and Interpretation

<table>
<thead>
<tr>
<th>Table 1: Profile of the respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Respondent’s profile</strong></td>
</tr>
<tr>
<td>Gender</td>
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<tr>
<td></td>
</tr>
<tr>
<td>Age</td>
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<tr>
<td></td>
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<tr>
<td></td>
</tr>
<tr>
<td>Education</td>
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<tr>
<td></td>
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<tr>
<td>Number of Family Members</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Income</td>
</tr>
<tr>
<td></td>
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<tr>
<td></td>
</tr>
</tbody>
</table>

The majority of respondents were males (81.78%) and 18.21% were females. Majority of respondents were in the age group 50-60 years (37.45%) followed by 20-34 years age group (36.42%). Majority of respondents were post graduates (61.51%) and 38.48% were graduates. Respondents with 1-5 number of family members were in majority (39.86%) followed by respondents with 5-10 number of family members (36.08%). Respondents with income of Rupees 2-10 lakh were in majority (51.20%) followed by respondents with income of Rupees 10-15 lakh (37.45%).
Table 2: Results of multiple regression between the dimensions of demographic variables and organizational role stress on the bank employees

<table>
<thead>
<tr>
<th>Source</th>
<th>DF</th>
<th>Adj SS</th>
<th>Adj MS</th>
<th>F-Value</th>
<th>P-Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td></td>
<td>8</td>
<td>84845</td>
<td>10605.6</td>
<td>12.52</td>
</tr>
<tr>
<td>Gender</td>
<td>1</td>
<td>0</td>
<td>0.2</td>
<td>12.52</td>
<td>0.000</td>
</tr>
<tr>
<td>Age</td>
<td>2</td>
<td>5265</td>
<td>2632.6</td>
<td>7.78</td>
<td>0.046</td>
</tr>
<tr>
<td>Education</td>
<td>1</td>
<td>6590</td>
<td>6589.6</td>
<td>7.78</td>
<td>0.006</td>
</tr>
<tr>
<td>Number of family members</td>
<td>2</td>
<td>4498</td>
<td>2249.0</td>
<td>2.65</td>
<td>0.072</td>
</tr>
<tr>
<td>Income</td>
<td>2</td>
<td>40718</td>
<td>20359.1</td>
<td>24.03</td>
<td>0.000</td>
</tr>
<tr>
<td>Error</td>
<td>282</td>
<td>238894</td>
<td>847.1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lack-of-Fit</td>
<td>59</td>
<td>62777</td>
<td>1064.0</td>
<td>1.35</td>
<td>0.065</td>
</tr>
<tr>
<td>Pure Error</td>
<td>223</td>
<td>176117</td>
<td>789.8</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>290</td>
<td>323738</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Significant @ 0.05

The results on table number 2 indicate, since (p-value < 0.05; F-value = 12.52) the null hypothesis is rejected so the alternate hypothesis is accepted. It may therefore be inferred that demographic variables make a significant impact on the organizational role stress on the bank employees. In other words, there is a significant impact on the organizational role stress on the bank employees due to demographic variables. The results further reveal that the highest impact on the organizational role stress is that of income (p-value < 0.05; F-value = 24.03) followed by education (p-value = 7.78). The significant factor with least impact on the organizational role stress on the bank employees is age (p-value < 0.05; F-value = 3.11). The possible reason of this finding may be that as the income of the bank employees increases they procure resources for their personal and professional utilization which develops a feeling of self-achievement and makes them comfortable hence, reduces organizational role stress. The increase in income reduces the financial insecurity in the bank employees. The education plays a very important role in the career development of the bank employees. High education makes them eligible for the promotions and salary increments. So, higher the education lesser the organizational role stresses. Bank employees increase the ability to cope with the organizational role stress with the increase in age.

7. Discussion and Conclusion

The current study investigated the demographic variables of the bank employees and the impact of demographic variables on the organizational role stress. The results of the multiple regression analysis supported the impact of demographic variables on the organizational role stress. The finding of the impact of age on the organizational role stress was consistent with the studies of Bhattacharaya and Basu (2007), Sharma and Mahajan (2003). The finding of the impact of education was consistent with the work of Sahrma and Mahajan (2007), Akinnusi (1994). The findings of the impact of income on the organizational role stress were validated by the previous studies by Jain et al. (2007), Sahrma and Mahajan (2003), Akinnusi (1994). In sum, the results of this study provided that demographic variables have a significant impact on the organizational role stress on the bank employees. Income, education and age significantly impact organizational role stress on the bank employees. Furthermore, management can provide educational and earning opportunities, training to cope with organizational role stress to their employees to ensure the employee’s well being.

8. References


