CHAPTER-5
FINDINGS
It is observed in the research study that the female's executives of the age group below 25 and above 45 years are having statistically higher level of stress compared to female employees of age group between 25-35 years and 35-45 years. The results indicate that in case of stress due to factors Role Stagnation (f statistic 3.247), Role Expectation Conflict (f statistic 3.177), Role Erosion (f statistic 3.879), Role Overload (f statistic 2.792), Role Isolation (f statistic 3.516), Personal inadequacy (f statistic 3.669) role ambiguity (f statistic 3.481), the probability value is less than 0.05 at 95% level of significance. Hence null hypothesis of same level of stress due to different age groups in organization cannot be accepted. This is due to the reason that at the early age due to inexperience etc the working pressure is higher for female employees and also at the later age i.e. above 45 years the working pressure gets escalated due to various levels of organization roles. At the middle age group stress might not be that much following career prospects/aspirations.

The high work stress was observed among the younger age group executives may be because they were in the early career stage and most of their carriers were at a stage of transitions. However, the executives of older age group might have settled in their career and hence the job may not be a cause of stress for them. Work in the organization can induce stressors for the individual who were in the lower cadre, because they perceive the work to be performed is too difficult, complex or repetitive. They are very much sensitive to uncomfortable working condition which extract energy from them, younger age group are more susceptible to stress due to lack of experience. With low level of experience, the individual needs to adjust to the working condition of the organization as they were new on their job.
It is observed in the research study that the female's executives/employees in IT sector suffer from stress related to marital status as they have many other responsibilities to fulfill. They feel themselves entangled in playing many roles simultaneously.

The results indicate that in case of stress arising due to factors 'Inter Role Distance (f statistic 9.51), Role Stagnation (f statistic 16.08), Role Expectation Conflict (f statistic 20.41), Role Erosion (f statistic 18.39), Role Overload (f statistic 14.81), Role Isolation (f statistic 11.86), Personal Inadequacy (f statistic 7.36), Self- Role Distance (f statistic 11.86), Role Ambiguity(f statistic 14.37) and Resource Inadequacy (f statistic 11.69) have high significant difference in terms of marital status, the probability value is less than.05 at 95% level of significance. Hence null hypothesis of same level of stress due to marital status cannot be accepted. It is observed in the research study that the females executives/employees in IT sector suffer from stress related to marital status.

Findings of the present study strongly corroborate the earlier reports from those of Frankenhaeuser et al. (3) have examined the physiological impact of work and home stressors on women. James et al. (11) reported that for employed women, being married was associated with higher diastolic blood pressure while at work, and having children was associated with higher systolic and diastolic blood pressure at home. Similarly, Blumenthal et al. (12) found that among employed, mildly hypertensive women, married women had higher ambulatory blood pressure than single women. Beena and Poduval (1992) conducted a study on sample of 80 executives in different organizations (40 male and 40 female) within the age range of 25-45 years, to know the gender difference in work stress. The result revealed that female executives experienced higher rate of stress. Triveni and Aminabhavi (2002) conducted a study to know the gender difference in occupational stress of professional and non-professionals. The sample consisted of 300professionals (doctors, lawyers and teachers) and 100 non-professionals. The result revealed
that women professionals experience significantly higher occupational stress than men due to under participation.

It is observed in the research study that the females at the designation like senior manager and executive in IT sector experience more stress as compared to those who are fresher and on the management trainee basis. The results indicate that in case of stress arising due to factors 'Inter Role Distance (f statistic 11.24), Role Stagnation (f statistic 22.29), Role Expectation Conflict (f statistic 25.92), Role Erosion (f statistic 15.80), Role Overload (f statistic 18.97), Role Isolation (f statistic 21.86), Personal Inadequacy (f statistic 21.86), Self- Role Distance (f statistic 18.83), Role Ambiguity (f statistic 14.87) and Resource Inadequacy (f statistic 24.12)' have high significant difference in terms of designations in the organization, the probability value is less than.05 at 95% level of significance. Hence null hypothesis of same level of stress due to different aspects of designation related organization roles cannot be accepted.

It is observed in the research study that the female’s executives having experience less than 5 years as well as work experience of 10-15 years are having statistically higher level of stress compared to female employees having 5-10 years and above 15 years. This is due to the reason that initially the working pressure is higher for female employees. After 5 years they are comfortable in adjusting the level of stress due to organization roles. But later on due to promotion or job transfer the stress again rises significantly. The results indicate that in case of stress due to factors Inter Role Distance (f statistic 3.41), Role Expectation Conflict (f statistic 3.10), Role Erosion (f statistic 3.48), Isolation (f statistic 3.69) Self- Role Distance (f statistic 3.48), and role ambiguity (f statistic 3.68), the probability value is less than.05 at 95% level of significance. Hence null hypothesis of same level of stress due to different aspects of organization roles cannot be accepted. However, in case of role stagnation, role overload and personal inadequacy the p value is more than.05 at 95% level of significance. Hence the null hypothesis of no significant difference in the average level of stress can be.
accepted for all level of work experience in case of female employees in IT sector.

In the support of this some review are-Reddy and Ramamurthy (1991) reported moderating variables among executives experiencing stress include not only age but also the years of service in the employment. Blix et al. (1994) found that executives having less than 10 years of experience had higher stress than faculty with more than 20 years of experience. Mayes (1996) revealed that age moderated the relationship among various stressors and physiological symptoms as well as psychological depression and life satisfaction. Virk et al. (2001) reported that age and job level can have strong influence on job stress. Bhatia and Kumar (2005) reported that industrial teachers at supervisor rank and below supervisor rank with more experience of service had more occupational stress due to more feeling of depersonalization and more emotional exhaustion. Anitha Devi (2007) revealed that, the older person experience lower life stress and role stress. Younger people experience more stress as compared to older people. The higher the numbers of years of service the lesser life and role stress. The lower the income, greater stress experienced vice versa.

Related Diseases caused by stress in the respective work area is one of the factors which may influence the level of stress keeping in mind the different aspects of organization roles. These factors can increase the level of stress. It is observed in the research study that the females executives/employees in IT sector suffer from stress related diseases like hypertension, obesity, diabetes and Frequent headaches arising out of various organizational roles and result into the decrease in performance.

The results indicate that in case of stress arising due to factors ‘Inter Role Distance(f statistic 8.79), Role Stagnation (f statistic 13.56), Role Expectation Conflict (f statistic 13.94 ), Role Erosion (f statistic13.61), Role Overload (f statistic 11.98), Role Isolation(f statistic 7.87 ), Personal Inadequacy (f statistic 13.98), Self- Role Distance (f statistic 12.74), Role Ambiguity(f statistic 10.38 ) and Resource Inadequacy (f statistic 9.55)’ have
high significant difference in terms of Stress Related Diseases, the probability value is less than 0.05 at 95% level of significance. Hence null hypothesis of same level of stress due to different aspects of organization roles cannot be accepted.

It is observed that 28% respondents spends less than 30 minutes in travelling, 58% respondents spends nearly one hour in travelling from home to office and 14% spends one to one and a half hours in travelling to reach their office in one way.

It is observed that 12% respondents are performing the home activities once in a week, 24% respondents performs the activities twice a week, 29% respondents performs the activities thrice a week and seventy 35% respondents performs the home activities daily.

It is observed that 15% respondents considered in the research study are involved in bathing kids, 10% respondents are involved in cleaning and dusting, 23% respondents are involved in cooking, 40% are involved in buying grocery and 12% are teaching their kids at home.

In the present research study the respondents were asked to mention that what they are doing to come out of the stress. 36(18%) says that they are doing exercises/gym, 26(13%) do the yoga /meditation, 62(31%) says they like social support from others, 28(14%) likes psychotherapy and mostly 48(24%) of the respondents like to perform the activities which makes them happy.

In the present study ,respondents were asked how their organizations are helping them out to come out of the stress. 40(20%)of the them says that their organizations are giving them flexi hours, 68(34%) can do their job from work from home facility, 36(18%) said that they take break from the job for the specific period of time if they require it, 34(17%) of them said that their organizations are having their regular medical/clinical tests and 22(11%) said that their organizations are conducting counseling and employee assistance program for them accordingly. This is supported by this review, Randeep and
Ravindran (2005) attempted to explore the relationship between coping strategies and coping styles among 30 marketing executives in two private sector mobile phone companies. It was concluded that in the use of coping styles such as task strategies, logics, home and work relationship, time management and involvement, executives differ considerably with respect to their cognitive styles. Bhattacharya and Guha (2006) conducted a study on stress and coping: A study on lady criminal lawyers of Kolkata city. A group of 34 lady criminal lawyers were selected for the study. The significant coping mechanisms as preferred by them are reading books, traveling or outing, listening to music etc.

Inter-role distance type of stress is experienced when there is a conflict between organizational and non-organizational roles. It has been observed that neglected interest such as social, religious due to lack of time is the most influencing criteria for causing the stress in the category “inter role distance” followed by the stress caused in the women executives due to role interfere my family life. The squared multiple correlation of the measured variable “neglected various interest such as social, religious due to lack of time” indicate that the 62.5 percent of the variance of the stress caused by the “neglected various interest such as social, religious due to lack of time” can be explained with the help of the organizational stressor “inter role distance”.

Role stagnation can be defined as the feeling of being stick in the same role. Such a type of stress results in perception that there is no opportunity for the furthering or progress of one’s career. “Too preoccupied with present role responsibility to be able to prepare for taking up higher responsibilities” is the most influencing criteria for causing the stress in the category “Role Stagnation” followed by the stress caused in the women executives due to “Not enough learning in present role for taking up higher responsibility”. The squared multiple correlation of the measured variable “Too preoccupied with present role responsibility to be able to prepare for taking up higher responsibilities” indicate that the 79.8 percent of the variance of the stress
caused by this measured variable can be explained with the help of the organizational stressor “Role Stagnation”.

Role expectation conflicts is a type of stress which is generated by different expectations by different significant persons, i.e. superiors, subordinates and peers, about the same roles and the role occupant’s ambivalence as to whom to please. It has been observed that “Not able to satisfy the demands of clients and others, since these are conflicting with one another” is the most influencing criteria for causing the stress in the category “Role Expectation Conflict” followed by the stress caused in the women executives due to “Not enough learning in present role for taking up higher responsibility”. The squared multiple correlation of the measured variable “Not able to satisfy the conflicting demands of peers and juniors” indicate that the 78.9 percent of the variance of the stress caused by this measured variable can be explained with the help of the organizational stressor “Role Expectation Conflict”.

The probable reason may be due to the fact that the carrier oriented females, needs to play multifunctional role and face the inevitable conflict between organizational and family demands during the early development of their carrier. The adverse consequences of such conflicts were reported in poor interpersonal relations and in their poor performance. In all the walks of life, stress is influenced by communication skills, behaviour, social network, perceived social support and there by affect the interpersonal relations.

Osmany and Khan (2003) reported that poor peer relation was experienced by married working women. Whereas leading tendency of superiors and poor interpersonal relationship with the colleagues generate stress among the lady criminal lawyers was reported by Bhattacharya and Guha (2006).

Role Erosion type of role stress is the function of the role occupant’s feeling that some functions which should properly belong to her role are transferred to/or performed by some other role. This can also happen when the functions are performed by the role occupant but the credit for them goes to
someone else. Another manifestation is in the form of underutilization in the role.

It has been observed that "Any functions that should be a part of role have been assigned to other role" is the most influencing criteria for causing the stress in the category "Role Erosion" followed by the stress caused in the women executives due to "Would like to take on more responsibility than handling at present". The squared multiple correlation of the measured variable "Any functions that should be a part of role have been assigned to other role" indicate that the 74.1 percent of the variance of the stress caused by this measured variable can be explained with the help of the organizational stressor "Role Erosion".

Findings of the present study strongly corroborate the earlier reports of Fulcheri et al. (1995), Upadhyay and Singh (1999), Gaur and Dhawan (2000), Tang et al. (2001), Triveni et al. (2006). Fulcheri et al. (1995) also observed that delays in career development and a slow erosion of status are the main reasons for frustration among the managers. Upadhyay and Singh (1999) revealed that the teachers showed significant higher levels of stress than executives on intrinsic impoverishment and status factors. They experienced stress because their personal wishes and strong desire for better and prosperous career were felt to be blocked by others. Gaur and Dhawan (2000) reported teachers experienced more stress as far as opportunities and obstacles of career development are concerned. Tang et al. (2001) reported that teachers experience a great deal of stress in the course of their career. Triveni et al. (2006) concluded that the major sources of job stress perceived by 90 veterinary assistant surgeons were numerous meeting, workload, lack of personal growth, lack facilities and monotonous nature of work.

When the role occupant feels that there are too many expectations from the significant roles in her role set, she experiences role overload. There are two aspects of this stress: quantitative and qualitative. The former refers to having too much to do, while the latter refers to things being too difficult and the accountability in the role. It has been observed that "Feel overburdened in
role” is the most influencing criteria for causing the stress in the category “Role Overload” followed by the stress caused in the women executives due to “Amount of work I have to do interfere with the quality I want to maintain”. The squared multiple correlation of the measured variable “Feel overburdened in role” indicate that the 81.3 percent of the variance of the stress caused by this measured variable can be explained with the help of the organizational stressor “Role overload”.

Better job design renders the work of the IT executives more meaningful, enriching and rewarding. The stressors attached to the work either facilitates smooth functioning or act as hurdles there by affecting the performance of the subject. The cause of stress always among them may be because of the nature of the work, time pressure, deadlines and boredom etc. So it can be said that, work in the organization can induce stress when the activities to be performed were too difficult or complex, repetitive or monotonous. The executives were stressed when work was expected beyond their capacity with set / strict deadlines. The results of the present study were in agreement with the studies reported on work load, complexity of work by Fulcheri et al. (1995), busy schedule of work by Bhattacharya and Guha (2006) and occupational work load of Latha and Panchanatham (2007). Fulcheri et al. (1995) also observed that size of workloads, the complexity of tasks and responsibilities were the major sources of stress factors. Bhattacharya and Guha (2006) conducted a study on stress and coping: A study on lady criminal lawyers of Kolkata city. The significant factors that are generating stress are busy schedule of work, odd duty hours, poor interaction, leading tendency of superiors, and poor interpersonal relationship among the colleagues in the work environment. Latha and Panchanatham (2007) found out the job stressors and their implications on the job performance of 40 software professionals. However, the working environment was congenial as the promotional opportunities and facilities provided to them were adequate, but workload and long working hours were the major stressors for IT professionals.
Role Isolation type of role stress refers to the psychological distance between the occupant’s role and other roles in the same role set. It is also defined as role distance which is different from inter-role distance, in the sense that while IRD refers to the distance among various roles occupied by the same individual, role isolation (RI) is characterized by the feelings that others do not reach out easily, indicative of the absence of strong linkages of one’s role with other roles.

It has been observed that “No response from the other roles for the initiative for discussions or help” is the most influencing criteria for causing the stress in the category “Role Isolation” followed by the stress caused in the women executives due to “Want more consultation between my role and other roles”. The squared multiple correlation of the measured variable “No response from the other roles for the initiative for discussions or help” indicate that the 85.5 percent of the variance of the stress caused by this measured variable can be explained with the help of the organizational stressor “Role Isolation”.

The stress due to Personal inadequacy arises when the role occupant feels that she does not have the necessary skills and training for effectively performing the functions expected from her role. This is bound to happen when the organizations do not impart periodic training to enable the employees to cope with the fast changes both within and outside the organization.

It has been observed that “Need more training and preparation to be effective in work role” is the most influencing criteria for causing the stress in the category “Personal Inadequacy” followed by the stress caused in the women executives due to “Not had the right training for role”. The squared multiple correlation of the measured variable “Need more training and preparation to be effective in work role” indicate that the 94 percent of the variance of the stress caused by this measured variable can be explained with the help of the organizational stressor “Personal Inadequacy”.
When the role a person occupies goes against her self-concept, then she feels self-role distance type of stress. This is essentially a conflict arising out of a mismatch between the person and her job.

It has been observed that “Work in the organization is not related to interests” is the most influencing criteria for causing the stress in the category “Self Role Distance” followed by the stress caused in the women executives due to “Conflict between values and role”. The squared multiple correlation of the measured variable “Work in the organization is not related to interests” indicate that the 74.1 percent of the variance of the stress caused by this measured variable can be explained with the help of the organizational stressor “Self Role Distance”.

Role ambiguity refers to the lack of clarity about the expectations regarding the role which may arise out of lack of information or understanding. It may exist in relation to activities, responsibilities, personal styles and norms and may operate at three stages. First, when the role sender holds her expectations about the role, second, when she sends it, and finally when the occupants receive those expectations.

It has been observed that “Several aspects of role are vague and unclear” is the most influencing criteria for causing the stress in the category “Role Ambiguity” followed by the stress caused in the women executives due to “Lack of clarity of priorities in my role”. The squared multiple correlation of the measured variable “Several aspects of role are vague and unclear” indicates that the 74.5 percent of the variance of the stress caused by this measured variable can be explained with the help of the organizational stressor “Role Ambiguity”.

Role theory depicts an organization as a patterned system of dynamically interacting matrix of roles. These roles are linked to one another according to technology, workflow and authority. Role can be a source of stress where there is role ambiguity, role expectation conflict, role erosion, role over load, resource in adequacy etc.
The research conducted by Madhu et al. (1990) also reported that role conflict, role ambiguity as role stressors. Further the role conflict, role ambiguity and role overload that cause stress was reported Peterson (1995) and Upadhyay and Singh (1999). Hasnain et al. (2001) reported that, role overload and role erosion were found to be major sources of role stress in all three groups (20 engineers, 20 managers and 20 teachers).

Madhu et al. (1990) also reported that role conflict and role ambiguity experienced by the teachers were most significant in the petroleum organization. Peterson (1995) explored role conflict, role ambiguity and role overload as reported by industrial workers and found that managers were more stressed due to role overload from his study “organizational issues for managers”. Upadhyay and Singh (1999) reported that the executives showed significant higher levels of stress than college teachers on role over load, role ambiguity, role conflicts factor.

Resource Inadequacy stress is evident when the role occupant feels that she is not provided with adequate resources for performing the functions expected from her role. It has been observed that “Not have enough people to work with me in my role” is the most influencing criteria for causing the stress in the category “Role Inadequacy” followed by the stress caused in the women executives due to “Desire for more financial resources for the work assigned”. The squared multiple correlation of the measured variable “Not have enough people to work with me in my role” indicate that the 74.1 percent of the variance of the stress caused by this measured variable can be explained with the help of the organizational stressor “Role Inadequacy”.

143