Chapter 6

ROLE OVERLOAD

Role overload is a condition in which the individual is faced with a set of obligations, which require him/her to do more than he is able to cope with. Margolis et al. (1974) reported that job performance was be affected by overload conditions as it is associated with lowered confidence, decreased work motivation poor decision-making quality, deteriorating inter-personal relations and even accident rates.

Piotrokowski (1979), Bohen and Viverous Long (1981) and Voydanoff (1988) among others have analysed the relationship between family system and work among dual-earner wives with a view to delineate inter role conflicts, role overload, and personal stress among working wives/mothers. The demands work and family systems place are often viewed as incompatible and consequently, working wives engage in a zero sum activity, that is the more they devote themselves to one sphere, the less energy and time they have for the other. More significantly, the positive or negative feelings derived from the work place by individuals have an impact on their family relations. Likewise, domestic relations tend to influence the work role of individuals. The psychological carry over effect from work to family roles can affect psychological availability and the amount of energy available for performing the other role.

Correlation among the three dependent variables, viz. role conflict, role ambiguity and role overload has been computed to verify the association that exist
among these variables. The computed ‘r’ value between role conflict and role overload is 0.133 and the correlation between role overload and role ambiguity is −0.092.

The objective of this study is to examine the relationship of eight independent variables viz. age, education, experience, span of control, family responsibilities, job satisfaction, job involvement and job stress to the role overload experienced by the women executives in addition to exploring the differences, if any of role overload with gender, types of organization and nature of work.

Presence of heavy work load or the double burden in the family and work force may be the cause for role overload. The superior managers expect the subordinates to act in one direction. Work and home stresses or the demands of each may generate interpersonal conflict and negative emotional states leading to role ambiguity and role overload.

The relationships of eight independent variables such as age, education, experience, span of control, family responsibilities, job satisfaction, job involvement and job stress with the role overload experienced by the women executives and other variables are examined in this chapter.
Hypotheses relating to role overload are listed below:

**ROL-H1** There is a significant difference between male and female executives in the experienced role overload.

**ROL-H2** There is a significant difference in the role overload experienced by the women executives of the public and private sector organizations.

**ROL-H3** There is a significant difference in the role overload experienced by the women executives of the manufacturing and consultancy organizations.

**ROL-H4** There is a significant difference in the role overload experienced by the women executives of the manufacturing and service oriented organizations.

**ROL-H5** There is a significant difference in the role overload experienced by the women executives in the consultancy and service oriented organization.

**ROL-H6** There is a significant negative relationship between role overload and age of women executives.

**ROL-H7** There is a significant negative relationship between role overload and experience in terms of job tenure i.e. number of years of service of women executives.

**ROL-H8** There is a significant negative relationship between role overload and educational levels of women executives.

**ROL-H9** There is a significant positive relationship between role overload and span of control/supervision of women executives.
There is a significant positive relationship between role overload and family responsibilities of women executives.

There is a significant negative relationship between role overload and job satisfaction of women executives.

There is a significant negative relationship between role overload and job involvement of women executives.

There is a significant positive relationship between role overload and job stress of women executives.

The objectives of this study is to examine the role overload experienced by the women executives due to their multiple roles in the work organization and family. How the experienced role overload is associated with socio-biographical factors such as age, education, number of years of experience, family responsibilities and what are the work related outcomes of such overload are also enquired into in this chapter.

Gender difference

Gender difference in role overload has been reported in various studies. The responses from male and female executives are coded and analyzed to verify the earlier findings.

Hypothesis (ROL-H1): There is a significant difference in the role overload experienced by male and female executives.
Table 6.1

Gender difference in role overload experienced by male and female executives in the same age group (age 35-40 years)

<table>
<thead>
<tr>
<th>Category</th>
<th>Number of women executives</th>
<th>ROL score Mean</th>
<th>Standard deviation</th>
<th>Difference between the means</th>
<th>obtained ‘t’ value</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>32</td>
<td>28.72</td>
<td>2.54</td>
<td>3.26</td>
<td>4.86</td>
<td>Significant at 0.01 level</td>
</tr>
<tr>
<td>Female</td>
<td>52</td>
<td>31.98</td>
<td>3.68</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 6.1 indicates that there is a significant difference in male and female executives in the experienced role overload. The mean value of role overload of male executives is 28.72 and that of the female executives is 31.98 and the mean difference is between the means is 3.26. Standard deviation score distribution of the male executives' role overload is 2.54 and that of the female is 3.68. The calculated ‘t’ value is 4.86 which is higher than the table value at 0.01 level and hence the observation of difference is highly significant at 0.01 level.

One explanation for the observed higher role overload of women executives is that employed women are likely to have greater combined work and family work loads than employed males (Pleck, 1985). Wortman et al. (1991) also reported similar observations and explanations.
Deepa Mathur (1989) reported that female employees who had infants, pre-school going and/or school going children experience high role conflict and role overload than the male members.

Working women experience greater role overload and inter role conflict than either men or non-working women (Uma Sankar Jha, Arati Mehta, & Latika Menon, 1998). Although, the theory of role accumulation (Sieber, 1974) asserts that such conflict and overload may be reduced by the multiple roles, there is convincing evidence that working women do face tension due to their dual role. Hibbard and Pope (1987) found that married working women faced greater health risks than men because of their dual roles of work and family responsibility.

Andrey Smith and William Reid (1986) reported that married women employed full time often experience role overload and role strain.

Multiple roles may compete for a person's time. Time spent on activities within one role generally cannot be devoted to activities within another role. Time based conflict is consistent with the excessive work time and schedule conflict dimensions identified by Pleck et al. (1980) and role overload identified by Kahn et al. (1964).

In this study, it is observed that there is a significant difference in the role overload experienced by male and female executives.
Public and private sector organizations

The women executives working in different types of organizations (viz. public and private sectors) may experience different levels of role overload. The following hypothesis is formulated and tested.

**Hypothesis (ROL-H2):** There is significant difference in the role overload experienced by women executives in private and public sector organization.

**Table 6.2**

Role overload experienced by women executives in private and public sector organizations

<table>
<thead>
<tr>
<th>Category</th>
<th>Number of women executives</th>
<th>Mean</th>
<th>Standard deviation</th>
<th>Difference of Means</th>
<th>Observed ‘t’ value</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private</td>
<td>39</td>
<td>28.4</td>
<td>3.4</td>
<td>2.1</td>
<td>2.39</td>
<td>Significant at 0.01 level.</td>
</tr>
<tr>
<td>Public</td>
<td>34</td>
<td>26.3</td>
<td>4.1</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 6.2 shows the mean value and standard deviation of the role overload experienced by the women executives in the private and public sector organizations. The mean value of role overload of women executives in the private sector organization is 28.4 and that of the public sector is 26.3. The difference between
the means 2.1 the standard deviation of the role overload observed with private sector is 3.4 and in the public sector is 4.1. The calculated ‘t’ value is 2.39 which is higher than the table value at 0.01 level. From this, it is clear that women executives working in the private sector organizations experience higher role overload than those working in the public sector organization.

This results supports the hypothesis that there is a significant difference in the role overload experienced by the women executives working in the private and public sector organization.

This difference in role overload experienced by women executives in the private and public sector organizations may be due to the nature of work schedule, shift work, difference in the management and flexibility in the time schedule. Women executives in the Private sector organization experiences higher role overload than the women executives in the public sector organization. Different organizational factors such as organizational climate, flexibility work schedule etc are applicable for this result. Such factors are not included in this study.

There is no adequate references are available for this difference in the role overload experienced by women executives in the private and public sector organization.

It can be concluded from the present study that private sector women executives are experiencing more role overload than their public sector counter parts.
Following hypothesis is formulated and tested to examine the role overload experienced by women executives in manufacturing and consultancy organizations.

**Hypothesis (ROL-H3)**

There is significant difference in the role overload experienced by women executives in the manufacturing and consultancy organizations.

Table 6.3

Role overload of women executives in manufacturing and consultancy organizations

<table>
<thead>
<tr>
<th>Type of organization</th>
<th>Number of women executives</th>
<th>ROL Mean</th>
<th>Standard deviation</th>
<th>Difference of Means</th>
<th>Obtained ‘t’ value</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturing</td>
<td>74</td>
<td>34.5</td>
<td>5.2</td>
<td>2</td>
<td>2.12</td>
<td>Significant at 0.05 level</td>
</tr>
<tr>
<td>Consultancy</td>
<td>49</td>
<td>32.5</td>
<td>5.1</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 6.3 shows the role overload experienced by the women executives in the manufacturing and consultancy organizations. The mean value of role overload in the manufacturing organization is 34.5 and that in the consultancy organization is 32.5. The standard deviation of the role overload in the manufacturing sector is 5.2 and that of in the consultancy sector is 5.1. The calculated ‘t’ value is 2.12 which is higher than the table value at 0.05 level and hence the difference is significant at 0.05 level.
This difference in the role overload experienced by women executives in manufacturing and consultancy organizations are due to the nature of work difference and the difference in the time schedule. There is no literature available for supporting this result.

Result given in table 6.3 support the hypothesis that there is a significant difference in the role overload in the manufacturing and consultancy organizations. The women executives in the manufacturing sector organizations experiences higher role overload than the women in the consultancy organizations.

Manufacturing and service sectors

In the following table, results of the analysis to examine the role overload experienced by women executives in manufacturing and service organizations is given.

**Hypothesis (ROL-H4)** There is a significant difference in the role overload experienced by the women executives in the manufacturing and service organizations.
Table 6.4

Role overload of women executives in manufacturing and service organizations.

<table>
<thead>
<tr>
<th>Type of organization</th>
<th>Number of women executives</th>
<th>ROL score Mean</th>
<th>Standard deviation</th>
<th>Difference of Means</th>
<th>Obtained 't' value</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturing</td>
<td>74</td>
<td>34.1</td>
<td>5.3</td>
<td>0.8</td>
<td>0.94</td>
<td>Not significant</td>
</tr>
<tr>
<td>Service</td>
<td>73</td>
<td>33.3</td>
<td>5.1</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 6.4 shows the mean and standard deviation of role overload experienced by the women executives in the manufacturing and service organizations. The mean value is 34.1 in the manufacturing organization and 33.3 in the service organization. The standard deviation of manufacturing sector is 5.3 and that of service sector is 5.1. The calculated 't' value is 0.94 which is less than the table value at 0.05 level and hence not significant to warrant a generalization.

The above result rejects the hypothesis that there is significant difference in the role overload in the manufacturing and service organizations. There is no difference in the experienced overload of women executives of manufacturing and service organizations.

There is no difference in the role overload experienced by women executives in the manufacturing and service sector organizations is due to the flexibility of the time schedule. Even though the nature of work is different, the organizational climate
and policies may be same. Such factors not included in this study. There is a scope for further research in this area.

There is no difference in the role overload experienced by women executives in the manufacturing and service organizations.

Consultancy and service organizations

The role overload experienced may be different due to the nature of the work the executives are performing. Data obtained from women executives in consultancy and service organizations are analysed to test the following hypothesis.

Hypothesis (ROL-H5) There is significant difference in role overload experienced by women executives of consultancy and service organizations.

Table 6.5
Role overload of women executives in consultancy and service organizations.

<table>
<thead>
<tr>
<th>Type of organization</th>
<th>Number of women executives</th>
<th>ROL score Mean</th>
<th>Standard deviation</th>
<th>Difference of Mean</th>
<th>Obtained 't' value</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consultancy</td>
<td>49</td>
<td>32.5</td>
<td>5.1</td>
<td>0.8</td>
<td>0.85</td>
<td>Not significant</td>
</tr>
<tr>
<td>Service</td>
<td>73</td>
<td>33.3</td>
<td>5.1</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Table 6.5 shows the mean and standard deviation of role overload experienced by the women executives of the consultancy and service sector organizations. The mean value with consultancy organization is 32.5 and that of the service organization is 33.3. The standard deviation of consulting organization is 5.1 and that of service sector is also 5.1. The calculated ‘t’ value is 0.85 which is less than the table value at 0.05 level implying that the observed difference is not significant to warrant any generalisation.

The above result rejects the hypothesis that there is a significant difference in the role overload experienced by women executives of the consultancy and service organizations.

The result of the present study shows that there is no difference in the experienced overload of women executives working in consultancy and service organizations.

Age and role overload

Age is a key variable in understanding the socioeconomic status of an individual. Age signifies the physical and mental maturity of an individual. The following hypothesis is tested to understand the relation between age and role overload experienced by women executives.

Hypothesis (ROL-H6) There is a significant negative relation between role overload and age of women executives.
Table 6.6

Correlation between role overload and age of women executives

<table>
<thead>
<tr>
<th>Number of women executives</th>
<th>Correlation between role overload and age</th>
<th>Obtained ‘t’ value</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>196</td>
<td>-0.143</td>
<td>2.00</td>
<td>Significant at 0.05 level</td>
</tr>
</tbody>
</table>

Table 6.6 indicates relationship between role overload and age of women executives. The ‘r’ value is -0.143 and the calculated ‘t’ value is 2.00 which is significant at 0.05 level. The negative relationship indicates that the female executives in the lower age group experiences higher role overload or when age increases role overload decreases.

Inference from the data given in table 6.62 supports the hypothesis that there is a negative relationship between role overload and age. Younger executives experience role overload because of their insufficient exposure to the organizational tasks. But as they get familiarised with people and job context they gain confidence in overload situation by adopting various personal and professional strategies. More responsibility is generally assigned to the subordinates from the top displeasure from the superiors. People who are adaptable and those who do well are rewarded with more work in Indian conditions (Pandia, 1991). Generally younger executives will fall into this category. Subsequently these younger executives experience role overload.
Role overload is maximum in the younger age group of women executives because in the younger age group the children are small or pre schooling, the women executives were difficult to adjust with family responsibilities of child caring, and the executive job leads to the physical and mental exhaustion makes role overload.

So it may be concluded that there is significant negative relationship between age and role overload experienced by women executives.

Experience and role overload

Number of years of experience may be a major factor affecting the role overload of women executives in organizations. The following hypothesis is tested from data given in the table 6.8.

Hypothesis (ROL-H7). There is a significant negative correlation between role overload and experience of women executives.
Table 6.7  
Correlation between role overload and service experience of women executives

<table>
<thead>
<tr>
<th>Number of women executives</th>
<th>Correlation between role overload and experience</th>
<th>Obtained ‘t’ value</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>196</td>
<td>-0.052</td>
<td>0.73</td>
<td>Not significant</td>
</tr>
</tbody>
</table>

Table 6.7 shows the relationship between role overload and service experience. The ‘r’ value is -0.052 and the calculated ‘t’ value is 0.73. The obtained ‘t’ value is not significant at 0.05 level. The negative ‘r’ value indicates a trend that higher job experience (number of years of service) may decrease the role overload.

Data given in table 6.6 showed a significant negative relationship between role overload and age; i.e. role overload is maximum in the lower age group. Job experience, however does not show a significant negative relationship with role overload, though the trend is negative. This indicates that age is more a significant factor than experience with respect to role overload.

Managers who are younger and those having lesser tenure of service experience more role overload. (Gupta & Prathap, 1987) reported that "a linear increase was observed in the extent of role overload as function of service length (cf. Pestonjee 1992; p.102)"
Role overload is negatively correlated with age, length of service and span of control (Philip C Koshy, 1994)

The data given in table 6.6 gives the conclusion that number of years of service is not significantly related to role overload experienced by women executives.

Education and role overload

Education is one of the major tools which provides individuals the necessary qualifications to fulfill socioeconomic roles. In the case of women, higher education has much importance as it helps them to find their rightful place in the society. The following hypothesis is on the possible relationship between role overload and educational level.

Hypothesis (ROL-H8) There is a significant negative relationship between role overload and educational level of women executives.
Table 6.8

Correlation of role overload and educational level of women executives.

<table>
<thead>
<tr>
<th>Number of women executives</th>
<th>Correlation between role overload and educational level</th>
<th>Obtained 't' value</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>196</td>
<td>-0.014</td>
<td>.196</td>
<td>Not significant</td>
</tr>
</tbody>
</table>

Table 6.8 shows the 'r' value of the relationship between role overload and education. The 'r' value is -0.014 and the 't' value is 0.196. The 't' value was found not significant at 0.05 level. But the negative 'r' value shows a trend that higher educational qualifications may result in lower role overload. But the hypothesis that "there is a significant negative relationship between role overload and educational level of women executives" is rejected as the 't' value was not found significant even at 0.05 level.

There is no adequate supporting studies to account for or object to the present findings. There is a possibility of higher education level favourable in reducing the role overload as the higher education may help better adjustment with colleagues and/or with the new technology development. Introduction of new technology in organization may also enable employees with higher level of education to play the assigned role efficiently.
The present study gives the conclusion that **there is no relationship between role overload and educational level of women executives**.

**Span of control vs. role overload**

Few studies have examined the relationship between role overload and span of control. i.e. how the number of individuals working under the supervision of one person affects the overload experienced by him. The following hypothesis is tested to examine this fact, with reference to women executives.

**Hypothesis (ROL-H9).** There is a significant positive relation between role overload and span of control of women executives.

**Table 6.9**

**Correlation between role overload and span of control of women executives**

<table>
<thead>
<tr>
<th>Number of women executives</th>
<th>Correlation between role overload and span of control</th>
<th>Obtained 't' value</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>196</td>
<td>0.130</td>
<td>1.8</td>
<td>Significant at 0.05 level</td>
</tr>
</tbody>
</table>

Table 6.9 indicates the correlation between role overload and span of control of women executives. The 'r' value is 0.130 and the 't' value is 1.8. The obtained 't' value is significant at 0.05 level. This result indicates that larger the span of control leads to higher role overload.
This data and the analysis supports the hypothesis that there is a positive relationship between role overload and span of control.

Complexity of the job also determines the span of control, when the nature of this job is complex, it needs constant supervision, and frequent interaction with the subordinates. This might result in role overload for the supervisors more so when the span of control is larger (Srilatha, 1991).

Role overload decreases when the span of control increases. It is quite evident that more subordinates at disposal will bring down the overload. Work will be shared by more people and hence the superior executives experience less role overload.

The result obtained from the present study shows that there is a significant positive relationship between role overload and span of control.

**Family responsibilities and role overload**

A working women also has to look after the family and the family members satisfied. In order to accomplish everything, she must not only budget her time; but she must also be flexible, since she is expected to be available round the clock. The following hypothesis is tested to verify this fact.
**Hypothesis (ROL-H10):** There is a significant positive relation between role overload and family responsibilities of women executives.

**Table 6.10**

**Correlation between role overload and family responsibilities of women executives**

<table>
<thead>
<tr>
<th>Number of women executives</th>
<th>Correlation between role overload and family responsibilities</th>
<th>Obtained 't' value</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>196</td>
<td>0.196</td>
<td>2.3</td>
<td>Significant at 0.01 level</td>
</tr>
</tbody>
</table>

Table 6.9 shows the ‘r’ value of role overload with family responsibilities. The ‘r’ value is 0.196 and the ‘t’ value is 2.3. The obtained ‘t’ value is found significant at 0.01 level. The positive correlation indicates that when there is high family responsibilities, then there is also high role overload. This result accepts the hypothesis that there is a significant positive relationship between role overload and family responsibilities.

Aryee (1992) reports that family domain variables and spouse support will be negatively related to work – family conflict while spouse’s occupational commitment, spouse’s number of hours of work per week, responsibility for household chores and child caring and parenting demands will be positively related to work family conflict and role overload.
Multiple roles may compete for a person's time. Time spent on activities within one role generally cannot be devoted to activities within another role. Time-based conflict is consistent with the excessive work time and schedule conflict dimensions identified by Pleck et al. (1980) and role overload identified by Kahn et al. (1964).

According to Keenan and Mc Role (1981) overload occurs when parents must attend to the rigors of employment as well as to domestic and childcare chores. Because employed women still perform most of the household chores and child-rearing duties they have somewhat higher levels of overload (Lewis & Cooper, 1987; Pleck, 1985). However, role overload is inversely correlated with maintaining a positive family climate for men as well as women (Wiersma & Vanden Berg, 1991). Although egalitarian role sharing between husband and wife helps decrease overload. Pleck (1985) has suggested that women complain of role overload not because of exhaustion or doing too much, rather her husband is doing too little.

The result obtained from the present study shows that there is a significant positive relationship between role overload and family responsibilities.

Job satisfaction and role overload

The following hypothesis is formulated and tested to establish the effect of role overload on job satisfaction.

**Hypothesis (ROL-H11)** There is a significant negative relation between role overload and job satisfaction of women executives.
Table 6.11
Correlation between role overload and job satisfaction of women executives

<table>
<thead>
<tr>
<th>Number of women executives</th>
<th>Correlation between role overload and job satisfaction</th>
<th>Obtained ‘t’ value</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>196</td>
<td>-0.175</td>
<td>2.5</td>
<td>Significant at 0.01 level</td>
</tr>
</tbody>
</table>

Table 6.11 shows that there is a negative relationship between role overload and job satisfaction. The ‘r’ value is -0.175 and the calculated ‘t’ value is 2.5 which is higher than the table value of 2.326 which means that the observed difference is a significant at 0.01 level. This result supports the hypothesis that there is a significant negative relation between role overload and job satisfaction of women executives.

Batesman (1981) in his study, reported that role overload resulted in poor job satisfaction.

According to Mishra (1988), role overload does not have a moderating effect on the relationship between job involvement and job satisfaction.

The result obtained from the present study shows that there is a significant negative relationship between role overload and job satisfaction.
Job Involvement and role overload

The following hypothesis is formulated and tested to establish the effect of role overload on job involvement.

**Hypothesis (ROL-H12)** There is a significant negative relationship between role overload and job involvement of women executives.

**Table 6.12**
Correlation between role overload and job involvement of women executives

<table>
<thead>
<tr>
<th>Number of women executives</th>
<th>Correlation between role overload and job involvement</th>
<th>Obtained 't' value</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>196</td>
<td>-0.150</td>
<td>2.1</td>
<td>Significant at 0.05 level</td>
</tr>
</tbody>
</table>

Table 6.12 indicates the relationship between role overload and job involvement, the 'r' value is -0.150 and the 't' value is 2.1. The 't' value obtained is found significant. The negative 'r' value indicates that when role overload is higher, the job involvement becomes lower. This shows that the observed 't' value is significant at 0.05 level.

Pestonjee (1992) opined that an optimum level of stress may result in increased motivation, involvement and commitment to the job in the organization. Orpen & Bernath (1987) suggests that the different aspects of role uncertainty do not
have the same negative impact on performance. For instance, of the various kinds of uncertainty, sent role conflict and role overload have strong negative effects on performance.

The negative effect of role overload stems from the fact that it is just not physically possible for an individual to do his job properly if he is given far too many extra duties and tasks to perform (Higgins, 1991).

The result supports the hypothesis that there is a significant negative relationship between role overload and job involvement.

The result obtained from the present study shows that there is a significant negative relationship between role overload and job involvement.

**Job stress and role overload**

Various studies established a positive relation between role overload job stress. The following hypothesis formulated from these studies, is tested by the data given in table 6.13.

**Hypothesis(ROL-H13):** There is a significant positive relation between role overload and job stress of women executives.
Table 6.13

Correlation between role overload and job stress of women executives

<table>
<thead>
<tr>
<th>Number of women executives</th>
<th>Correlation between role overload and job stress</th>
<th>Obtained ‘t’ value</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>196</td>
<td>0.241</td>
<td>3.4</td>
<td>Significant at 0.01 level</td>
</tr>
</tbody>
</table>

Table 6.13 shows the ‘r’ value and the ‘t’ value of the role overload and job stress of women executives. The ‘r’ value is 0.241 and the calculated ‘t’ value is 3.4. The ‘t’ value was found significant at 0.01 level. This result supports the hypothesis that there is a positive relation between role overload and job stress. When the role overload is higher the job stress also becomes higher.

Rosenheim (1976) found that anxiety is directly related to role conflict, role overload and role overload.

Examining the relationship between role stress and work related outcomes, Keenan and McBain (1979) found positive relationship between tension and role overload.

Role conflict, role ambiguity and role overload affect the individual in terms of emotional exhaustion (Schwab, 1981). These factors is also observed to result in low turnover, low job performance, and low employee morale (Parasuraman, 1978; Lyon
Role conflict, role ambiguity and role overload affects the organization related individual consequence resulting in job threat and job related tension (Hammer & Tosi, 1975; Senatra, 1977; Carter, 1978; Peltit, 1973; Miles, 1974).

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Role conflict, role ambiguity and role overload affects the organization related individual consequence resulting in job threat and job related tension (Hammer & Tosi, 1975; Senatra, 1977; Carter, 1978; Peltit 1973; Miles, 1974).

The result obtained from the present study shows that there is a significant positive relationship between role overload and job stress.
## Summary of findings on Role Overload

<table>
<thead>
<tr>
<th>No.</th>
<th>Hypothesis</th>
<th>Acceptance/ Rejection of hypothesis</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>ROL-H1</td>
<td>There is a significant difference in the role overload experienced by male and female executives.</td>
<td>Accepted</td>
<td>Difference significant at 0.01 level.</td>
</tr>
<tr>
<td>ROL-H2</td>
<td>There is significant difference in role overload experienced by women executives of private and public sector organization.</td>
<td>Accepted</td>
<td>Difference significant at 0.01 level.</td>
</tr>
<tr>
<td>ROL-H3</td>
<td>There is significant difference in role overload experienced by women executives of manufacturing and consultancy organizations.</td>
<td>Accepted</td>
<td>Difference significant at 0.01 level.</td>
</tr>
<tr>
<td>ROL-H4</td>
<td>There is significant difference in role overload experienced by women executives of manufacturing and service organizations.</td>
<td>Rejected</td>
<td>Difference not significant</td>
</tr>
<tr>
<td>ROL-H5</td>
<td>There is significant difference role overload experienced by women executives of consultancy and service organizations.</td>
<td>Rejected</td>
<td>Difference not significant</td>
</tr>
<tr>
<td>ROL-H6</td>
<td>There is a significant negative relationship between role overload and age of women executives.</td>
<td>Accepted</td>
<td>'r' is significant at 0.01 level</td>
</tr>
<tr>
<td>ROL-H7</td>
<td>There is a significant negative relationship between role overload and experience of women executives.</td>
<td>Rejected</td>
<td>'r' not significant</td>
</tr>
<tr>
<td>No.</td>
<td>Hypothesis</td>
<td>Acceptance/Rejection of hypothesis</td>
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</tr>
<tr>
<td>-----</td>
<td>---------------------------------------------------------------------------</td>
<td>-----------------------------------</td>
<td>--------------------------------</td>
</tr>
<tr>
<td>ROL-H8</td>
<td>There is a significant negative relationship between role overload and educational level of women executives.</td>
<td>Rejected</td>
<td>'r' not significant</td>
</tr>
<tr>
<td>ROL-H9</td>
<td>There is a significant positive relationship between role overload and span of control of women executives.</td>
<td>Accepted</td>
<td>'r' is significant at 0.05 level</td>
</tr>
<tr>
<td>ROL-H10</td>
<td>There is a significant positive relationship between role overload and family responsibilities of women executives.</td>
<td>Accepted</td>
<td>'r' is significant at 0.05 level</td>
</tr>
<tr>
<td>ROL-H11</td>
<td>There is a significant negative relationship between role overload and job satisfaction of women executives.</td>
<td>Accepted</td>
<td>'r' is significant at 0.01 level</td>
</tr>
<tr>
<td>ROL-H12</td>
<td>There is a significant negative relationship between role overload and job involvement of women executives.</td>
<td>Accepted</td>
<td>'r' is significant at 0.05 level</td>
</tr>
<tr>
<td>ROL-H13</td>
<td>There is a significant positive relationship between role overload and job stress of women executives.</td>
<td>Accepted</td>
<td>'r' is significant at 0.01 level</td>
</tr>
</tbody>
</table>