7.1 EXISTING STATUS OF ORS AMONG DUAL-CAREER COUPLES

- Overall value of organizational role stress comes out to be ‘2.516’ which lies in ‘frequent’ category of five-point rating scale.
- The mean value (2.516) is higher than mid value (2) of the five point scale. It means that role stress experienced by Indian working couples is on higher side.
- Statement no. 48 (I experience a conflict between my values and what I have to do in my role) has a maximum mean value of 3.65 and it lies in ‘frequent’ category of rating scale. This value is very high and it reflects a ‘value based contradiction’ among working couples. It implies that dual career couples are performing such duties which are against of their values.
- Another statement- I have to do things, in my role, that are against my better judgment- is also rated on very higher side with a mean value of 3.54. It also lies in ‘frequent’ category of five –point rating scale. Finding states that employees’ judgment of their roles differs from prescribed and already set up role structure. Thus there is a need of either transformation of existing roles (duties, responsibilities or power associated with a role) or of counseling of employees so that they can see covert and logical aspect of role structure.
- Two other statements- Several aspects of my role are vague and unclear (statement no. 29) and Even when I take the initiative for discussions or help, there is not much response from the other roles (statement no. 46) are also rated on ‘always’ or ‘very frequent’ category with a mean value of role stress as 3.04. It again highlights some problem in the way role is designed. It implies that employees feel stressed because of lack of clarity in structure, and functions associated with a role and also with interaction of one role with other roles.
- Another two statements are rated in ‘always’ category, although they are very close to ‘frequently’ (mean=3) of five-point rating scale. The statements are There is not enough interaction between my role and other roles (mean= 3.00) and I am rather worried that I lack the necessary facilities needed in my role (mean=3.01). Same problem of role structuring is highlighted here also. So, one may suggest that both
academicians and practitioners should devote some time to explore various facets of a role.

• Statement- I am not able to satisfy the conflicting demands of various people above me has got the lowest mean value so of 1.48. The statement rests in ‘sometimes’ category of rating scale.

• Two other statements are rated various close to this minimum value. The statements are I am not able to satisfy the conflicting demands of my peers and juniors and I am not able to satisfy the demands of clients and others, since these are conflicting with one another. They have mean value of 1.56 and 1.55 respectively. It is interesting to note that all these three statements fall in same construct of ORS.

• It is reported that out of fifty statements of Uday Pareek, ten lies in 1-2 category, thirty-three rests in 2-3 category and rest of seven in 3-4 category. Majority of statements hints towards ‘sometimes’. Mean value of inter role distance comes out to be 2.528 which lies in ‘sometimes’ category of five point rating scale. Additionally, it is noticed that out of five statements that describes inter role distance, four lies in category of 2-3 indicating that working couple sometimes experience them. Only one statement falls in 1-2 class stating that employee rarely feels so.

• Mean value of role stagnation comes out to be 2.456 which lies in ‘sometimes’ category of five point rating scale. It is noticed that out of five statements that describes role stagnation, four lies in category of 2-3 indicating that working couple sometimes experience them. Only one statement falls in 1-2 class stating that employee rarely feels so.

• Mean value of role expectation conflict comes out to be 2.36 which lies in ‘sometimes’ category of five point rating scale. It is noticed that out of five statements that describes role expectation conflict, four lies in category of 2-3 indicating that working couple sometimes experience them. Only one statement falls in 1-2 class stating that employee rarely feels so.

• Mean value of role erosion comes out to be 2.506 which lies in ‘sometimes’ category of five point rating scale. Additionally, it is noticed that out of five statements that describes inter role erosion, four lies in category of 2-3 indicating that working couple sometimes experience them. Only one statement falls in 1-2 class stating that employee rarely feels so.
• Mean value of role overload comes out to be 2.352 which lies in ‘sometimes’ category of five point rating scale. Additionally, it is noticed that out of five statements that describes role overload, four lies in category of 2-3 indicating that working couple sometimes experience them. Only one statement falls in 1-2 class stating that employee rarely feels so.

• Mean value of role isolation comes out to be 2.358 which lies in ‘sometimes’ category of five point rating scale. Additionally, it is noticed that there are maximum variations in the mean value for this table. Out of five statements that describes role isolation, only one lies in category of 2-3 indicating that working couple sometimes experience them. Two statement falls in 1-2 class stating that employee rarely feels so and another two falls in 3-4 categories which means employees feel them frequently.

• Mean value of personal inadequacy comes out to be 2.456 which lies in ‘sometimes’ category of five point rating scale. Additionally, it is noticed that out of five statements that describes personal inadequacy, four lies in category of 2-3 indicating that working couple sometimes experience them. One statement falls in 1-2 class stating that employee rarely feels so.

• Mean value of role ambiguity comes out to be 2.936 which lies in ‘sometimes’ category of five point rating scale. Additionally, it is noticed that out of five statements that describes role ambiguity, three lies in category of 2-3 indicating that working couple sometimes experience them. Two statements fall in 3-4 class stating that employee frequently feels so.

• Mean value of self role distance comes out to be 2.76 which lies in ‘sometimes’ category of five point rating scale. Additionally, it is noticed that out of five statements that describes self role distance, four lies in category of 2-3 indicating that working couple sometimes experience them. Only one statements fall in 3-4 class stating that employee frequently feels so.

• Mean value of resource inadequacy comes out to be 2.434 which lies in ‘sometimes’ category of five point rating scale. Additionally, it is noticed that out of five statements that describes resource inadequacy, two lies in category of 2-3 indicating that working couple sometimes experience them. Only one statements fall in 3-4 class stating that employee frequently feels so.
7.2 INDIVIDUAL CHARACTERISTICS BASED VARIATIONS

- Mean value for female employees in 2.57 while the value for male worker is 2.28. Although both values fall in ‘sometimes’ category in five point rating scale, but even then higher mean for female indicates that women partner experiences higher organizational role stress than male partner in a working duo.

- Mean value for seven out of ten stress paradigms are higher for female employees. These seven parameters of organizational role stress are Inter Role Distance, Role Stagnation, Role Expectation Conflict, Role Erosion, Role Overload, Role Isolation, and Resource Inadequacy. For rest of three constructs mean value is higher for male employees. The constructs are Role overload, Personal Inadequacy and Self Role distance.

- Overall gender based variations come out to be statistical significant as significance value is smaller than .05 at 95% degree of confidence scale. It is an important finding that female partners in dual earner couples are statistically more stressed than their husbands.

- Men employees experience statistically higher stress than women employees owing to role overload, personal inadequacy and Self Role distance. For rest of five constructs- Role Distance, Role Erosion, Role Overload, Role Isolation, and Resource Inadequacy- female reports statistical higher stress level than their male counterparts.

- Mean value for employees belonging to age group of 36-45 years experience maximum organizational role stress (mean=2.84). Dual career couples in age group of above 45 years are reported to be least stressed among employees of all category. By the time an individual researches late forties, children leave home for higher studies or for employment. And thus direct parental responsibilities are almost over.

- Seven out of ten constructs of organizational role stress reported significant variations for working duos of various age categories. The constructs are Inter Role Distance, Role Stagnation, Role Expectation Conflict, Role Overload, Personal Inadequacy, Self Role Distance and Resource Inadequacy.

- Mean value for employees belonging to experience group of 36-45 years experience maximum organizational role stress (mean=2.76). Least stressed dual career couples are in the experience category of above 15 years.
• Employees of all experience categories are equally stressed for four constructs of organizational role stress. The four paradigms are Role Isolation, Role Stagnation, Role Expectation Conflict and Self Role Distance.

• Mean value for employees having highest educational qualifications have maximum organizational role stress. Least stressed dual career couples are in the category of senior secondary or lower educational qualification.

• Eight out of ten constructs of organizational role stress reported significant variations for differently educated working duos. The constructs are Inter Role Distance, Role Isolation, Role Overload, Personal Inadequacy, Role Ambiguity, Role Expectation Conflict and Self Role Distance and Resource Inadequacy.

• Mean value for rural area residing partner of a dual career couple is higher than that of urban area living employees. Mean value for seven out of ten stress paradigms are higher for village living employees. These seven parameters of organizational role stress are Role Stagnation, Role Erosion, Role Overload, Resource Inadequacy, Role overload, Personal Inadequacy and Self Role distance.

• Employees of both rural and urban areas are equally stressed for four constructs of organizational role stress. The two paradigms are Role Stagnation, Role Isolation, Personal Inadequacy and Resource Inadequacy.

• Mean value for working couple living in joint family is higher than employees having nuclear family. Mean value for seven out of ten stress paradigms are higher for joint family living employees. These seven parameters of organizational role stress are Role Stagnation, Role Erosion, Role Isolation, Resource Inadequacy, Inter Role Distance and Role Ambiguity.

• Overall family size based variations come out to be statistical significant. Dual career couple living in joint family experience category feels maximum organizational stress. Eight out of ten constructs of organizational role stress reported significant variations for different family size’s working duos. The constructs are Inter Role Distance, Role Overload, Role Isolation, Personal Inadequacy, Role Ambiguity, Role Expectation Conflict, Self Role Distance and Role Erosion, Resource Inadequacy.

• Mean value for employees having highest number of children have maximum organizational role stress. Largest value of mean is reported for Role Overload for the working couples’s more than two children. Another highly rated construct is
Personal Inadequacy lies in the group of employees having two children. Smallest mean value is observed for the working couple having only one child. The constructs with lowest value is Role Stagnation

- Overall children (number) based variations come out to be statistical insignificant. However four out of ten constructs of organizational role stress reported significant variations with number of children with working duos. The constructs are Role Stagnation, Role Expectation Conflict, Role Erosion and Self Role Distance.

- Mean value for employees with marriage period between 6-10 years have maximum organizational role stress. Least stressed dual career couples those couple who have spent more than ten years in their marriage.

- Overall marriage (year) based variations come out to be statistical insignificant. It is means statistically number of years of marriage has no bearing on stress experienced by dual career couple.

- Mean value for employees in salary band of 51000-75000 have maximum organizational role stress. Organizational Role Stress is maximum for salary group of 51-75k followed by employees with salary less than twenty five thousand per month. Then comes turn comes for employees who manage more than 75k and dual career couples with monthly salary between 25-50k are reported as least stressed.

- Overall salary based variations come out to be statistical insignificant. However four out of ten constructs of organizational role stress reported significant variations with salary of working duos. The constructs are Role Overload, Role Stagnation, Role Isolation and Personal Inadequacy.

- Mean value for employees with love marriage is higher than that of employees with arrange marriage. Overall marriage arrangement based variations come out to be statistical insignificant. However six out of ten constructs of organizational role stress reported significant variations with salary of working duos. The constructs are Role Overload, Role Stagnation, Role Isolation, Inter Role Distance, Role Erosion and Self Role Distance.

- Inter Role Distance experienced by female employees is significantly higher than experienced by male employees. Inter Role Distance felt by dual career couple also differs significantly with age, experience, educational qualifications, joint
family and urban area. Year of marriage and marriage arrangement (arrange or love) were reported to be insignificant indicator of Organizational Role Stress. Number of children and salary has no impact on role distance experienced by working couple.

- Educational qualification, nativity (joint family or urban area) and nature of family arrangement (Nuclear or Joint) also leads to significant variations in Role Expectation Conflict. Other individual characteristics (Gender, Experience, Number of children, Year of marriage, Salary and Marriage arrangement (Arrange or love) are reported as insignificant variables.

- Number of years elapsed for marriage, number of years of marriage, number of children and number of children are found to be vary significantly for Role Erosion. Overall ORS was found to be greater for rural residing couple and here too. It was also found that age, number of children, salary and family type (nuclear or joint) has no impact on role erosion experienced by working couple.

- Role Overload is also reported to vary considerably with educational qualifications, nativity, family size (nuclear or joint), salary and marriage arrangement (Arrangement or Love) of the employees. It was also found that number of children and years of marriage has no impact on role overload experienced by working couple.

- Variations among gender, educational credentials and marriage type are statistically significant for Role Erosion. Role Isolation is also reported to vary considerably with educational qualifications, family size (nuclear or joint) and salary of the employees. It was also found that age, experience, nativity (rural or urban) number of children and marriage arrangement (love or arrange) has no impact on role overload experienced by working couple.

- Nativity (rural or urban), number of children, year of marriage and arrangement (love or arrange) has no impact on Personal Inadequacy experienced by working couple. It could be depict that Personal Inadequacy is higher for dual career couple having age below 25 years or for employees having graduate degree or equivalent diploma, for employees having nuclear family and for employees earning salary between Rs. 50,000-75,000.

- Data reveals that Role Ambiguity experienced by female employees is significantly higher than experienced by male employees. Educational credentials
and experience are found to be significant moderator of Role Ambiguity. Role Ambiguity is also reported to vary considerably with family size (Nuclear or joint). However, age, nativity (rural or urban), number of children, year of marriage, salary and arrangement (love or arrange) has no impact on Role Ambiguity experienced by working couple.

- Resource Inadequacy experienced by female employees is significantly higher than experienced by male employees. Female employees in dual career couple are also reported to experience more organizational role stress than their male counterparts. Educational credentials, experience and age are found to be significant moderator of Resource Inadequacy. Resource Inadequacy is also reported to vary considerably with family size (Nuclear or joint), nativity (rural area or urban area), and arrangement of marriage i.e. whether couple opted for arrange marriage or love marriage.

- Salary, number of children and years of marriage has no impact on Resource Inadequacy experienced by working couple. It is depicted that Resource Inadequacy is higher for working duos in the age group of 26-45 years for employees studied senior secondary or lower for dual earner couples living in rural area for couples that opted for arrange marriage and for employees having nuclear family.

- Female employees in dual career couple are also reported to experience more organizational role stress than their male counterparts. Educational credentials, experience and age are found to be significant moderator of Role Stagnation. Role Stagnation is also reported to vary considerably with family size (Nuclear or joint), nativity (rural area or urban area), and arrangement of marriage i.e. whether couple opted for arrange marriage or love marriage. However, salary, number of children and years of marriage has no impact on Role Stagnation experienced by working couple.
7.3 ORGANIZATIONAL CHARACTERISTICS BASED VARIATIONS

- Mean value for dual career couple working in private organizations is higher than that of public sector couples. Mean value for eight out of ten stress paradigms are higher for private sector employees. These eight parameters of organizational role stress are Inter Role Distance, Role Stagnation, Role Expectation Conflict, Role Erosion, Role Overload, Role Isolation, Role Ambiguity and Resource Inadequacy. For rest of two constructs mean value is higher for public sector employees. The constructs are Personal Inadequacy and Self Role distance.

- Sector based (public and private) variations come out to be statistical significant. It is an important finding that private sector dual earner couples are statistically more stressed than working couple of public sector. Five out of ten constructs of organizational role stress reported statistical significant sector based variations. Employees working in private sector experience statistically higher stress than employees employed in public sector companies or corporations owing to role overload, Resource Inadequacy, Inter Role Distance, Role Expectation Conflict and Self Role distance. For rest of five constructs- Role Stagnation, Role Erosion, Role Isolation, Role Ambiguity and Personal Inadequacy- dual career couples of both the sectors (public and private) experiences similar ORS.

- Mean value for employees belonging to service organization experience higher organizational role stress than working couples working in manufacturing companies. Prime reason for such high stress level among category is role stagnation, Role expectation conflict, Role Overload, Role, Personal Inadequacy, Role Ambiguity, Resource Inadequacy. For rest of five constructs of Organizational Role stress employees working in manufacturing and service organizations experience similar level of role stress.

- Overall organization (manufacturing and service) based variations come out to be statistical. It means dual career couples working in both manufacturing and service organizations experiences statistical similar level of organizational role stress. Eight out of ten constructs of organizational role stress reported insignificant variations for working duos of two types of organizations. The constructs are Inter Role Distance, Role Stagnation, Role Overload, Role Erosion, Resource Inadequacy, Self Role Distance, Role Isolation and Role Ambiguity.
• Mean value for working couples working in foreign based companies experience maximum stress than dual earner couples employed in Indian based organizations. Prime reason for such high stress level among category is Role stagnation, Role expectation conflict, Role Isolation, Role Ambiguity, Resource Inadequacy and Inter Role Distance.

• Dual career couples working in both Indian based firms and foreign based organizations experiences statistical similar level of organizational role stress. Seven out of ten constructs of organizational role stress reported insignificant variations for working duos of two types of organizations. The constructs are Role Stagnation, Role Expectation Conflict, Role Erosion, Resource Inadequacy, Self Role Distance, Role Isolation and Role Ambiguity.

• Mean value for dual career couple whose spouse work in private organizations is higher than that of working couple whose spouse works in public sector. Mean value for nine out of ten stress paradigms are higher for those working couple whose spouse works in private sector employees. These nine parameters of organizational role stress are Role Stagnation, Role Expectation Conflict, Role Erosion, Role Overload, Role Isolation, Personal Inadequacy, Self Role Distance, Role Ambiguity and Resource Inadequacy. There is only one constructs mean value is higher for public sector working spouse. The constructs is Inter Role Distance.

• Overall variations based on spouse’s occupation sector come out to be statistical insignificant. Eight out of ten constructs of organizational role stress reported insignificant variations for working duos of two cases considered herewith. The constructs are Role Stagnation, Role Expectation Conflict, Role Erosion, Role Overload, Self Role Distance, Personal Inadequacy, Role Isolation, Resource Inadequacy and Role Ambiguity. The two paradigms are Inter Role Distance and Role Isolation. The findings suggest that spouse’s working sector (Public or private sector) is a weak moderator and have no statistical consideration for Organizational Role Stress experienced by dual career couples.

• Dual career couple whose spouse work in manufacturing organizations is higher than that of working couple whose spouse works in service sector. Mean value for seven out of ten stress paradigms are higher for those working couple whose spouse works in manufacturing companies. These seven parameters of organizational role
stress are Role Stagnation, Role Erosion, Role Overload, Personal Inadequacy, Self Role Distance, Role Ambiguity and Resource Inadequacy.

- Overall variations based on spouse’s occupation organization come out to be statistical significant. Six out of ten constructs of organizational role stress reported significant variations for working duos of two cases considered herewith. The constructs are Inter Role Distance, Role Stagnation, Role Expectation Conflict, Role Erosion, Role Overload, and Personal Inadequacy.

7.4 RECOMMENDATIONS & POLICY IMPLICATIONS

Based upon the major findings of the study, the researchers analyzed the various aspects of Organizational Role Stress in organizations physical presence in Indian settings. Further the researchers offer following recommendations for the increased impact of all types of stress intervention practices.

7.4.1 Implementation of Stress Intervention Practices

- Stress Intervention Practices has to be institutionalized in organizations in a bundle of practices, as previous researches revealed that a single practice can’t bring any substantial benefits to all types of organizations.

- The same practice could not be implemented in every setting, as a number of institutional and internal elements of the organizations have an impact on potential of Stress Intervention Practices. These factors have been defined in detail in chapter-2.

- Moreover factors external to a firm are also responsible for the effective implementation of the Stress Intervention Practices. These factors need to be considered in details before making Stress Intervention Practices a part of the firm.

- Organizational Role Stress varies greatly with characteristics of an employee and also with different types of organization, thus an organization requires to keep these variations in mind before deciding upon various sets of interventions techniques.

Thus these practices should not be used in isolation and organizational fit analysis must precede the implementation phase. In this background it’s a challenge for HR personnel to chalk out an appropriate bundle of Stress Intervention Practices tailor made for the organization. Concerned personnel need to ponder on various external, internal, intrinsic and extrinsic factors before zeroing down to best suite in a given context.
7.5 DIRECTION FOR FUTURE RESEARCHES

Research is never ending process and one research work must breeds new ideas and concepts for research in related and off course in news areas too. That is how new topics and objectives of the research comes to light. Taking cues from the present work more research could be initiated in the following areas as further researches could be done to access direct relationship between overall Organizational Role Stressors and effectiveness of Stress Intervention Practices. The relationship between individual stressors and effectiveness Stress Intervention Practices in enhancing performance can be explored later on. Moreover future researches could be done to adjudge the effectiveness of these practices in various sorts of organizations. Impact of various individual and organizational based variations are to be explored to find relationship between role stress and certain performance parameters like employee productivity, employee motivation or employee satisfaction level etc. However another set of studies could explore availability of HPWPs in various types of the organizations. Specific sectors or a particular organization could be studied in great details. Moreover individual Stress Intervention Practices like Yoga and Mediation or Management by Objective could be explored for their effectiveness for role stress. It would help to investigate the status and potential of such practices in Indian settings. The present is specifically restricted to Indian organizations it could later on be extended to foreign organizations present off-shores.