CHAPTER - V
SUMMARY OF FINDINGS AND SUGGESTIONS

Stress is experienced in organisational roles as problems are encountered in role performance. When these problems are confronted or resolved, the resulting role stress reduces or gets eliminated. This in turn promotes enhanced well being of the role occupant and enhanced performance and effectiveness at the individual and organisational levels. Homogeneity of role stress indicates that the same kinds of problems are prevailing throughout the organisation and the same kind of solutions/interventions hold good for all parts of the organisation. Heterogeneity of role stress, on the other hand, signifies that different kinds of problems are prevailing in different parts of the organisation and different kinds of solutions/interventions are required for different parts of the organisation.

Besides the physiological, psychological and emotional costs to the employees, stress induced behaviours place a considerable burden on organisations and greatly affect their bottom line. Work related stress costs the business in terms of productivity loss, absenteeism, turnover, alcoholism and medical expenses.

The work culture in IT companies affects the mental health and the quality of life of employees or executives. IT jobs entail strong competitiveness. Introduction of new technology and software into the working environment continually may cause stress for employees in IT organisations. Hence there is a need to study the organisational role stress among the employees of IT companies.

25 employees from each of 13 IT companies functioning in Bangalore companies were selected on the method of convenient sampling. The Companies include HP, HCL, Infosys, Integral, J Soft Solutions, MindTree, Niche-in, Oracle, Sasken, Sonata, Tesco, Wipro, Zenith.

To analyse the causes of organisational role stress among the employees of select multinational IT companies, the questionnaire administered to respondents to elicit data included 50 items, which covered 10 parameters of organisational
role stress. The 10 parameters were divided among 50 questions and each parameter was assigned 5 questions each.

FINDINGS

Profile of the respondents

64.61% of the total respondents were in the age group of 21-30 years.
80% of the respondents were male
96% of the respondents were graduates.
72% of the respondents were software engineers
57.53% of the respondents were married
72% of the respondents earned an annual income between Rs. 3 – 5 lakhs
90.77% of the respondents belonged to nuclear family.

Organisational role stress

Ten different types of organisational role stresses namely, 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 Role Inadequacy (Rin) were taken as parameter of organisational role stress.

Friedman’s test was applied for measuring the various types of organisational role stress. The results of the Friedman’s revealed the following:

1. Among the 5 items taken for measuring Inter - role distance the item, “My role tends to interfere with my family life” was ranked first.
2. Among the 5 items taken for measuring Role stagnation, the item “I am too preoccupied with my present role responsibility to be able to prepare for taking higher responsibility” was ranked first.
3. Among the 5 items taken for measuring Role Expectation Conflict, the item “I am not able to satisfy the conflicting demands of the various peer levels people and my juniors.” Was ranked first.
4. Among the 5 items taken for measuring Role Erosion, the item “I would like to have more responsibility than I am handling at present” was ranked first.
5. Among the 5 items taken for measuring Role Overload, the item “My work load is too heavy” was ranked first.

6. Among the 5 items taken for measuring Role Isolation, the item “I wish there was more consultation between my role and other roles.” Was ranked first.

7. Among the 5 items taken for measuring Personal Inadequacy, the item “I need more training and preparation to be effective in my work role.” Was ranked first.

8. Among the 5 items taken for measuring Self-Role Distance, the item “I have to do the things in my role that are against my better judgment” was ranked first.

9. Among the 5 items taken for measuring Role Ambiguity, the item “Not clear on the scope and responsibilities of my role” was ranked first.

10. Among the 5 items taken for measuring Role Inadequacy, the item “Do not have enough people to work with me in my role” was ranked first.

**Level of Organisational Role Stress**

An analysis of level of stress experienced by the respondents based on individual stressors, the following were observed.

1. 78.46% of the respondents experience medium level of Role stagnation stress.

2. 68.62% of the respondents experience medium level of Inter role distance stress.

3. 72.92% of the respondents experience medium level of Role expectation conflict stress.

4. 64% of the respondents experience medium level of Role Erosion stress.

5. 65.85% of the respondents experience medium level of Role overload stress.

6. 65.85% of the respondents experience medium level of Role Isolation stress.
7. 66.46% of the respondents experience medium level of Personal Inadequacy stress.
8. 72.62% of the respondents experience medium level of Self-role distance stress.
9. 68.62% of the respondents experience medium level of Role Ambiguity stress.
10. 76% of the respondents experience medium level of Resource Inadequacy stress.

Around 5% of the total respondents, experienced high level stress while approximately 24% of the respondents experienced low level of organisational role stress.

**Most Prominent Role stress**

1. Role Stagnation was found to be most prominent role stressor among the employees of select multinational IT companies in Bangalore.
2. Company wise analysis for the most prominent role stressor revealed that for
   - HP: Inter-Role Distance
   - HCL: Role Ambiguity
   - Infosys: Role Stagnation
   - Integral: Role Stagnation
   - JSS: Role Erosion
   - MindTree: Self-Role Distance
   - Niche-in: Inter-Role Distance
   - Oracle: Role Expectation Conflict
   - Sasken: Self-Role Distance
   - Sonata: Inter-Role Distance
   - Tesco: Role Erosion
   - Wipro: Role Stagnation
   - Zenith: Role Erosion
Influence of demographic variables on Organisational Role Stress

Inter-role distance: Mean scores of the influence of demographic variables about the perception of Inter-Role Distance stress by the respondents indicated that people in the age group of 31-40 years experienced higher level of IRD when compared to other age group employees. Similarly employees with PG qualification and employees with annual income between Rs.5-7 lakhs experienced higher level of IRD stress when compared to other groups of respondents.

Role Stagnation: employees of Infosys(C4) and Wipro(C12) experienced more Role Stagnation stress than the employees in other companies.

Role Expectation Conflict: Gender revealed significance of difference in the case of Niche-in and Sonata for REC. Marital Status revealed a significance of difference for REC among the employees of Wipro. Type of family exhibited a significance of difference for REC in Infosys, Niche-in, Oracle, and Tesco. Age revealed a significant influence on the respondents in respect of REC in Tesco. Experience showed a significance of difference for REC in HCL. Educational qualification has a significant difference for REC among the employees of HP, HCL, Infosys, Integral, JSS, Oracle, Wipro and Zenith. There was a significant influence by annual income for REC in Wipro.

Role Erosion: Employees in the age group of 31-40 years and above 40 years experienced higher level of Role Erosion stress when compared to other age group employees. Similarly employees with experience above 7 years, respondents with PG qualification and employees with annual income between Rs.5-7 lakhs experienced higher level of RE stress when compared to other groups of respondents.

Role Overload: Respondents in the age group of 31-40 years, employees from joint family, employees with work experience above 7 years, employees with PG qualification and employees who annual income was less than Rs.3 lakhs
encountered more Role Overload stress when compared to other groups of respondents.

**Role Isolation:** All groups of respondents faced moderate level of Role Isolation stress except respondents belonging to Joint family, employees with work experience between 4-7 years and above 7 years, employees who was working in the designation of Sr. Software engineer, employees whose Qualification was post graduation.

**Personal Inadequacy:** Respondents belonging to the age group of 31 – 40 years, employees belonging to Joint family, employees with work experience between 4-7 years and above 7 years, employees who was working in the designation of Sr. Software engineer, employees whose Qualification was post graduation, employees earning an annual income of less than Rs.3 lakhs encountered more Personal Inadequacy stress when compared to other groups of respondents.

**Self-Role Distance:** The male respondents, employees with work experience above 7 years, employees who were working in the designation of Jr. Programmer, employees with PG qualification and employees who were drawing an annual income of less than Rs.3 lakhs and between Rs. 5 to 7 lakhs experienced Self-Role Distance stress at higher level when compared to respondents belonging to other groups

**Role Ambiguity:** Respondents belonging to the age group of 31-40 years and above 40 years, employees from joint family, employees with work experience of 4 years and above, employees working the capacity of Sr. Software engineer, employees with PG qualification and employees earning an annual income between Rs. 5 and 7 lakhs faced higher level of Role Ambiguity stress when compared to other groups of respondents.

**Resource Inadequacy:** male employees, employees belonging to the age group of 31-40 years, employees who were married, employees who were having experience for 4 years and above, employees who were working as Jr.Programmers and Sr.Software engineers, employees earning an annual income
between Rs.5 to 7 lakhs encountered high level of stress due to Resource Inadequacy when compared to other groups of respondents.

**Companywise analysis of the association between the demographic variables and organisational role stress**

Companywise analysis of the association between the demographic variables and the organisational role stress experienced by the respondents based on stress parameters/types of role stress revealed the following:

1. In HP, gender was significantly associated with IRD and Education of the employees showed highly significant association with REC
2. In the case of Infosys, gender was significantly associated with IRD while designation was significantly associated with RS. The association between designation and RA was highly significant.
3. For JSS, age revealed significant association with REC and RI and education with IRD,REC,SRD and RA
4. In Mind Tree age significantly influenced RE stress among the employees.
5. While gender had highly significant influence on IRD stress, marital status exhibited significant influence on RS among the employees of Niche-n
6. In Sonata, gender revealed significant influence on IRD
7. For Tesco, age showed significant influence for all ORS except SRD and RA. Family type of the employees had significant influence on IRD. Income level of employees revealed a significant relationship with IRD and RE.
8. In Wipro, designation showed significant influence on SRD and RA stress
9. The educational level of employees of zenith had significant association with all the organizational role stress except RE and RO.
10. Demographic variables of respondents from HCL, Integral, Oracle, Sasken did not reveal any significant association with organizational role stress.
Significance of difference of demographic variables on organisational role stressors

The significant difference was measured by computing either t or f value based upon the demographic variables.

**Inter-Role Distance:** Gender exhibits significant difference in respect of IRD in the case of JSS and TESCO. Marital status of employees did not reveal any significant association with IRD among the employees of all IT companies. Type of family of the respondents have an influence on IRD in the case of Infosys, Niche-in Oracle and TESCO. Age of the respondents showed significant difference for IRD in the case of HCL, JSS, Sasken, TESCO and Zenith. Experience of the employees has a significant difference for IRD only in HCL. Designation revealed significant influence on IRD in the case of Zenith. Educational qualification of employees showed a significant difference for IRD in the case of HCL, Infosys, Integral, Oracle, Wipro and Zenith. Annual income of the employees did not reveal any influence on IRD for all the companies.

**Role stagnation:** Gender exhibited significant difference in respect of RS in the case of Niche-in and SONATA. Marital status of employees did not reveal any significant association with RS among the employees of all IT companies. Type of family of the respondents had an influence on RS in the case of Infosys, Niche-in Oracle and TESCO. Age of the respondents showed significant difference for RS in the case of Integral and TESCO. Experience of the employees did not reveal any significant difference for RS for any IT company. Designation revealed significant influence on RS in the case of Infosys, Integral and Wipro. Educational qualification of employees showed a significant difference for RS in the companies, HCL, Infosys, Integral, JSS, Oracle, Tesco, Wipro and Zenith. Annual income of the employees did not reveal any influence on RS for all the companies.

**Role Expectation Conflict:** Gender revealed significance of difference in the case of Niche-in and Sonata for REC. Marital Status revealed a significance of
difference for REC among the employees of Wipro. Type of family exhibited a significance of difference for REC in Infosys, Niche-in, Oracle, and Tesco. Age revealed a significant influence on the respondents in respect of REC in Tesco. Experience showed a significance of difference for REC in HCL. Educational qualification has a significant difference for REC among the employees of HP, HCL, Infosys, Integral, JSS, Oracle, Wipro and Zenith. There was a significant influence by annual income for REC in Wipro.

**Role Erosion:** Gender exhibited significant difference for Role Erosion among the employees of HP, Niche-in and Sonata. Type of family of the employees of Infosys, Niche-in, Oracle and Tesco revealed a significant influence on Role Erosion. Age of the respondents from Sasken and Tesco exhibited a significant influence on RE. Educational Qualification of the employees could influence RE in the case of HCL, Infosys, Integral, Oracle and Wipro. Employees of Integral were influenced by their annual income for RE.

**Role Overload:** Gender revealed significance of difference in the case of Niche-in and Sonata for RO. Marital Status revealed a significance of difference for RO among the employees of Infosys and Tesco. Type of family exhibited a significance of difference for RO in Infosys, Niche-in, Oracle, and Tesco. Age revealed a significant influence on the respondents in respect of RO in Sasken and Tesco. Experience showed a significance of difference for RO in HCL and Mintree. Educational qualification has a significant difference for RO among the employees of HCL, Infosys, Integral, JSS, Oracle, Wipro and Zenith.

**Role Isolation:** Gender revealed a significance of difference for RI in the case of JSS. Type of the family of the respondents could exert some influence on Role Isolation stress experienced by the respondents in the case of Infosys, Niche-in, Oracle, and Tesco. Age of the employees showed a significance of difference for RI in JSS and Tesco. Educational Qualification was able to significantly influence Role Isolation stress among the employees of HCL, Infosys, Integral, JSS, Oracle, Wipro and Zenith.
**Personal Inadequacy:** Gender exhibited significant difference for PI in Niche-in. Type of the family of the employees showed a significance of difference for RI in the case of Infosys, Niche-in, Oracle and Tesco. Significant influence can be noticed in Tesco and Wipro for Personal Inadequacy by the age of the employees. Educational qualification revealed significance of difference for PI at 5% level of significance in the case of HCL, Infosys, Integral, Oracle, Wipro and Zenith.

**Self-Role Distance:** Gender has a significant influence for SRD in Niche-in and Sonata. Type of family showed significance of difference for SRD in Infosys, Niche-in, Oracle and Tesco. Age could influence the SRD stress of the employees of Integral, Tesco and Wipro. Designation showed a significant relation with SRD in integral. Educational qualification showed significance of difference at 5% level of significance for SRD in HCL, Infosys, Integral, Oracle, Wipro and Zenith.

**Role Ambiguity:** Gender revealed a significant difference for Role Ambiguity in HP, Niche-in and Sonata. Type of Family showed a significant difference for RA among the employees of Infosys, Niche-in, Oracle and Tesco. Age of the employees was correlated with RA stress in the case of JSS and Tesco. Designation revealed significant association to RA in the case of Zenith. Educational Qualification exhibited significance of difference for Role Ambiguity in HCL, Infosys, Integral, Oracle, Wipro and Zenith. The Annual income of the employees of Inegral had an association with RA stress.

**Resource Inadequacy:** Gender showed significant difference for R in in Niche-in and Sonata, Marital Status in Tesco, Type of family in Infosys, Niche-in, Oracle, and Tesco, Age in Sasken and Tesco, Experience, HCL and Educational Qualification in HCL, Infosys, Integral, JSS, Oracle, Wipro and Zenith.

**Coping with Stress**

73.54% of the respondents the level of coping was medium and for 26.46% of the respondents the level of coping was high
There was a highly signification association between coping strategies and gender, age, designation, educational qualification and annual income. But chi-square test result showed there is significant association in the level of coping strategies with respect to all the demographic variables except Annual Income.

**Regression analysis for measuring the impact of role stress on coping strategy**

Inter-role distance, Role Stagnation, Role Expectation Conflict, Role Erosion, Role overload, Role Isolation, Personal Inadequacy, Role Ambiguity and Resource Inadequacy were found to be non-significant coefficients while self-role distance was found to be a significant factor.

Analysis of individual intervention to manage role stress revealed that there was highly level of acceptance from the respondents for coping interventions like – Listening to Music (98.15 percent), followed by practicing good management techniques(88 percent), improving self-image(80.31 percent) and positive thinking(80.31 percent). Acupressure indicated the lowest level of 4.92 percent of acceptance from the respondents.

**Analysis of the impact of organisational role stress on the job performance**

Performance was measured in this study using behaviour based rating scale called as performance Evaluation Scale [PES]. PES includes 17 items created from a set of skills identified as necessary for being a successful IT employee.

The factors considered for analysing the impact of ORS on job performance were Diplomacy, Directing, Patience, Leadership, Programming, Speaking, Listening, Empathy, Persuasion, Politics, Management, Training, Cooperation, Functional application Knowledge, Organizational communications, Analysis and design and Sensitivity.

To identify the factors which were more influencing the respondents towards attitude of Organisational role stress and its impact on job performance Friedman’s test analysis was used. Through mean rank it was inferred that among
the seventeen factors “Persuasion” was ranked first. It was followed by the “Directing”. “Speaking” was ranked third.

Regression analysis was carried out to find the impact of organisational role stress on three types of skill performance namely, Soft skill performance, managerial skill performance and technical skill performance applicable to IT industry.

**Regression analysis**

**Impact of Role stressors on Soft Skill Performance**

Inter - role distance, Role Stagnation, Role Expectation Conflict, Role Erosion, Role overload, Role Isolation, Role Ambiguity and Resource Inadequacy are non-significant coefficients. Only Personal Inadequacy and Self-Role Distance were significant co-efficients impacting on soft skill performance of the employees.

**Impact of Role stressors on Managerial Skill Performance**

Role stagnation, Role overload, Role Isolation, Personal Inadequacy, Self role distance, and Role Ambiguity were non-significant coefficients while Inter-Role Distance Role Expectation Conflict, Role Erosion and Resource Inadequacy were significant co-efficients influencing Managerial skill performance.

**Impact of Role stressors on Technical Skill Performance**

Inter - role distance, Role Stagnation, Role Erosion, Personal Inadequacy. Self-Role Distance and Resource Inadequacy were significant co-efficients affecting Technical skill performance.

**Discriminant function analysis**

Discriminant function analysis was carried out to find out what are all the variables which significantly discriminate the respondents of one group (Jr programmer) from other group (Software Engineer, Sr.Software Engineer)? Do factors like Inter - role distance, Role Stagnation, Role Expectation Conflict, Role Erosion, Role overload, Role Isolation, Personal Inadequacy, Self-Role Distance, Role Ambiguity, Resource Inadequacy differ among these three groups?
Results showed that nearly 30 % of the variation in the Discriminant Function was due to Coping strategies, which contributed maximally, in discriminating between types of respondents. Next comes, Inter - role distance score, which contributed about 6.5 % in discriminating between the types of respondents followed by Role Erosion and Resource Inadequacy. Role Expectation Conflict contributed the least in discriminating the types of respondents.

SUGGESTIONS

1. Openness, by means of communication at work shall clarify and sort the divergent expectations in the role. Development of platforms to intensify communication throughout the workplace which would not only reduce ambiguity at work but also help employees to prioritise the tasks for better management of work and the roles in the organisation.

2. Planning for making available the required resources is imperative for reducing role stress at work.

3. Personal inadequacy needs to be de emphasised among the employees. It may be noted that personal inadequacy arises from lack of competence for performing in the role. Personal inadequacy can be overcome by competence building through effective training and development.

4. Resource inadequacy needs to be de emphasised among the employees. It may be noted that resource inadequacy arises from lack of resources which are required for role performance Effective augmentation/redistribution of resources and/or measures for conservation of resources are required for overcoming resource inadequacy.

5. Role erosion needs to be deemphasised among the employees concerned. It may be noted that role erosion arises when some of the important functions belonging to the role in question are performed by some other roles. This means reduced importance of the role which is demotivating for the role occupant. It reduces the contribution of the role occupant and jeopardises his/her role performance. To overcome role erosion, the role needs to be
enriched with additional functions which are relevant for the organisation and the role in question.

6. Role isolation needs to be de emphasised in the related groups of employees. It may be noted that role isolation arises due to lack of interaction/communication between the focal role and its related roles. Role isolation can be overcome by strengthening of role inter linkages. Interdependence between the related roles needs to be created/improved for strengthening role inter linkages.

7. Generally Employee Assistance Programme (EAPa) can help alleviate stress by providing free, confidential avenue for employees to openly express the stress they are facing.

CONCLUSION

The nature of role stress has been investigated in this study. It is revealed that role stress experienced in the company under study is not homogeneous, but heterogeneous. With the exception of role erosion, prominent role stressors are not uniform throughout the company; they vary across the groups. Since each role stressor results from a specific kind of problems encountered by the role occupant during the course of his/her role performance, the knowledge of prominent role stressors in different parts of a company would help in identifying the most important problems to be solved in different parts of the company. A better appreciation of differences in problems prevailing across the company would facilitate easier identification of right opportunities for enhancing individual and organisational performance and effectiveness in different parts of the company.