CHAPTER – I

INTRODUCTION AND DESIGN OF THE STUDY

Human Resource is taken as the most crucial and complex resource in organisations and it is an empirically well-established fact that in today’s competitive world that it is a crucial resource which adds competitive advantage to the organisation. Human resource management is a management function concerned with hiring, motivating and maintaining people in an organisation. It focuses on the people in the organisation. Organisations are not mere bricks, mortar, machineries or inventories. They are people. It is the employees who manage the organisations. Human resource is the heart of the organisation. It is the most significant resource in an organisation. Human resources are heterogeneous in the sense that employees differ in personality, perception, emotions, values, attitudes, motives and modes of thoughts. Their behaviour to stimuli is often inconsistent and unpredictable. While other resources depreciate, human resources appreciate in value with the passage of time. From the organisation’s point of view, human resources need to be handled carefully. Apart from providing attractive salaries, incentives and facilities, the organisation should also concentrate on the mental health of the employees.

Modern society is organisational in nature. But presently organisational behaviour has become a separate field of study. Organisational behaviour is basically an interdisciplinary approach. It focuses attention on people with humanistic point of view. It studies human behaviour at individual level, group level and organisational level. The roles people play in an organisation, the stress they face while performing their roles and the implications it has towards their attitudes and well being are important considerations in the management of human resources. It has become very important for the management to understand the behaviour related problems of people working in the
organisations for achieving the predetermined goals. The issues which are gaining importance nowadays are: whether the employees are under organisational/occupational role stress, whether the quality of work life is as per their requirements, whether they are satisfied with their jobs and whether managerially they are successful or not.

Management problems have become more and more complex with the gradual disappearance of traditional systems operated by authoritarian or paternalistic leadership. Even the better facilities provided by the MNCs are not able to control the increasing level of stress among the executives.

**STRESS**

The concept of stress was first introduced in the life sciences by Hans Selye in 1936. Stress has undoubtedly been associated even with the life of prehistoric man and is there to say in every socio-economic setting for all times to come. An important characteristic of stress is its naturalism, whereby its inevitability and prevalence reflect the fact that it is a part of nature, a taken-for-granted aspect of the living world. As life gradually becomes more and more complex, the potential for and the amount of stress burgeons. Persistent change, rapid industrialisation and urbanisation and speedy technological advancements are in fact some precursors for rising stress. Most importantly, stress level is on the incessant hike because of the ever-increasing competition and the attempts at trying to keep pace with the advancement in one’s own field, together with the constant threat of falling short of one’s own and those of others’ expectations.

Stress may be referred to as an unpleasant state of mind of emotional and physiological arousal that people experience in situations that they perceived as dangerous or threatening to their well being. The word ‘stress’ means different things to different people. Some people define stress as events or situations that cause them to feel tension, pressure or negative emotions such as anxiety and danger. Others view stress as the response to the events or situations. The
response includes physiological changes such as increased heart rate and muscle tension as well as emotional and behavioural changes.

Stress is a common experience. One may feel stress when he is very busy or have important deadlines to meet or have too little time to finish all the tasks that have been assigned to him. Often people experience stress because of problems at work or in social relationships such as – a poor evaluation by the supervisor or an argument with a friend. Some people may be particularly vulnerable to stress in situations involving the threat of failure or personal humiliation.

Stress can be triggered by both desirable and undesirable events in life. Stress resulting from desirable events is called Eustress (meaning good stress). Eustress is pleasant and has curative effects. On the other hand, stress resulting from undesirable events is called Distress (meaning bad stress). Distress has bad effects on the individuals concerned. Stress is a part of our everyday life. Moderate level of stress is in fact necessary for an individual to stay alert and active. High level of stress, on the other hand, would lead to impairment of human well being and performance. Stress is additive. It is necessary to prevent spiralling of stress to contain it within a reasonable limit for harnessing its benefits, while avoiding its perils.

Stress is defined in terms of its physical and physiological effects on a person, and it can be a mental, physical or emotional strain. Stress is the nonspecific reaction of a person’s body to any demand made on it. Long-term productivity of a company depends largely on the dedication and commitment of its employees. Employees are increasingly holding their employers liable for their emotional problems which they claim to be work related. Stress-related mental disorders have become the fastest-growing occupational disease. There is increasing evidences indicating that severe, prolonged stress is related to the diseases that are the leading causes of death like coronary heart disease, stroke, hypertension, cancer, emphysema, diabetes, and cirrhosis. Stress at times may
even lead to suicide. Some signs that may indicate problems include impaired judgment and effectiveness, rigid behaviour, medical problems, increased irritability, excessive absence, emerging addictive behaviours, lowered self-esteem, and apathetic behaviour.

**Nature of Stress**

- Stress is a natural response.
- Stress is associated with constraints and demands.
- Two conditions are necessary for potential stress to become actual stress:
  1. There must be uncertainty over the outcome
  2. The outcome must be important
- Stress is the spice of life and and hence life without stress is dull and dreary.
- Stress brings in best in some people and has adverse effect on most.
- It is not necessarily bad at all times.
- Too little stress or hyperstress is bad and optimal level of stress is good and necessary, it varies from individual to individual.
- Stress is dependent on the individual’s cognition of the events.

**Effects of stress**

Stress is a normal, adaptive reaction to threat. It signals danger and prepares a person to take defensive action. Stress motivates one to achieve and fuels creativity. Although stress may hinder performance on difficult tasks, moderate stress will improve motivation and performance on less complex tasks. If not managed appropriately, stress can lead to serious problems. Exposure to chronic stress can contribute to both physical illness and mental illness.

Stress can have both positive and negative effects. The negative effects include
Impairment of cognitive functioning: A moderately common effect of stress is impairment of one’s mental functioning. In some people, stress may lead to lack of attention, reduced flexibility in thinking, poor concentration and less effective memory storage.

Shock and disorientation: Severe stress can leave people dazed and confused. People tend to feel emotionally numb and they respond in a flat apathetic fashion to events around them. They often stare off into space and have difficulty in maintaining coherent train of thought.

Burnout: Burnout is a stress related syndrome wherein one’s behaviour come to be dominated by feelings of physical, mental and emotional exhaustion. The physical exhaustion includes chronic fatigue, weakness and low energy. The emotional exhaustion refers to feeling of hopeless, helpless, trapped and emotionally drained. The mental exhaustion is manifested in highly negative attitudes towards oneself, one’s work and life in general.

Disruption of social relations: Stress can lead to deterioration in one’s normal social relations. The disruptions may include feeling of alienation, difficulties in relation with family members, friends and co-workers and impairments in the capacity to trust others.

Delayed response syndrome: Dysfunctional behaviour may be attributed to exposure of significant stress and this emerges after the stress has been alleviated.

Psychological, physical problems and illness: In the domain of common psychological problems stress may contribute to poor academic performance, insomnia, drug abuse, excessive anxiety, nervousness, dejection and depression. Stress may cause physical illness such as asthma, hypertension, migraine, headache, ulcers, etc.
The positive effects of stress tend to be more subtle and they include

**Stimulation of mood:** People will experience a suffocating level of boredom if they have to live a stress free life. Life would be very dull if it is altogether devoid of challenge. An intermediate level of stimulation and challenge tends to be optimal for most people. Although many think of stress in terms of stimulus overload, underload can be extremely unpleasant as well.

**Promotion of personal growth:** Stress may frequently promote personal growth. Personal growth refers to movement towards greater psychological health. Stress sometimes forces a person to develop new skills, learn new insights and acquire new strengths. The adaption process initiated by stress may often lead to personal changes for better. Confronting and conquering a stressful challenge may lead to improvement in specific coping abilities and to favourable alternative in one’s self-concept.

**Improvement in tolerance capacity:** Stress experienced by a person can inoculate him and he may be less affected by stress faced by him subsequently.

The modern world, which is said to be a world of achievements, is also a world of stress. Stress has been on the rise in this era of high-technology speed, global competition and consumerism. Taking its toll on the physical and psychological health of the employees, it is affecting the productivity and functioning of an organization.

**Causes of stress**

Stress can emanate from a variety of sources. However, three sectors of life have been identified as important sources of stress:

**Jobs and Organisation:** These refer to the totality of the work environment, such as job description, work culture, interpersonal relationships and compensation offered.
Social Sector: It denotes the socio-cultural milieu of a person. It may include religion, caste, language, attitudes and beliefs of others, the political and legal environment, etc.

Intrapsychic sector: This encompasses those aspects which are intimate and personal such as an individual’s values, abilities, temperament, personality, needs, expectations and health.¹

Hence, the event that triggers the stress response can either be an organizational or personal or environmental factor.

a. Organizational Factors: Many factors associated with a person’s employment can be potentially stressful. These include the firm’s culture, the individual’s job, and the general working conditions. Occupational stress can occur when there is a discrepancy between the demands of the environment/workplace and an individual’s ability to carry out and complete these demands.

b. Personal Factors: Stress factors outside the job and job environment also may affect one’s job performance. Factors in this category include one’s family, financial problems, and living conditions.

c. The General Environment: Stress is a part of everyone's everyday life and its potential lurks not only in the workplace and at home but also in our general environment. To quote a few, the three-hour commute in rush traffic, the unrelenting rain, the oppressive heat, or chilling cold can create stress. Excessive noise, wherever it is encountered, can drive some people up the wall.

STRESS AT WORK

Work stress arises due to six major reasons:

1. Factors intrinsic to the job: Poor working conditions, shift work, long hours, travel, risk and danger, poor technology, work overload and work under load may cause stress.

2. Role in the organisation: When a person’s role and the expectation from the role in the organization is clearly define, stress will be the minimum.
3. **Relationship at work:** Good relationships between the members of a group are a key factor in individual and organisational health. The critical interpersonal relationships at work, relationship with boss or superior, subordinates and colleagues may cause stress.

4. **Career development:** The degree of job security, fear of job loss, obsolescence in one’s skills and capabilities and performance appraisal may cause stress.

5. **Organisation structure and climate:** Non participation at work and lack of control/authority may cause stress.

6. **Non-work pressures:** This includes the dual role to be played by an employee as a family member and organizational role, the amount of time they devote to work and family, travel, transfer of spouse, etc.²

**ORGANISATIONAL ROLE STRESS**

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. Realisation of these differences is useful for formulating a contingency model for enhancing organisational performance and effectiveness.

Role stress can lead to people giving up efforts, getting frustrated and as a result becoming helpless.
REVIEW OF LITERATURE

Schuler analysed the association between the Role perception, satisfaction and performance among employees of various levels of an organisation. He reported that among the lower and middle level management employees role ambiguity was negatively related to job performance and it was positive relationship among the higher level employees. He opined that the significant relationship at the higher level was as a result of the skill acquired by the employees on promotion and ability to cope with role ambiguity.³

Sen investigated the main role stresses experienced by employees in banks at different levels and the coping strategies adopted by them. Using ORS, he observed little difference between the score in the banks but he found significant differences in role stress at the organisational level. Top level people obtained the lower score on Role Stagnations whereas clerical staff obtained the highest score on this dimension. It was interpreted that people at the lowest level felt that they were stagnating both individually as well as role-wise. However that feeling decreased as people moved up in hierarchy. The study included analysis of relationship between demographic variables such as age, gender, education, income, family type, marital status, residence, distance between residence and place of work, entry and previous job experience and role stress. The study concluded that role stagnation decreased as people advanced in age, age was negatively related to role stress, women experienced more stress when compared to men, role stress was inversely related to income, the higher the income the less was the level of the reported role stress, unmarried persons experienced more stress than married persons due to their comparative lack of security need resulting in higher self esteem, autonomy and self-actualisation needs.⁴

Pestonjee and Singh attempted to study the effect of locus of control on the relationship between various role stressors and satisfaction with many off-the-job and on-the-job situations relating to electricity generating and
supplying company. Various role stressors were assessed with the help of your feeling about your role scale. Satisfaction was assessed with the help of S-D Employee’s inventory. The study established that the locus of control has moderated the relationships between (i) self-role distance and satisfaction with the job (ii) self-role distance and satisfaction with on-the-job situations (iii) self-role distance and satisfaction as a whole (iv) role ambiguity and satisfaction with the job and (v) role isolation and personal adjustment.\(^5\)

Terry tried to analyse the work-role stress and the association between the attitude towards co-workers and work-role stress. His study asserted that three role stresses: role ambiguity, role overload and underutilisation of skills were related to five outcomes: overall job dissatisfaction, life dissatisfaction, low self-esteem, depressed mood and fatigue. His study also revealed that each stress was strongly correlated with dissatisfaction with the stress itself, strongly correlated with dissatisfaction with co-workers, and least correlated with dissatisfaction with the non-social aspects of the work role. The study concluded that people who experience job stress blame the social system of the organisation resulting in their dissatisfaction with co-workers who are part of that system.\(^6\)

Jagdish investigated into the relationship of occupational stress with job satisfaction and mental health of first level supervisors and found that occupational stress arising out of role overload, role ambiguity, role conflict, group and political pressures, responsibility for persons and their participation, powerlessness, poor peer relations, intrinsic impoverishment, low status, strenuous working conditions and unprofitability significantly impaired the supervisors’ job satisfaction – overall as well as area wise.\(^7\)

Khanna explored the relationship between organisational climate and organisational role stress and their impact on organisational effectiveness. The study was conducted in a large multi-unit Public Sector chemical industry. The sample respondents were 392 executives at three managerial levels from five
manufacturing divisions of the company. The results of the study indicated that role erosion was the major contributor of stress while inter-role distance was minimal contributor of role stress. Age was found to be negatively associated with role stress but positively related to organisational effectiveness.8

Ahmed, Bharadwaj and Narula attempted to find out the level of role stress among the male executives of public and private sector organisations. Results indicated that private and public sector executives do not differ significantly on their role stress. The study also found out that role isolation, role ambiguity and inter-role distance caused the significant difference between the employees of public and private sector.9

Bhatnagar and Bose made an attempt to identify age and leadership styles as correlates of ten types of role stresses. For the purpose of the study Leader Effectiveness and Adaptability Description (LEAD) of Helsey and Blanchard and ORS scale of Pareek were administrated. Means, Standard deviation, person’s product moment, co-oefficients of correlation were used to analyse the data. The study revealed that branch managers scored lower on role ambiguity, self-role distance and role stagnation indicating that respondents did not really experience major stresses in those areas.10

A study by Kaur and Murthy revealed that avoidance strategies were predominant at Junior management level and approach strategies were predominant for senior level management personnel of public and private sector organisations.11

Singh explored the pattern of relationship between the dimensions of stress and performance as well as that of strain dimensions and outcome variables. A group of 250 middle level and lower level executives (175 from five private sector organisation and 75 from three public sector organisations) constituted the sample. The results of the study revealed that six dimensions of stress: lack of group cohesiveness, feeling of inequality, role ambiguity, lack of supervisory support, job requirements-capacity mismatch
and inadequacy of role authority – had a negative linear relationship with performance while role conflict and role overload had an inverted U shaped relationship with performance.\textsuperscript{12}

Sharma tried to ascertain the effects and role of motivational climates on four psychological variables such as job satisfaction, participation, alienation and role stresses in public and private pharmaceutical organisations. The findings of the study revealed that employees of the private organisation scored higher and significantly differed from those of public organisation as regards inner-role distance, personal inadequacy and resource inadequacy. Public organisation employees however, scored significantly higher on role stagnation.\textsuperscript{13}

Pestonjee attempted to explore the relationship between factors of role stress, Type-A pattern of behavioural disposition and State-Trait anger among three categories of management personnel. A battery of three psychometric instruments, namely, ORS Scale, State-Trait Anger Scale? and Can You Type Your Behaviour were administered on 221 top managers, 326 middle managers and 77 IAS officers. Datasets were also dichotomized on the basis of age of the respondents. Statistical differences as well as correlation coefficients pertaining to variables understudy were analysed for both, low and high age group management personnel of each categories. Critical ratio test, median test and product moment coefficients of correlation were used to analyse the data. Results of the study revealed that inter-role distance and role erosion are the most dominant contributor of role stress whereas role ambiguity and personal inadequacy are the least important contributor for the total sample of management personnel. Comparison of scores on ORS Scale revealed that by and large all the three comparison groups differ from one another. Type-A and trait-anger scores were found to be statistically insignificant whereas state-anger scores were significantly different in all the three comparison groups. Study of correlation coefficients revealed that more correlation coefficients
among role stress factors as well as ORS vs S/T anger were significant in case of TMG, followed by NNG and IAS personnel. More correlation coefficients between Type-A score and ORS factors were found to be significant in case of IAS group as compared to other datasets.\textsuperscript{14}

Srilata attempted to find out the association of conflict, role ambiguity, role overload and self-role distance with structural factors of the organisation, job factors, perceptions of the focal persons of the employee’s role set members and his own self among 316 middle management personnel from public sector and 52 from private sector. The study asserted that role stress due to role ambiguity, role conflict and role overload were significantly and negatively associated with personality factors of the supervisor such as group adherence versus self sufficiency. Negative but significant correlation was reported between role ambiguity and performance indicating that high ambiguity would adversely affect performance.\textsuperscript{15}

An attempt was made by Pestonjee to explore the types of role stresses experienced by top and middle management personnel and to establish the degree of relationship among these role stress variables. ‘ORS scale’ developed and standardized by Pareek (1983) was administered on a sample of 221 top managers and 326 middle managers. This scale measured ten types of role stresses as well as overall role stress. Critical ratio test, median test and Pearson’s product moment coefficients of correlation were used to analyse the data. Findings of the study revealed that middle managers group (MMG) scored significantly higher on inter-role distance, personal inadequacy, self-role distance and resource inadequacy. Role expectation conflict, role ambiguity and overall role stress were also found to be significantly higher in case of middle managers group (MMG) as compared to top managers group (TMG). Out of 55 coefficients of correlation among role stress factors, 53 for top managers and 51 for middle managers emerged as statistically significant.\textsuperscript{16}
Kumar’s study indicated that unmarried executives, executives married to working women and marketing executives experienced significantly higher total role stress. Role stagnation and personal inadequacy were found to be significantly higher among lower level executives.\(^{17}\)

Chaudhary examined the relationship between role stress and job satisfaction among bank officers. The study revealed that role erosion and resource inadequacy were experienced dominant whereas role ambiguity and role expectation conflict as remote contributors of role stress among the officers. There was no significant difference between the two age groups on role stress dimensions. The overall indices of role stress and job satisfaction were found to be negatively correlated in higher as well as lower age groups of the bank.\(^{18}\)

Pestonjee and Pande investigated the relationship between the factors of Learned Helplessness (LH) and Organisational Role Stress to the motivational climate of the organisation. The study concluded that Role Erosion was the highest contributor of stress among middle management of five units of engineering industry located in Western India. Management by rewards was the major dimension of organisational climate which had a significant bearing in the LH and ORS.\(^{19}\)

Raju, Vijaya and Madhu examined the influence of organisational role on role stress of employees in public sector organisations. The study covered 154 lower level, 202 middle level and 101 high level employees and two dimensions of role stress - role conflict and role ambiguity. The results revealed that higher level employees experienced lower level of role conflict and role ambiguity than the middle and lower level counterparts.\(^{20}\)

Satyanarayana investigated stressors among 75 executives and 75 supervisors of Bharat Heavy Electrical Ltd (BHEL). The study revealed that role erosion, personal inadequacy, resource inadequacy and role stagnation were experienced as dominate contributors of role stress in executives and
supervisors. The two groups differed significantly in respect of inter-role distance, role overload, personal inadequacy and role ambiguity dimensions.²¹

Aniruth Pandey conducted an empirical study on rail engine drivers of Indian Railways to determine the relationship between their role efficacy and role stress. The study revealed role efficacy and role stress to be negatively related. The respondents were found to be suffering from the feeling of role overload, resource inadequacy and personal inadequacy. Education was found positively related with role stress and negatively with role efficacy. Advancement in experience was found to enhance probability of stress as also to have differential impact on drivers. The study emphasized the need for conducting role efficacy and role stress labs for the workers (drivers) if the Indian Railways wants to reduce stress in the jobs of the drivers and wants to increase their performance effectiveness.²²

Mukherjee studied the relationship between Organisational Role Stress, Role Efficacy and Organisational Climate among the banking personnel. The sample consisted of 71 managers which included 27 senior level and 44 junior level management personnel of a large banking organisation. The study concluded that Junior level managers experienced higher stress on all the role stress dimensions as compared to the senior level managers. Significant differences were observed between the two groups on the dimensions of inter-role distance, role overload, personal inadequacy and total role stress.²³

Pandey conducted a study among 61 personnel of Indian Railways (aged 28-58) to determine the relationship between personal demographics and Organisational Role Stress. The analysis revealed a positive but non-significant relationship of age with all the dimensions of role stress except of role ambiguity. Similarly education showed positive but non-significant correlation with all the ten dimensions of role stress. Experience was reported to be positively and significantly associated with inter-role distance, role expectation
conflict, role Ambiguity and personal inadequacy, role stagnation, role erosion and self-role distance.\textsuperscript{24}

Mohan and Chauhan conducted a study on 174 middle level managers from Government, Public and Private sectors. The managers were administered Organisational Role Stress Scale developed by Udai Pareek. The results of the study showed that there were only two significant stressors Role Erosion and Self-role Conflict. The managers of Public Sector experienced the maximum Role Erosion and Self-role Conflict followed by Government and Private Sector. The Private sector had a better work climate which gave enough forward orientation in one’s job role and also less amount of intra-personal conflictual situations.\textsuperscript{25}

Tubre and Collins made a meta-analysis of the relationships between role ambiguity, role conflict and job performance. The analysis revealed a negative relationship between role ambiguity and job performance with moderating influences due to job type and rating source. A negligible relationship was observed for role conflict and job performance, a finding consistent across job types and rating sources.\textsuperscript{26}

The intensity of organisational role stress among women IT professional was investigated by Mohsin Aziz. The results of the study showed that resource inadequacy as the most potent role stressor, followed by role overload and personal inadequacy. The study revealed the differences in the level of stress between married and unmarried women employees on several role stressors. However, level of education was not a significant differentiator of stressors.\textsuperscript{27}

Dale and Marilyn examined the potential moderating effects of training on the relationship between work stressors and job performance in two call centres. The study suggested that having control over and training in job tasks affect the relationship between stressors and employees’ performance more differently than has traditionally been the case for that between stressors and health outcomes. But the study found no relationship between workload
stressors and performance. As far as effect of role stress on performance, a moderate direct effect and a linear interactive effect with control was found out. The ability to control to ameliorate the relationship between role stress and aspects of performance was found with only one measure of performance – average number of calls. Customer Service Training was not found to be effective as control in providing coping mechanisms for stressful job tasks.28

Cleopatra and George measured the effect of brand managers’ role stress (role ambiguity, role conflict and role overload), perceived performance and satisfaction and the intention to leave. The results of the study revealed that increased role stress is associated with lower levels of perceived job performance and job satisfaction but its influence on the intention to leave was not significant. In addition, higher levels of perceived job performance and lower levels of satisfaction were generally associated with higher intention to leave.29

Lehal and Singh studied Organisational Role Stress among college teachers of Patiala district. The study indicated that the level of organisational roles stress in government college teachers in Patiala district was significantly lower than that was experienced by private college teachers.30

Chilton, Hardgrave and Armstrong tried to examine the potential source of stress/strain and productivity impediment among software developers by using a combination of cognitive style and person-environment fit theories as the theoretical lens. Specifically the study examined the fit between the preferred cognitive style of a software developer and his or her perception of the cognitive style required by the job environment and the effect of that fit on stress/strain and performance. The study revealed that the performance decreased and stress increased when the gap between cognitive styles became wider. Using surface response methodology, the precise fit relationship was modelled.31
Aizzat Mohd. Nasuridin, Ramayah and Kumaresan attempted to determine the influence of organisational variables (conflict, blocked career, alienation, workload and unfavourable work environment) on job stress among 400 managers of randomly selected 20 electronic firms located on the island of Penang, Malaysia. They also tried to examine whether that relationship varied according to the individual’s level of neuroticism. Analysis in the study revealed that three out of five organisational variables (conflict, blocked career and alienation) had significant positive effects on job stress. Neuroticism was found to moderate the effects of the three organisational stressors (alienation, work overload and unfavourable work environment) on job stresses.\(^{32}\)

Dileep Kumar attempted to investigate and to compare the level of stress experienced by the employees of Nationalised and Non-nationalised banks in Kottayam and Ernakulam districts of Kerala. The study aimed to ascertain the level of stress and coping strategies adopted by the bank employees. The study revealed that stress was higher among non-nationalised bank employees compared to nationalised bank employees. The analysis of stress among nationalised and anon nationalised bank employees indicated that the in both the sectors the Role overload, Role authority, Role conflict and Lack of Senior level support were the major stressors.\(^{33}\)

Hardik and Sanjyot’s study was to find out the effect of Organisational Role Stress (ORS), its implications on the organisation, whether the employees feel helpless due to ORS and the role of Human Resource Management in moderating the relationship between learned helplessness(LH) and ORS. The results of the study implied that there existed a strong and positive relationship between ORS and LH in NGOs and the relationship was found significantly correlated with reference to Role expectation conflict, Self-role distance, Role Ambiguity and Resource inadequacy.\(^{34}\)

Fayyaz and Farooq have undertaken a study to empirically assess employees’ role stress experience in the Indian Banking Industry. The study
conducted on a sample of 512 Bank Officers and clerks drawn from six different banking organisations revealed that clerks experienced more stress relating to Role overload, Inter-role distance, Role stagnation, Role erosion and Role isolation while officers were more stressful due to Inter role distance, Resource inadequacy, Role overload, Role expectation conflict and role stagnation.35

According to Srivastav every role stressor arises from a specific kind of problem encountered by the role occupant during the course of his/her role performance. He opined that identification of prominent role stressors at the organizational level will help to identify the most important problems to be solved by the management of the organisation. He had suggested that the knowledge of prominent role stressors operating in an organization as a whole and in different parts thereof would be helpful for designing the most effective strategies for enhancing organizational performance and effectiveness in different parts of the organization. Role Stress Audit (RSA) could be conducted to analyze and redesign roles on a regular basis and to reduce Role ambiguity, Role stagnation and Personal inadequacy.36

Farooq Ahmed attempted to examine the nature, magnitude, causes of employees’ occupational and role stress of banking employees. He explored the inter-relationship between role stress experience and coping strategies of employees in banking industry. The study established that Role overload, inter-role distance and role stagnation are premier role stressors and role ambiguity, personal inadequacy and self-role distance are the least ranked variables of role stress.37

Larry and Sherry examined the relationship between Bank Branch employees’ felt job stress, organisational commitment, job experience and performance. The study found out that employees with higher levels of affective commitment and higher levels of job experience channelled felt stress more effectively into sales performance. Also, it was established that felt stress
had neutral to negative effects on performance for employees with lower levels of commitment and job experience.38

Ritu Lehal conducted a study of Organisational Role Stress (ORS) and Job Satisfaction among 200 executives from Public and Private Sector units in Punjab. The study revealed that the results of public sector in respect of both ORS and Job satisfaction were better than private sector. It was also found that female executives were more stressful than males. The correlation analysis brought to light the strong but negative relationship between ORS and Job satisfaction.39

Sharma while examining the Indian Model of Executive Burnout found out that executives with high personal accomplishment were mostly found burned out. According to him the lack of personal accomplishment could be a source of job dissatisfaction, but may not be related to stress and burnout. He also tried to ascertain the role of a motivated climate on four psychological variables: (i) job satisfaction, (ii) participation, (iii) alienation, and (iv) role stress. He concluded that public sector employees score significantly higher in terms of role stagnation than private sector employees.40

The aim of Sunetra and Jayanti was to study Distress, Wellness and Organisational Role Stress of professionals in the area of Information Technology (IT) in Calcutta. The study took a holistic view of personhood and considered job stress as one imposed upon and interactive with other stressors. The study indicated that for the total sample, distress was significantly and positively, associated with ORS and negatively and significantly associated with wellness. Wellness was significantly and negatively associated with ORS. The study also revealed that women professionals had greater feeling of wellness and less organisational stress than men professionals. The older age group was more distressed than the younger age group.41
Seema and Prashant studied general role stress in the young (age group of 22 to 28) IT/ITeS Professional in India with reference to Self Role distance (SRD), Inter-Role distance (IRD), Role Boundedness (RB) and Personal Inadequacy (PI). The study revealed that stress caused by the IRD was significantly lower than stress caused by the RB and stress caused by the RB was significantly higher than that caused by PI. RB contributed significantly higher than SRD. The stressor PI contributed minimum of the general role stress. The study concluded that in the Indian context respondents belonging to the age group of 22 to 28 years did not occupy many roles and therefore the conflict that the individual faces when he or she is occupying more than one role was less. PI factor was low, as professionals in general were competent for the work assigned. The stressor RB figured high among the respondents which might have been due to the long working hours, working on weekends and work with strict deadlines without sufficient time for themselves. This lead to a feeling of foregoing pleasures in personal life among the respondents, with a strong belief that the feeling was due to the work obligations demanded by the organisation.

Yasmeen and Supriya attempted to understand the use of Organisational Role Stress scale in assessing the role stress of officers of the Indian Administrative Services belonging to the Tamil Nadu Cadre by using confirmatory factor analysis approach. The study revealed that Inter-role distance, Role Expectation conflict, Role Erosion, Role Overload, Role Isolation and Role Ambiguity are the major contributing stressors among the IAS officers.

Upasana and Sanjeev attempted to identify the stress level among the middle level public sector bank executives and the most important factor that leads to role stress. The study revealed that the level of stress faced by graduates and post graduates significantly differed and that there was only a
moderate degree of correlation between the age of the people and the level of stress faced by them.\textsuperscript{44}

Avinash Kumar Srivastav made a study of the Role stress in a public sector industry across low, medium and high qualification levels. The study revealed that \textit{Role Erosion} was the most prominent role stressor across qualification levels but role stress across qualification levels was non uniform. \textit{Inter-Role Distance}, \textit{Role Isolation} and total role stress are stronger in medium qualification, compared with low qualification. \textit{Personal Inadequacy} was stronger in low qualification, compared with high qualification. \textit{Role Stagnation} was stronger in medium qualification, compared with high qualification. \textit{Self-Role Distance} was stronger in medium qualification, compared with low and high qualification levels. Curvilinear relationship between \textit{Self-Role Distance} and qualification level was observed.\textsuperscript{45}

Henry Ongoi and Joseph Evans Agolla tried to find out occupational stress, signs of stress interventions that can be applied by management and employees to manage stress effectively in organisations. The findings of the study revealed that occupational stress affects employees in several ways and is a major source of employees’ turnover in many organisations.\textsuperscript{46}

Azizi, Noordin, Kamariah, Jasmi Ismail, Saini and Zurihanmi had attempted to find out the causes of occupational stress within the organization and the implication on job satisfaction and intention to leave and absenteeism. Their study revealed that occupational stress did not have any direct effect on intention to leave and absenteeism but have direct negative effect on job satisfaction but job satisfaction has negative effect on intention to leave and absenteeism.\textsuperscript{47}

Avinash Kumar Srivastav investigated the nature of role stress and made an empirical analysis to determine whether role stress is homogeneous or heterogeneous across the groups formed within a large Indian Public Sector
company with multiple production units in different parts of the country on the basis of age (lower, middle, higher age groups) management levels (junior, middle, senior management levels), qualification level (low, middle, high qualification levels), functional groups (R&D, quality, production, miscellaneous functions). The results of the study pointed that role erosion was the most prominent stressor for the company as a whole and for each of 13 groups formed within the company and that role stress experienced in the company was not homogeneous but heterogeneous. With the exception of role erosion, prominent role stressors were not uniform throughout the company and they varied across the groups.48

Rajib and Mahua’s study examined the level of job stress amongst the information technology professionals, and the ways that they had found to deal with it. It also threw light on the intentions of the professionals regarding leaving their organizations in a sample of 26 professionals working in three different companies. The sample included professionals working full time, with varying demographic details. Findings of the study showed that IT professionals were facing a huge amount of work stress mainly caused by heavy work load, inadequate staff along with role ambiguity affecting their work and family life. It was found that the IT professionals had own ways to cope with their stress. However, it was also seen that intentions to leave their organizations were not purely due to stress problems.49

Usman and Muhammad examined the relationship between job stress and job performance on bank employees of banking sector in Pakistan. The study tested the purpose model in relation of job stress and its impact on job performance by using (n=144) data of graduate, senior employees including managers and customers services officers of a well reputed growing bank in Pakistan. The data obtained through questioners was analyzed by statistical test correlation and regression and reliabilities were also confirmed. The results were significant with negative correlation between job stress and job
performances and showed that job stress significantly reduced the performance of an individual. The results suggested that organization should facilitate supportive culture within the working atmosphere of the organization.\textsuperscript{50}

Jawahar Rani undertook a study on work-related stress among women professionals to establish the extent to which women in India experience stress due to dual roles. The study covered women doctors, engineers, college teachers, clerks, nurses and peons. She opined that not all women experienced the same degree of role conflict or role overload. The study concluded that women belonging to high status and high-educated groups experienced significantly fewer role stress than their counterparts from low status and low educated groups due access to a large number of facilities, which helped them to lessen the role overload and role conflict.\textsuperscript{51}

Shilpa, Pushpa and Jeetendra examined organizational role stress of employees of public and private banks. The study was conducted in Gwalior city and a sample of 100 bank employees is used for data collection – 50 each from public and sector. The study was conducted to compare organizational role stress of managers in public and private banks. The instrument for data collection was the standardized questionnaire developed by Pareek. The data was collected using Likert scale. The data collected was subjected to analysis through $z$-test for comparing between the employees of public and private sector banks. Not only was the data compared in the entirety, it was also compared on the basis of inter role distance, role stagnation, role expectation conflict, role erosion, role overload, role isolation, personal inadequacy, self role distance, role ambiguity and resource inadequacy. The study has highlighted that there is a significant difference between the role stress of public and private sector bank employees. It was found that the private bank employees experienced higher organizational role stress than their public bank counterparts. Looking at the various aspects of components of organizational role stress, it was found that there was no difference between the Public and
Private Sector bank employees in certain aspects like role expectation conflict, role isolation, personal inadequacy and role ambiguity.52

The research study with a sample of 200 adult women executives by Karve and Nair examined the different role stressors encountered by women executives and the coping style used by them to deal with those stressors. Results of the study showed that executives tend to use more of proactive style of approach mode of coping with role stress wherein they deal with Role stress through own efforts, seeking help from significant others and using organisational resources to reduce role stress.53

The purpose of the study by Rajnish, Saniya and Moon was to determine the influence of organisational variables (conflict, blocked career, alienation, work overload and unfavourable work environment) on job stress among managers and to examine whether this relationship varied according to the individual’s level of neuroticism. The study compared the organisational role stress of equal number of respondents drawn from three private companies in India. Role Inadequacy was found to be the most prominent role stressor for Company A and C while it was Personal Inadequacy for Company B. The combined Grand mean score calculated inferred that associates of Company A faced higher role stress as compared to companies B and C.54

Sonal Pathak made an effort to analyse the causes of organisation stress and their remedies in two units of National Thermal Power Corporation (NTPC) in Delhi and Faridabad in view of the work culture prevailing in those units. She analysed the impact of organisation role on the performance of the employees in the two units of NTPC and highlighted the role of an individual in an organisation with various dimensions such as Role Space, Role Stagnation, Role Duplicacy, Inter-role Distance, Role overload, etc. The level wise survey on employees in executives cadre Level E which varied from E1 to E7, the stress level was alarmingly high for Role Expectation conflict and Role overload for both units and medium level stress for all other dimensions.
Results of analysis further showed that for Inter-role distance dimension, the score of E1, E2 and E7 was high, medium for E6 and low for E4 than the medium level of tension while employees in E3 and E5 level had low and very low level of tension. An analysis of Organisational Role Stress according to age revealed that employees below 45 years of age experienced stress/tension at a lower medium level that the medium standard. The medium value for that age group was lower than that of the norms for IRD, RS, REC, PI, and RA. Employees with the age more than 45 years experienced tension lower than that of norms for IRD, RI, REC and self-role distance.\textsuperscript{55}

Parvez Abdulla, Shah and Afaq Alam attempted to find the coping strategies used by the Bank executives at individual level and the coping strategies employed by the organisations to minimize stress level prevailing in organisational set up. Their study aimed to see whether there was a significant difference in stress levels and coping strategies between the groups of executives on parameters of hierarchy and gender. The study observed that executives used more of problem focussed coping strategies than that of non-problem focussed coping strategies to cope with stress except in case of avoiding confrontation with others which is an avoidance strategy. The study also revealed that executives used problem focussed copings along with emotional focussed coping the organisation. In case of organisational intervention to deal with stress it was perceived that providing benefits in the form of incentives for efficient work as the best organisation strategy. It was also established that effective and performance appraisal was the best tool of the organisation to deal with stress affecting its executives and the least preferred organisational intervention strategy to deal with stress was assigning jobs according to the interest of executives (job-fit).\textsuperscript{56}

Vijay Kumar Gupta examined the relationship between job stress and employee performance in day-to-day operations of private organisations and the impact of stress on the overall performance of employees based on
empirical evidence drawn from banking sector in Chandigarh and Jalandhar. The study revealed positive correlative and significant association between employee performance and stress level. He opined that ORS reflects the quality of role design. According to him well designed roles have a good matching between organisation (considering its structure, systems, processes and goals) and the individual (considering his personality, competence and needs) and when it happens role stress would be low, role occupant would get motivated and role performance would be high.\(^{57}\)

Jyoti and Arti have attempted to study the reasons for the role stress among the bank employees. It was found that the respondents experienced role stress because of non-clarity of issues, ambiguous directions, unclear scope and responsibilities in the role. They have also stated that these reasons signify the indistinctness in the role of the employee. They opined that lack of clarity at workplace was the potent cause of role stress and the employees in banking sector experienced a system lacking in communication and planning of role expectations. They concluded that if the expectations about a particular role was not clear an employee will not be able to choose the interventions he must take to satisfy not only others' expectations but also of himself.\(^{58}\)

Dhananjay and Parag explored the relationship between personal attributes and stress. They attempted to find out whether there was any relationship between educational qualification and length of hours worked, recent changes in working practices and lack of communication, etc. They also tried to find out whether there was any association between designation and lack of supportive interaction, insufficient resources to do the job properly and too much work to handle, etc. The study concluded that the employees feel stressed irrespective of their designation and educational qualification.\(^{59}\)

Deepti Pathak’s aim was to examine the relationship between Organisational role stress and job satisfaction and to test the moderating effect of perceived organisation support on their relationship. A study was
conducted on a sample of 200 managers belonging to private sector organisations of Delhi NCR region. Descriptive statistics, Pearson product moment correlation and hierarchical regression analysis was used to analyse the data. The results of the study showed that ORS was negatively and significantly related with job satisfaction. Perceived organisational support was found to lessen the stress level of the employees, thereby indirectly affecting job satisfaction. The results of hierarchical regression analysis supported the moderating effect of perceived organisational support with regard to the relationship between organisational role stress and job satisfaction.\(^6^0\)

An analytical study of Job stress among Software Professional in India by Surendra Kumar explored the nature of stress amongst software developers and professionals. The study was an endeavour to identify the key factors responsible for producing stress among professionals, which limit their job functionality and overall productivity. The study was conducted on software professional and developers associated to various software houses in India, presuming that professional assume diverse roles in software houses. The study revealed that lowest level of stress intensity was in respect of fear of obsolescence and that the highest level of stress intensity was in respect of work culture. The correlation analysis showed highest correlation between workload and work-family interaction and between client interaction and workload. The study concluded that factors that contribute more towards job stress were fear of obsolescence, client interaction, technical constraints and other major factors which caused job stress were not work or workload but changing technology.\(^6^1\)

Bushara Bano and Rajiv Kumar explored the differences in job related stress between public and private sector employees based on ten role stressors. They also examined the role of demographic variables on the stress levels of both public and private sector groups. Their study entailed 182 public and 120 private sector employees in Uttar Pradesh, India whose responses were
measured according ORS scale. The study also measured the effect of demographic variables on ORS. The study revealed moderate level of stress among employees of both public and private sectors. The role erosion was the most prominent contributor and resource inadequacy the least contributor of role stress. There was no significant overall difference between public and private sector employees in terms of total stress levels. Analysis of impact of socio-demographic factors on stress revealed that work experience and educational qualification have significant impact on employees’ stress level.62

Syed Gohar, Alain, Muhammed conducted an exploratory study on a sample of 80 faculty members from a University of Pakistan to investigate the contribution of various role stressors. Results showed that role ambiguity to be the main organisational role stressor having the impact on two dimensions of stress and one dimension of burnout among the faculty. The other significant ORS were Role Stagnation, Inter-role distance, Self-role distance, Resource Inadequacy, Role conflict and Role overload. Demographic factors such as gender, marital status and experience had little impact on ORS. The results of the study confirmed the link between stress and some dimensions of burnout but lack of personal accomplishment among faculty members was not related significantly to any dimension of stress.63

Karve and Nair, in an effort to extend theory and research on the effect of role stress on individuals and their coping ability, examined the relationship between role stress and coping with role stress among women executives. The research examined the different role stressors encountered by women executives and the coping style used by them to deal with these stressors. Results of the study showed that executives tend to use more of proactive style of approach mode of coping with role stress wherein they deal with role stress through own efforts, seeking help from significant others and using organizational resources to reduce role stress.64
Revati examined the source, effects and relieving techniques used by male and female of Ahmedabad city at workplace. Data was collected from 48 females and 44 males who faced stress at their work place out of 116 respondents. The study revealed significant differences in terms of sources, effects and relieving techniques used by male and female as coping instruments.65

Shallu Sehgal conducted a study with an aim to analyse how working women deal with stress between office work and family-work life. The study concluded that women working in various departments of government and semi-government organisation were mostly stress free as most of them were experienced and they knew how to manage their work life and family life.66

Rakesh tried to ascertain the relationship between organisational role stress and social support of individual employees. He was of the view that business executives subject to conditions and constraints have chances of getting high level of continuous stress as the environment in which they work become more than complex. He also opined that due to change in size and complexity of business the role of executives have also changed who are expected to provide a sort of flight-or fight response, which represents the reaction of body and mind to a situation perceived as threatening. His study concluded that there was a positive and significant correlation between organizational role stress and social support of industrial employees surveyed. Social support helps the employees’ relations and performance well in their job.67

Totally 65 studies have reviewed. It was found that several studies attempted to understand the stress related concepts and impact of stress on job performance and satisfaction in various fields. Only a very few studies have been carried out in the IT sector. The IT sector is considered to be a very crucial sector and its contribution to the nation’s exports needs no explanation. IT sector is largely employee driven and the problem of employee turnover is
very high due to reasons like job dissatisfaction, lack of work-life balance. Hence the present study was undertaken to assess the level of organisational role stress and its impact on the performance of the employees of an organisation.

**STATEMENT OF THE PROBLEM**

Stress virtually influences every aspect of the life of a person. Organisations, where people spend a major part of their active life, are understandably the soft targets of its onslaught. Occupational stress has in fact become a predominant feature of modern organisational life and the sources of such stress are manifold. Apart from extra-organisational factors like familial, social, economic and political, the stressors are mostly organisational, either attached to the role occupied by the individual in the organisation or emanating from rest of the organisational structure and climate.

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.

Globalisation and privatisation have brought new work-relationships, job insecurity, insecurity regarding future working conditions and rapid obsolescence of skills. The evolution of computer and information technology is perhaps one of the most dominating factors in the ever changing work-life today. In 1990s India saw a rapid growth of IT services and is expected to continue its growth at stronger rate. It works on advance workflow management software which disintegrates any business process into sub-processes, the work on these sub-processes is carried out in different centres in the world and then processed work is reassembled at some remote location. Productivity, efficiency and low cost are centre stage issues of management of IT. Managing stress is an area to be focussed to address the significantly high attrition rate in the industry.
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.

OBJECTIVES OF THE STUDY

1. To understand the concept of stress, causes, consequences and coping techniques of stress in general and organizational role stress in particular.
2. To present the demographic factors of the respondents of the study.
3. To analyze the presence of organizational role stress, factors that cause organizational role stress and the levels of role stress among employees working in the IT companies in Bangalore city.
4. To study impact of organizational role stress on the job performance of the respondents of the study.
5. To know the coping up strategies practised by the employees of IT companies in Bangalore.
6. To summarise the key findings of the study and to suggest measures to manage organization role stress.

HYPOTHESES

- There is no significant influence of demographic characters over the organizational role stress, level of performance and level of coping.
- Organizational role stress has no significant impact on individual job performance.

METHODOLOGY

Sample size:

The study was conducted with a sample size of 325.
**Sampling Technique**

Non-random sampling i.e. convenient sampling method was followed in selecting the sample. The samples were drawn from select IT companies in Bangalore.

**SCOPE OF THE STUDY**

The study covered the employees of select Multinational IT companies in Bangalore and the employees covered were those occupying the role of software engineers and consultants working in select IT companies in Bangalore.

**SOURCES OF DATA**

Two types of data have been used for the study viz., Primary data and Secondary data.

Primary data refers to those data which are collected first hand by the investigator. Such data are original in character and are generated in a large number of surveys conducted, mostly by government and also by some individuals, institutions and research bodies. There are several methods of collecting primary data like survey method, observation method to name a few. In this project, survey method is used to collect the primary data through a well designed questionnaire.

In this method, the enumerator makes personal contacts with the informants either directly or indirectly and collects the required data. Various devices such as telephone, mailed questionnaire are used to collect information. As the enumerator is personally involved in collecting data, the information is more reliable and accurate.

The data which are not originally collected but collected from either published or unpublished sources are called secondary data. In this research secondary data is also used.
INSTRUMENTS FOR DATA COLLECTION

One of the main research instruments for collecting primary data is questionnaire. Questionnaire method helps in fulfilling several purposes, like measurement, descriptions and drawing inferences. The primary data are collected through the well framed questionnaire comprising optional type and Likert’s five point scales. The questionnaire is mainly focused on personal details, the level of organizational role stress and its impact on the individual performance and the coping up strategies adopted or practised by the employees.

TOOLS OF ANALYSIS

The data collected were analyzed by using various statistical tools. The data collected from the respondents were analyzed and presented in the form of tables. Bar charts were used at various places as a statistical tool. The results were compared and analyzed by using descriptive analysis and inferential analysis.

Descriptive Analysis

Descriptive analysis, also termed as percentage analysis, was used for each question contained in the interview schedule mainly to ascertain the distribution of respondents under each category. Diagrams and charts were mainly used for clear understanding of the data collected in pictorial form. Pie-charts and bar charts were used for this purpose.

Average score analysis

After converting the qualitative information into a quantitative one using a five point scale, the average scores were obtained on various issues to determine the level of stress, employee’s performance and coping of stress.

Chi-square analysis

The Chi-square analysis was used to test the significance of association between two attributes. In other words, this technique was used to test the
significance of the influence of demographic characters over the organizational stress, level of performance and level of coping. All the tests were carried out at 5 percent level of significance.

The chi-square statistic is

\[ \chi^2 = \sum \frac{O - E}{E}^2 \]

Here O: Observed frequency E: Expected frequency

**Non Parametric Friedman Test**

The Friedman test is a non parametric alternative to the repeated measures of analysis of variance. It is the non parametric equivalent of a one-sample repeated measures design or a two-way analysis of variance with one observation per cell. Friedman tests the null hypothesis that k related variables come from the same population. In order to ascertain the factors that will influence the respondents towards the stress have been classified into ten dimensions. They are “Inter-role conflict [IRC], Role stagnation [RS], Role Expectation conflict[REC], Role Erosion [RE], Role overload [RO], Role Isolation [RI], Personal Inadequacy [PI], Self-Role Distance [SRD], Role Ambiguity [RA] and Resource Inadequacy [RIQ]”. Friedman non parametric test is used to identify the factor which is more influencing the respondent towards the stress.

\[ G = \frac{12}{nK(K + )} \sum R_j - n(K + ) \]

**Test for Mean Score**

Parametric test of two sample t-Test and One way analysis of variance for more than two groups were applied to for judging the significant difference between means scores of level of organizational role stress, its impact on performance and level of coping after testing the normality by Q-Q plot.
Regression Analysis

Simple regression analysis is used to find out the impact of stress on performance. The equation applied to find out the impact is as follows:

\[ Y = a + bX, \]

Where, \( Y \)=Impact on performance, \( X \)=Organizational role stress, \( a \)= constant and \( b \)= growth rate.

Discriminant Function Analysis

How do respondents who are Software Engineer differ from those who are Consultants in the factors on influencing stress? Do factors of Inter-role conflict [IRC], Role stagnation [RS], Role Expectation conflict[REC], Role Erosion [RE], Role overload [RO], Role Isolation [RI], Personal Inadequacy [PI], Self-Role Distance [SRD], Role Ambiguity [RA] and Resource Inadequacy [RIQ] differ between these two groups? In general, what are all the variables which significantly discriminate the respondents of one group (Software Engineer) from other group (Consultant).

LIMITATIONS OF THE STUDY

1. The study was confined to select IT companies in Bangalore city. Hence the generalization of the study may not hold good for the entire universe.
2. The study elicited the opinion of employees regarding organizational role stress. The elicited opinion of respondents may not hold good at all times.
3. Convenient sampling method was adapted. So the selection of sample may not represent the entire population.
CHAPTER SCHEME

Chapter I deals with introduction, statement of the problem, Review of literature, objectives of the study, hypotheses of the study, methodology and tools of analysis and limitations of the study.

Chapter II exhibits the profile of the respondents.

Chapter III presents the causes and level of role stress of respondents.

Chapter IV deals with impact of organizational role stress on the job performance of the respondents of the study.

Chapter V summarises the key findings of the study and presents the suggestions offered.
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