Chapter 7

Highlights & Future Directions
To arrive at some understanding of what is going on is hard enough, without having also to meet the demand that we anticipate what will happen next.

*Abraham Kaplan, 1964*

### 7.1 Research Highlights

In the previous chapters we have presented the findings of the study. These findings have helped us carry out a comparative assessment of the phenomenon of stress among insurance sector professionals vis-à-vis other occupational groups. The key findings of the study are as follows:

- Insurance sector professionals are faced with a fair amount of occupational role stress (ORS).

- Three stressors namely, Role Erosion, Inter Role Distance and Role Isolation have emerged important for this group.

- Respondents falling in lower educational category experience greater overall stress than respondents in higher educational category.
• Non life insurance employees have been found more stressed groups vis-à-vis life insurance sector employees.

• Assessment based on mean values and SD indicates that the problem is acute to a particular group of employees.

• Increase in pay and promotion on time have emerged as most important occasions causing happiness.

• Lack of recognition and not getting co-operation when needed have emerged as key causes contributing to unhappiness.

• The top-level employees experience less role stress than other hierarchical groups.

7.2 Future Directions

Insurance industry is in a state of change. This study has been carried out immediately after the opening up of insurance industry. It may be pertinent to reassess the intensity of stress after a certain period of time. This shall help future researchers to compare and understand this phenomenon at the different stages of privatization of insurance sector.

India is a socially rich country. In the present study, homework conflict has emerged as a potent factor. Therefore, employee’s family survey may enrich stress studies in Indian organizations. The importance of spouse’s
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perspective would strengthen our understanding of the phenomenon of stress.

The practice of arriving late or leaving office early, though an indirect factor, impacts much on organization functioning. This has emerged as a problem area in public sector insurance companies. Overall, lack of office discipline and its stress generating potential needs further exploration.

Insurance industry has been liberalized for more than 5 years. Future researcher on insurance industry may be carried out on both sectors viz. public and private sector. This may provide a comparative understanding of work stress in private vis-à-vis public sector.

Experience of stress is varied for individuals as well organizations. In order to enrich our understanding, researchers may generate qualitative data for research study. Scores of factors cause work stress. Researchers may use of qualitative data that shall help understand specific causes of job stress. In this contexts, there is need to concentrate on employees who are in high stress category. This shall help to hit the problems where it hurts most.

Finding the causes of a problem is one aspect. Another aspect, perhaps more important, is the management of stress. Management of stress is not that well researched area. A number of researchers are working in this field in western world. We need to unearth relevant approaches for handling this problem in different geographical settings. Studies on management of stress in different organizational settings in the same industry as also across the industry are the need of the hour.