Chapter–VI

SUMMARY OF FINDING, CONCLUSION AND MANAGERIAL IMPLICATIONS
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The aim of this research is to explore the differences in job-related stress in banking education and insurance service sector employees based on role stressors. It also examines the role of demographic variables on the stress levels of both public and private sector groups. The research accompanied by three stages. At the first stage, the profile of the employees and the social support among them discussed. It is followed by the study on role stress and its determinants among the employees. At the last stage, the impact of role stress among the employees was discussed. The objectives of the research are:

i) To reveal the socio-economic profile of the employees;

ii) To exhibit the prevailing social support among the employees;

iii) To examine the existence of various components of organizational role stress and overall stress among the employees;

iv) To study the various determinants of organizational role stress among the employees;

v) To examine the various consequences of role stress among the employees;

vi) To evaluate the impact of organizational role stress on the each consequence of role stress among the employees; and

vii) To analyse the implementation of various stress management strategies and its impact on the stress.
In order to fulfill the objectives of the study, a structured and pre-planned questionnaire developed, with the help of review of previous research and the views of experts in the fields. The questionnaire consists of four important parts. The first part includes profile of the employees and their social support system. The second part of the questionnaire covers the various components of organizational role stress, overall stress and various determinants of role stress. The third part of the questionnaire includes the various consequences of role stress whereas the fourth part covers the stress management strategies among the employees and in the organization. A pilot study conducted among each 25 employees in education, insurance, and banking sectors. Based on the feedback, certain modifications, additions, and deletions had carried out. The final draft of the questionnaire was prepared to collect the data from the employees.

In total, 10 each public and private sector banks had selected as the sampled branch from the Dindigul district. From each branch, 10 employees selected for the research. Hence, the sample size came to 200 employees. In the education service, the selected public and private institutions are 10 respectively. From each institutions, 10 each employees are selected for the research. Hence, the total sample size came to 600 employees. Since the response rate on the questionnaire among the employees is 69.33 per cent, the final sample size came to 416, which consists of 138, 19 and 159 employees in education, insurance and banking sectors. The collected data processed with the help of appropriate statistical tools. The results and interpretation are analyzed in the respective chapters.
SUMMARY OF FINDINGS

Majority of the employees are belonging to education, insurance banking sectors. The important gender among the employees is male which commonly identified in all three sectors. The important age of the employees is 26 to 30 years and 31 to 35 years. The most important age among the employees in education and insurance sector is 26 to 30 and 31 to 35 years respectively whereas among the employees in banking industry, it is 31 to 35 years.

The education among the employees is others and under-graduation. In education and insurance sectors respectively whereas among the employees in banking sector is also others. The martial status among the employees is ‘married with kids’. The martial status among the employees in education and insurance sector is married with kids and recently married respectively. Among the employees in banking sectors, it is married with kids.

The family size among the employees is 3 to 4 and 5 to 6 members. The family size among the employees in education and insurance service is 3 to 4 members whereas the most important among the employees in banking sectors is 3 to 4 members. The number of earning members per family among the employees is two and one. The number of earning members per family among the employees in education and insurance sectors is two whereas among the employees in banking sectors, it is one.

The years of experience in the field among the employees are 8 to 10 and above 10. The years of experience in the field among the employees in the education and
insurance sectors are 8 to 10 years and above 10 years respectively. Among the employees in banking sectors, it is above 10 years.

The number of departments worked so far among the employees in banking service is higher than among the employees in insurance and education sectors. The personal income per month among the employees is Rs.40001 to 50000 and Rs.20000 to 30000. The personal income per month among the employees in education and insurance sectors are Rs.20000 to 30000 and Rs.30001 to 40000 respectively. Among the employees in banking sectors, it is Rs.50001 to 60000.

The family income per month among the employees is Rs.50000 to 70000 and Rs.70001 to 90000. The family income per month among the employees in education and insurance sectors is Rs.50001 to 70000 whereas among the employees in banking sectors, it is Rs.70001 to 90000.

The distance between work place and residence among the employees is above 14 km and 11 to 14 kms. The distance between work place and residence among the employees in education and income sectors is above 14 kms, which is identified by the employees in banking sectors. The working hours per day among the employees are 8 to 10 and 11 to 12 hours. Among the employees in education and insurance sectors, these are 8 to 10 and 8.00 hours respectively. Among the employees in banking sectors, it is 11 to 12 hours. The important level of education among the spouse of the employees is under-graduation, which commonly identified in all three-group sectors.
The social support factors are identified by the exploratory factor analysis. These are emotional exhaustion, support from supervisor, support from co-workers, support from administration, personal accomplishment, support from family and depersonalization. The variables in social support factors explain it to a reliable extent. The highly viewed social support factors by the employees in education and insurance sectors are support from administration and personal accomplishment respectively. Among the employees in banking sectors, it is support from co-workers. Regarding the social support factors, the significant difference among the three groups of employees have been noticed in the case of seven social support factors. The discriminant validity among the seven social support factors have assured in the present study.

The identified organizational role stress factors (ORSFs) identified by the factor analysis are self role distance, role stagnation, role ambiguity, role conflict, role overload, role erosion, role isolation, personal inadequacy, resistance to change and role inadequacy. The variables included in the above said ORSFs explain it to a reliable extent. The highly viewed ORSFs among the employees in education and insurance sectors are resistance to change whereas among the employees in banking sectors, it is resistance to change and role overload. Regarding the view on the existence of ORSFs, the significant difference among the three groups of employees has noticed in case of six factors out of 10 factors in ORS.

The overall stress among the employees has measured with the help of five variables. The highly viewed variable in overall stress among the employees in education and insurance sectors are feeling turned out from work whereas among the employees in
banking sectors, it is feeling fatigued and unable to get going. Regarding the view on variables in overall stress, the significant difference among the three groups of employees has been noticed in all five variables in overall stress among the employees. The included variables in overall stress explain it to a reliable extent. The level of overall stress among the employees in banking sector is higher than among the employees in education and insurance services.

The significantly associating profile variables with the level of overall stress among the employees are gender, age, level of education, marital status, family size, number of earning members per family, years of experience in the field, personal income, family income, distance between workplace and residence, working hours and level of education of spouse.

The significantly influencing organizational role stress factors on the overall stress among the employees in education service sector is role overload, role erosion and personal inadequacy whereas among the employees in insurance industry, these are self role distance, role overload and personal inadequacy. Among the employees in banking industry, these ORSFs are self-role distance, role stagnation, role conflict, role overload, resistance to change and role inadequacy. The changes in the ORSFs explain the changes in overall stress among the employees in banking industry to a higher extent than among the employees in insurance and education industry.

Four dimensions namely environmental, organizational, groups and individual causes, have examined the sources of stress. The highly viewed variable in environmental causes among the employees in education and insurance industry is ‘family changes and
obligations’ whereas among the employees in banking industry, it is economics. The significant difference among the three groups of employees has noticed in the case of all four variables in environmental source.

The highly viewed variable in organizational sources among the employees in education and insurance industry is organizational change whereas among the employees in banking industry, it is over burden of work. The significant difference among the three groups of employees has noticed in their view on all four variables in organizational source. In the case of group causes, the highly viewed variable by the employees in education, and insurance industry is lack of group cohesiveness whereas among the employees in banking industry, it is lack of social support. Regarding the view on variables in group causes, the significant difference among the three groups of employees have been noticed in all variables under group causes.

Regarding the individual causes, the highly viewed variable by the employees in education and insurance sectors is life events whereas among the employees in banking sectors, it is personality traits. Regarding the view on variables in individual causes, the significant difference among the three groups of employees has noticed in five variables in individual causes. The included variables in important sources of stress explain it to a reliable extent.

The highly viewed important source of stress by the employees in education and insurance sectors is environmental sources whereas among the employees in banking sectors, it is also the same. The significant difference among the three groups of employees have been noticed in all four important sources of stress. The significantly
associating profile variables with the view on various important sources of stress among the employees are age, level of education, number of earning members per family, years of experience, personal income, family income, distance between workplace and residence, and level of education of spouse.

The discriminant validity among the four important sources of stress have been proved. The significantly influencing source of stress on the overall stress among the employees in education industry is organizational source whereas among the employees in insurance industry, it is organizational and individual source. The changes in the sources of stress explain the changes in overall stress among the employees to a higher extent in the banking sectors compared to the insurance and education sectors.

The included determinants of overall stress are role efficacy. It has been examined under three dimensions namely role making, role centering and role linking. The highly viewed variable in role making among the employees in education and insurance sectors is experimenting and trying new ideas/strategies and integration between self-concept and role demands respectively. Among the employees in banking service, it is ‘facing problems to attempt their solution’. The significant difference among the three groups of employees has noticed in all variables under role making.

The highly viewed variable in role centering among the employees in education and insurance service are ‘feeling the personal role can make impact in the system’ and ‘feeling that one occupying a role grows respectively. Among the employees in banking sectors, it is ‘feeling that one occupying a role grows. The significant difference among the employees in three groups of sectors has noticed in the case of ‘feeling the personal
role can make impact in the system. In the case of role linking, the highly viewed variable in education and insurance sectors is ‘linkage of one’s role with a larger entity/cause and linkage of one’s role with other role respectively. Among the employees in banking sectors, it is ‘giving and receiving help among roles. The significant difference among the three groups of employees has noticed in all three variables in role linking.

The included variables in three dimension of role efficacy explain it to a reliable extent. The highly viewed dimension of role efficiency among the employees in education and insurance sectors is role centering whereas among the employees in banking sectors, it is also the same. The significant difference among the three groups of employees has noticed in all three dimension of role efficacy.

The significantly associating profile variables with the level of three dimension of role efficacy are age, education, number of earning members per family, personal income, family income, and education of spouse. The discriminant validity among these dimensions have assured. The significantly influencing dimension of role efficacy on the overall stress among the employees in education sectors are role centering and role linking whereas among the employees in insurance industry, these are making and role centering. Among the employees in banking industry, it is role making. The changes in role efficacy explain the changes in overall stress among the employees to a higher extent in education industry than in insurance and banking industry.

The high-order need strength (HONS) is included as one of the important determinants of overall stress among the employees. It is included with the help of five variables. The highly viewed variable by the employees in education and insurance
industry is ‘seeing the results of own work’ whereas among the employees in banking industry, it is ‘having a freedom to decide how to do work’. The significant difference among the three groups of employees has noticed in the case of three variables out of five variables in HONS. The included variables in HONS explain it to a reliable extent. The level of HONS is higher among the banking employees than among the other two groups of employees.

The significantly associating profile variables with the level of HONS among the employees are age, level of education, years of experience, number of departments worked, personal income, family income, distance between work place and residence, working hours and level of education of spouse. The HONS have a significant influence on the overall stress among all three groups of employees whereas the rate of influence is higher among the bank employees than the other two groups of employees.

The stress tolerance limit is also included as one of the determinants of overall stress among the employees. It has been examined under five dimensions namely depression, anxiety, moodiness, anger and type A behavior. The highly viewed variable in depression among the employees in education and insurance are ‘Guilt accompanied by apprehension’ and ‘poor work environment’ respectively. Among the employees, it is ‘poor work environment’. The significant difference among the three groups of employees has been noticed in all four variables in depression.

The highly viewed variable in anxiety among the banking and insurance employees are apprehension and fearfulness whereas among the employees in education
sectors, it is tension. Regarding the variables in anxiety, the significant difference among the three groups of employees has noticed in the case of all three variables in anxiety.

Regarding the ‘anger’ the highly viewed variable among the employees in the education and insurance sectors are mild anger and chronic anger whereas among the bank employees, it is chronic anger. Regarding the type A behaviour, the highly viewed variable by the employees in education and insurance industry are impatience and perfectionism respectively. Among the employees in banking sectors, it is impatience. The significant difference among the three groups of employees have noticed in all variables in type A behaviour.

The included variables in four dimension of stress tolerance limit (STL) are explaining it to a reliable extent. The highly viewed dimension of STL by the employees in education and insurance sectors are type-A behaviour and anxiety respectively. Among the employees in banking sectors, it is type A behaviour. The significant difference among the three groups of employees has noticed in all four dimension of STC.

The significantly associating profile variables with the level of STC among the employees are age, level of education, personal income, family income, working hours, and level of education of spouse. The significantly influencing STC on the overall stress among the employees in education sector is anger whereas in the insurance sectors, it is depression, anger and type A behaviour. Among the employees in banking sectors, these are depression, anxiety and Type -A behavior. The changes in the level of STC explain the changes in the level of overall stress among the employees to a higher extent in banking sectors than in insurance and education sectors.
The consequences of stress have been examined by four important dimensions namely physiological, psychological, behavioral and organizational consequences. The highly viewed variable in physiological consequences among the employees in education and insurance service is greater and others whereas among the employees in banking sectors, it is also the same. The significant difference among the employees in three groups of sectors has noticed in all five variables in it.

Regarding the psychological consequences, the highly viewed variable by the employees in education, insurance, and banking sectors is anxiety. The significant difference among the three groups of employees has noticed in the case of all six variables in psychological consequences. Whereas in the case of behavioral consequences, the significant difference among the three group of employees have been noticed in all four variables. The highly viewed variable by the employees in education and insurance sectors are drinking, smoking and during abuse; and under/over eating respectively. Among the employees in banking sectors, it is under/over eating.

The highly viewed variables in organizational consequences by the employees in education and insurance sectors are absenteeism whereas in the banking sectors, it is also the same. Regarding the view on variables in absenteeism, the significant difference among the three groups of employees has identified in the case of three variables out of four variables in it.

The included variables in each consequence of stress explain it to a reliable extent. The highly viewed important consequence of stress by the employees in education and insurance service is psychological and physiological consequences respectively.
Among the employees in banking sectors, it is psychological consequences. The significant difference among the three group of employees have noticed in the case of all four important consequences of stress.

The significantly associating profile variables with the level of important consequences of role stress among the employees are years of experience, personal income, family income, distance between work place, residence, and education of spouse. The discriminant validity among the important consequences of stress has proved. The significantly influencing Organizational Role Stress Factors (ORSF) on the physiological consequences among the employees in education industry are role stagnation, role conflict, resistance to change and role inadequacy whereas among the employees in insurance sectors, these are self role distance, role conflict, role overload, role erosion, personal inadequacy, resistance to change and role inadequacy. Among the employees in taking sectors, these Organizational Role Stress Factors (ORSFs) are role ambiguity, role conflict, role overload, role isolation, personal inadequacy, and role inadequacy. The changes in the ORSFs explain the changes in physiological consequences to a higher extent among the employees in banking sectors than in insurance and education service.

The significantly influencing ORSFs on the psychological consequences among the employees in education service is role conflict, role overload, role isolation, and personal inadequacy whereas in the case of insurance sector, these ORSFs are self role distance, role stagnation, role overload, role isolation and resistance to change. Among the employees in banking sectors, the significantly influencing ORSFs are self role distance, role stagnation, role conflict, role overload, resistance to change and role
inadequacy. The changes in ORSFs explain the changes in psychological consequences to a higher extent among the employees in banking sectors than in insurance and education service.

The significantly influencing ORSFs on behavioural consequences among the employees in education sectors are role stagnation, role overload, personal inadequacy and role inadequacy whereas in the case of insurance sectors, these ORSFs are self role distance, role stagnation, role overload, role erosion and residence to change. Among the employees in banking sectors these are self role distance, role stagnation, role ambiguity, role conflict, role overload, resistance to change and role inadequacy. The changes in ORSFs explain the changes in behavioural consequences to a higher extent in banking industry than in insurance and education industry.

Among the employees in education industry, the significantly influencing ORSFs are role conflict and role overload whereas among the employees in insurance industry, these are role stagnation, role ambiguity, role conflict and role overload. Among the employees in banking sectors, these ORSFs are role distance, role stagnation, role ambiguity, role conflict, role overload, resistance to change, and role inadequacy. The changes in the ORSFs explain the changes in organizational consequences to a higher extent among the employees in banking sectors than in insurance and education service.

The important self-stress management strategies (SSMS) identified by the exploratory factor analysis are self-care strategy, relaxation techniques and time management. The included variables in important SSMS explain it to a reliable extent. The highly implemented SSMSs among the employees in education and insurance sectors
are self care strategy and relaxation techniques respectively. Among the employees in banking sectors, it is relaxation techniques. The significant difference among the three groups of employees has noticed in the implementation of all three important SSMS.

The significantly influencing SSMS on the overall stress among the employees in education service are self-care strategy and time management whereas in insurance sectors, these are self-care strategy, relaxation techniques, and time management. Among the employees in banking sectors, these are all these SSMS. The changes in implementation of SSMS on overall stress among the employees are higher in banking sector than in insurance and education sectors.

The implementation of organizational stress management strategies (OSMS) have examined with the help of 10 variables. The highly viewed variables in OSMS among the employees in education and insurance sectors are social support and teamwork respectively. Among the employees in banking sectors, it is stress audit. Regarding the view on variables in OSMS, the significant difference among the three groups of employees has been noticed in the case of seven variables out of 10 variables in OSMS.

The important organizational stress management strategies (IOSMS) narrated by exploratory factor analysis are social support, management tactics, programmes and systems. The included variables in IOSMS explain it to a reliable extent. The highly implemented IOSMS in education and insurance sector is systems whereas in banking service, it is social support. Regarding the implementation of IOSMS, the significant difference among the three groups of sectors has been noticed in the implementation of social support, management tactics and programmes.
The significantly influencing IOSMS on the overall stress among the employees in education sectors is social support whereas in the insurance industry, these are programmes and systems. In the case of banking sectors, these variables are social support, management tactics, programmes and systems. The changes in the implementation of IOSMs explain the changes in overall stress among the employees to a higher extent in the case of banking service than in the case of education and insurance sectors.

**CONCLUDING REMARKS**

The research concludes that the organizational role stress among the employees in banking sectors is higher than among the employees in insurance and education sectors. The significantly influencing determinants of organizational role stress among them are environmental, organizational, group and individual causes. The role efficacy and high order need strength among the employees significantly reduce the overall stress among the employees to a higher extent among the employees. The important consequences of role stress are physiological, organizational, and individual consequences. The significantly influencing organizational role stress factors on the consequences of stress are self-role distance, role stagnation, role ambiguity, role conflict, role overload, and resistance to change.

The rate of impact of organizational role stress factors are identified as higher among the employees in banking industry than in the education and insurance industry. The significantly influencing self-stress management strategies on the organizational role stress among the employees is self case strategy, relaxation techniques and time
management whereas the organizational stress management strategies are social support, programmes and systems.

**MANAGERIAL IMPLICATIONS**

Based on the findings of the study, the following suggestions have drawn:

1. **Stress Audit**

   The management of the organization should undertake timely stress audit at all levels to identify stress area improving conditions of job and suggesting remedial ways and means for introducing desired changes and modifications made in organizational activities and practices. This might also include organizational restructuring of minor nature.

2. **Counseling and Career Planning**

   Career planning and counseling helps employees in reducing stress. Counseling to employee in the matters like career planning provides them clarity in job roles, which help them in identifying their strengths and weaknesses to cope with stress. The senior professionals in various sectors are advised to organize workshops, seminars, conferences, training and educational programmes to enhance the competency of their employees.

3. **Welfare Programmes**

   The management of organizations should organize many welfare programmes to increase mental and physical welcomes of the employees working at various sectors.
4. Participative Management

Participation on decision-making is one of important remedies of organizational role stress among the employees. The management of the organizations are advised to decentralize their power of decision-making and also empower the employees to involve in decision-making process. It creates an atmosphere in the organization that everyone is an integral part of the organization.

5. Differentiated Strategies

Since the trend of role stress and its determinants of role stress in banking sector are different from the other service sectors, there is a need for differentiated strategies required to maintain the role stress among the employees. The profile of the employees has its own role in the determination of role stress among the employees. Hence, it is advised to formulate suitable strategies to manage the stress among the different group of employees.

6. Reward System

It is necessary that appraisal be impartial and rewards the justifiable to performance. Employees should know the expectation of management and for what they are accountable. Employee’s performance and work should be recognized, appreciated, and rewarded. This will reduce stress and tension, and develop enthusiasm with a sense of dedication, which is a stress-fighting phenomenon.
7. Job Redesign

Employees should have greater control over their job and should get a timely feedback to perform very well. Hence, management should redesign the jobs from time to time keeping the employees’ abilities in mind. Employees who aspire for growth may entrust with challenging jobs.

8. Communication System

To some extent, stress and confusion are the effects of interpretation by employees on organizational matters. Employee perceptions should be altered meaningfully by proper and timely communication of rules, regulations, procedures, and policy changes of banks. So, the management by formal communication can reduce the role of ambiguity and role conflict among employees.

9. Team Work

Management should create a cordial work environment in which the members of the work group consider themselves as members of the same family. There should be no room for interpersonal conflict or conflict between groups and individuals. Such conflict occurs due to stress hence they should be climated properly.

10. Social Support

In order to make the workplace experience more enjoyable and to mitigate stress experienced in the work place, it is important for employees to come together and provide social support for each other. Membership programmes can be instituted either formally by the organization or informally by like-minded individuals to facilitate their
personnel and professional development. Such programmes can also act as a social support network, where employees can engage in mentoring, coaching, and counseling to create self-awareness.

**SCOPE FOR FUTURE RESEARCH**

This research is the base for future research works. The possible future research areas are

- A comparative study on organizational role stress among employees with different profiles can be carried.

- The study on determinants of role stress among the employees in particular sectors may enlarge as a single research work in future.

- The stress management strategies and its impact among the employees may examine in future research.

- The study on role stress and occupational stress among the employees may focus incoming research works.

- The future study related to role stress among the male and female employees.

- The mediator role of job stress in between the determinants and consequences of role stress examined with the help of structural equation modelling in near future.