CHAPTER 5
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This chapter deals with the results of the analysis of data on organisational role stress (ORS) among managers. ORS is the stress experienced by individuals while performing their role in organisations when they feel that the role expectations are beyond their capacity. Every individual adopts different strategies to cope with the stressful situations and hence the intensity of stress depends on how individuals appraise the situation as threatening and the strategies they adopt for coping. It therefore follows that individual differences are of utmost significance in the stress coping process. Hence it may be presumed that the stress level experienced by different levels of managers may depend on how they approach or perceive the situation.

Some of the earlier studies have proved that there is significant difference in role stress among different levels of managers. According to Sahgal (1990) who conducted a study among 222 executives belonging to junior, middle and senior level, the middle level executives experienced more stress than junior and senior level executives. In another study by Srivastav et al. (1994) among 50 top managers, 50 middle managers and 50 workers it was seen that middle level managers experienced more role stress than top level managers and workers. Some other studies have demonstrated that junior level executives experienced more role stress than middle and senior level executives; for example, Jha et.al (1994) who conducted a study among 40 upper level, 40 middle level and 40 lower level technocrats found that lower level technocrats experienced more role stress as compared to middle and upper level technocrats. Similarly Mukherjee (1997) who conducted a study among 71 managers (27 senior level and 44 junior level) showed that junior
level managers experienced higher stress on all the role stress dimensions as compared to senior level managers. Considering the above, it is proposed that organisational role stress experienced by different levels of managers will be different. This leads to the second hypothesis of the study:

Hypothesis 2: **Higher the managerial level, lower is the organisational role stress experienced by industrial mangers.**

ORS scale developed by Pareek, U (1983) was used for measuring organisational role stress of managers. Ten role stress dimensions viz., Inter role distance, Role stagnation, Role expectation conflict, Role erosion, Role overload, Role isolation, Personal inadequacy, Self-role distance, Role ambiguity and Resource Inadequacy were considered for preparing the tool.

The investigator examined the difference in organisational role stress experienced by junior, middle and senior level managers by the analysis of variance test. Table 5.1.1 summarises the values of mean, standard deviation and F - Ratio. The mean values of role stress experienced by junior, middle and senior level managers are 58.8498, 52.4419 and 35.6250 respectively and the mean value of role stress of the total sample is 55.0683. The F – Ratio value obtained is 7.710 at p.001. This shows that the difference in organisational role stress experienced by junior, middle and senior level managers is significant and hence hypotheses 2 viz., **Higher the managerial level, lower is the organisational role stress experienced by industrial mangers**, stands established.
Table 5.1.1
Resultant values of one-way ANOVA test

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>F - Ratio</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Junior</td>
<td>213</td>
<td>58.8498</td>
<td>30.32148</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Middle</td>
<td>129</td>
<td>52.4419</td>
<td>27.17648</td>
<td>7.710</td>
<td>0.001</td>
</tr>
<tr>
<td>Senior</td>
<td>24</td>
<td>35.6250</td>
<td>27.01660</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>366</td>
<td>55.0683</td>
<td>29.57430</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Multiple comparisons were done by using Post Hoc Test to examine the significance of mean difference in organisational role stress of each category of managers with other categories. Table 5.1.2 depicts the values of mean difference, standard error and significance. These values clearly indicate that there is significant difference in role stress between each category of managers with all other categories.

Table 5.1.2
Resultant values of post hoc test

<table>
<thead>
<tr>
<th>(I) Designation</th>
<th>(J) Designation</th>
<th>Mean Difference (I-J)</th>
<th>Std. Error</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Junior</td>
<td>Middle</td>
<td>6.4079</td>
<td>3.24043</td>
<td>.049</td>
</tr>
<tr>
<td></td>
<td>Senior</td>
<td>23.2248</td>
<td>6.25392</td>
<td>.000</td>
</tr>
<tr>
<td>Middle</td>
<td>Senior</td>
<td>16.8169</td>
<td>6.45683</td>
<td>.010</td>
</tr>
</tbody>
</table>

* The mean difference is significant at the .05 level.

The results of the tests clearly indicate that there is significant difference in organisational role stress among junior, middle and senior-level managers; and junior level manager are experiencing more role stress than middle level managers and middle level managers experience more role stress than senior-level managers. These results are in consonance with earlier research studies such as Khanna (1997). This was a study conducted among 391 industrial executives from different functional departments and it showed
that junior level executives experienced higher role stress than middle level and senior level executives.

5.1.1 Canonical Discriminant Analysis

It is seen that total organisational role stress differs significantly among junior, middle and senior level managers. According to Pareek, U (1983) ten stressors are there which predict the total role stress among managers. To assess the relative importance of each predictor variables (stressors) on the criterion variable (total role stress) canonical discriminant analysis test was applied. The mean values of the discriminant analysis are given in Table 5.1.3.

<table>
<thead>
<tr>
<th>Stressors</th>
<th>Mean discriminant values of each stressors</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Designation</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Junior</td>
<td>Middle</td>
</tr>
<tr>
<td>Inter-Role Distance</td>
<td>5.9531</td>
<td>5.4574</td>
</tr>
<tr>
<td>Role Stagnation</td>
<td>6.3333</td>
<td>5.2713</td>
</tr>
<tr>
<td>Role Expectation Conflict</td>
<td>4.9859</td>
<td>4.4729</td>
</tr>
<tr>
<td>Role Erosion</td>
<td>9.0610</td>
<td>8.4961</td>
</tr>
<tr>
<td>Role Overload</td>
<td>4.8592</td>
<td>4.7519</td>
</tr>
<tr>
<td>Role Isolation</td>
<td>6.0939</td>
<td>5.2171</td>
</tr>
<tr>
<td>Personal Inadequacy</td>
<td>6.4038</td>
<td>5.4651</td>
</tr>
<tr>
<td>Self Role Distance</td>
<td>5.9671</td>
<td>4.9147</td>
</tr>
<tr>
<td>Role Ambiguity</td>
<td>3.9859</td>
<td>3.2326</td>
</tr>
<tr>
<td>Resource Inadequacy</td>
<td>5.2066</td>
<td>5.1628</td>
</tr>
</tbody>
</table>

From the discriminant analysis role erosion has emerged as the most dominant contributor and role ambiguity as the least contributor to total organisational role stress among junior, middle and senior level managers. The
mean discriminant value of role erosion among junior, middle and senior level managers are 9.0610, 8.4961 and 6.7083 respectively and the mean values of role ambiguity are 3.9859, 3.2326 and 1.9583 respectively. The dominant contributor (role erosion) value is significantly different from all other stressors. The graphical presentation given below gives a clear picture about relative significance of each of the stressors.

Figure 5.1.1

The most dominant contributor to total ORS among junior level managers is role erosion, which is followed by personal inadequacy (6.4038) and role stagnation (6.3333). Among middle level managers role erosion is followed by personal inadequacy (5.4651) and inter-role distance (5.4574). The second most significant contributor among senior level managers is personal inadequacy (4.4167), which is followed by role isolation (3.8750).
Hence, the two most dominant contributors to total role stress among junior, middle and senior level managers are the same viz., role erosion and personal inadequacy. This is in conformity with earlier research findings. In the study by Khanna (1997), referred to earlier, role erosion was found to be the most dominant contributor to total role stress among junior, middle and senior level executives.

Similarly, Pandey (1994) also found that, role erosion was the most dominant contributor to organisational role stress in all the three job hierarchy levels.

5.1.2 Type of organisation and organisational role stress

The investigator examined the difference in organisational role stress experienced by public sector and private sector managers by using one-way ANOVA test. The resultant values of ANOVA test shown in Table 5.1.4 indicate that there is no significant difference in organisational role stress experienced by public sector and private sector managers.

<table>
<thead>
<tr>
<th>Organisation</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>F-Ratio</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public sector</td>
<td>181</td>
<td>52.9724</td>
<td>27.84230</td>
<td>1.802</td>
<td>0.180</td>
</tr>
<tr>
<td>Private sector</td>
<td>185</td>
<td>57.1189</td>
<td>31.11474</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>366</td>
<td>55.0683</td>
<td>29.57430</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The results of this study is in contrast to the results of previous studies, for example, Pestonjee D.M and Singh G.P (1987), which proved that private sector managers experienced more organisational role stress as compared to public sector managers. The reason for the absence of any
significant difference between public and private sector managers in this study can be attributed to the change in industrial scenario in which the work of managers in public sector also is equally stressful, especially in the wake of the on-going liberalisation, privatisation and globalisation.

5.1.3 Size of organisation and organisational role stress

This study also examined the difference in organisational role stress (ORS) experienced by managers working in large scale and medium scale industrial organisations by using one-way ANOVA test and the resultant values are given in Table 5.1.5. The mean values of ORS experienced by managers in large scale and medium scale organisations are 54.2304 and 56.1235 respectively. The F-Ratio obtained is 0.369 at p=0.544. These values show that there is no significant difference in ORS experienced by managers working in large scale and medium scale industrial organisations. This shows that size of organisation has no impact on the level of organisational role stress.

<table>
<thead>
<tr>
<th>Organisation</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>F-Ratio</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Large scale organisations</td>
<td>204</td>
<td>54.2304</td>
<td>29.81455</td>
<td>0.369</td>
<td>0.544</td>
</tr>
<tr>
<td>Medium scale organisations</td>
<td>162</td>
<td>56.1235</td>
<td>29.32698</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>366</td>
<td>55.0683</td>
<td>29.57430</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

To sum up, the results of the various tests showed that there is significant difference in organisational role stress among junior, middle and senior level managers, and there is a corresponding increase in organisational role stress among junior, middle and senior level managers. But no significant difference in organisational role stress could be observed among managers.
working in public sector and private sector as well as large scale and medium scale industrial organisations. From the discriminant analysis, role erosion has emerged as the most dominant contributor and role ambiguity the least contributor to the total organisational role stress among all the three levels of managers. The finding that role erosion is the most significant contributor across all the three managerial levels of managers is very interesting. This shows that the most important cause for organisational role stress is a factor that is beyond the control of the individuals and therefore it is only the conscious effort on the part of the management of the respective organisations, which can reduce the ORS caused by role erosion. We know that role erosion arises out of the feeling that the tasks, which are supposed to be done by the role occupants, are performed by other people or the credit for the performance goes to other role occupants. So it can be reduced by properly assigning the jobs to each individual with clear job description, and through appropriate measures such as implementing proper reward systems and issuing appreciation letters for better performance, etc. The implication of this finding is that organisations can reduce the total organisational role stress of managers significantly by taking effective steps to reduce their role erosion stress.