Chapter-1

Introduction

_The more we study, the more we discover our ignorance._
- P. B. Shelley; English Poet, 1792-1822.

1.0 Introduction

Stress pervades every section of life. The human life has become so complex that stress is becoming omnipresent, and work life is no exception. Organizational role stress (ORS) has become a common phenomenon. Today, people are living in the ‘Age of Stress’-Pestonjee (1999).\(^1\) It is definitely an alarming concern. The seventeenth century has been called the 'Age of Enlightenment', the eighteenth the 'Age of Reason', the nineteenth the 'Age of Progress' and the twentieth, the 'Age of Anxiety and Stress' - observed Coleman (1976).\(^2\) The interest in 'stress' has been rising since the advancement of the last century. It is a common observation that organizations are found struggling with increasing problems of role-stress in the workplace. Role stress, results from problems encountered in role performance. The "role stress" concept has been extensively explored refined and systematized by Professor Udey Pareek - fondly acclaimed as the 'father of HRD' in India. The importance of role lies in the fact that it is a primary linkage of an employee with his organization. _It is only through a role that the individual and an organization interact with each other._

Since 1990’s the banking sector was facing vigorous policy changes due to liberalization, privatization and globalization. Banking sector, is now, also facing very severe competition due to the stepping in of many private (corporate) sector banks, downsizing, and introduction of new technologies. All these changes have led bank executives to experience high level of role-stress.

Government and Reserve bank of India; have made radical fiscal policy changes to target fiscal-deficit. India has taken many structural changes to cope with the “new economic world order”. Globalization and privatization led polices, have induced the banking sector to undergo fiscal reforms so as to gain competitive
edge, and to cope with “multinationals led environment”. The technological revolution, viz., information technology and extensive use of computers in every walk of life has changed the working pattern of the bank employees and made it inevitable to downsize their work force. Work pressures, scope of work, work targets, performance and appraisal parameters have escalated to an unmanageable level. All these have flared up an environment of high organizational role stress (ORS). Evidence from the existing literature reveals that more than 60% of bank employees have organizational role stress problems directly or indirectly linked to these drastic changes at work setting.

Human Resource plays an active role in the modern economic scenario. Human Resource Development (HRD), in the organizational context, is a process by which the employees of an organization are helped in a continuous and a planned way to acquire or sharpen capabilities required to perform various functions associated with their present or expected future roles. A healthy HRD Climate certainly bolsters the overall internal environment of the organization, fosters employee commitment, involvement, and satisfaction with the job. The research find that the variables of ORS and HRD-Climate exhibit interrelationship. This study throws light on the pathogenesis of problems related to organizational role stress among bank executives of public and private banks and investigates the nature of interactions (interplay) of ORS with HRD Climate.

1.1 Rationale of the study

Role is a primary linkage of an employee with his organization, but it has a built in potential or inherent vulnerability for role-stress. Workplace stress is the harmful physical and emotional response that occurs when there is a poor match between job demands and the capabilities, resources, or needs of the worker. It was estimated in 1981 that the annual cost of stress-induced losses in efficiency and effectiveness in the United States was almost US$150 billion (Gaertner and Ruhe,1981).(3) Occupational stress “has been designated as one of the top ten industrial diseases in the US” - British Psychological Society-BPS (1988).(4) Willcox (1994),(5) reported that “previous research supports the view that at least
25% of the working population is psychologically stressed at any one time.” If this is true, it certainly has serious implications for the health of society as a whole, - a point acknowledged in the government document - The Health of The Nation, HMSO, (1992), when it identified mental health as one of the key areas needing to be addressed to enhance the nation’s health. As per a modest conservative international estimate, no less than ten percent of employee population, the world over suffers from role stress NIOSH, (1999).

Studies show that work stress is associated with increased employee absenteeism, inattentions, demotivation, job dissatisfaction, accidents, psychophysiological ailments, and job quits. A report of the CDC wing of the National Institute of Occupational Safety and Health (NIOSH-1999), in the US, estimated that:

(a) 40 % of American workers reported their job was very or extremely stressful,
(b) 25% view their jobs as the number one stressor in their lives,
(c) Three fourths of American employees believe that workers have more on-the-job stress than a generation ago.
(d) Problems at work are more strongly associated with health complaints than are any other life stressor (more so than even financial problems or family problems).

Role-stress at the workplace has been associated with absenteeism, higher attrition, and decreased productivity since ages. Prevalence rate of mental disorders due to stress in India is reported to be 58.2 per thousand populations - Reddy and Chandrasekhar, (1998). Incidence of mental disorders is on rise. In 1990, mental and neurological disorders accounted for 10% of the total patients of all disease and injuries which rose to 12% in 2000 and by 2020; it is projected that the burden of these disorders will increase to 15 percent.

There is evidently a grave situation in the underdeveloped and developing countries. Role stress not only has individual and organizational specific negative implications but also hampers national economy. Organizational roles need to be
designed carefully and healthy organizational HRD-climate has to be built. Rao T.V.(1999),\(^9\) explained that "HRD climate refers to the tendency and environment where development of individuals and teams is given the highest priority and where human resources are considered the most important resources." Hence, an optimum level of a 'development climate' is essential for facilitating HRD and to counteract executive organizational role stress. Organizational role stress (ORS) operates in interaction with HRD Climate. Interplay is observed. Explorations, on the "extent" (organization specific) and "modus of relationship" lie in the domain of this research. The rationale behind this research is to explore this vital relationship impacting public and private banks in NCR (Delhi) India.

### 1.2 Need for the study

Organizational stress has a very broad spread. It afflicts the entire organizational milieu. Role-stressors are highly inevitable in nature and have become major concern at workplace. "Researches indicate that nearly a third of the working population in developed countries report high to very high levels of stress" - Sabir and Helge, (2003).\(^{10}\) Stress is inevitable in any career. So, the role-stress has fueled serious research interest in recent decades. In a lot of fire-fighting exercises on the failure areas of employee motivation, job satisfaction, quality of work life (QWL) it became evident that the causes of volcanic eruptions of organizational stress need first be effectively traced and controlled by locating and addressing the seat of the stress-volcano i.e., his/her organizational role.

Roles consist of the set of activities people are expected to perform as a function of their positions within a social system. The centrality of the role construct can be seen in Katz and Kahn's (1966),\(^{11}\) definition of an organization as a system of roles. Thus, 'role' is the first (basic/primary) linkage of an individual (employee) with his organization. It integrates an individual (employee) with the organization. Role is also a central concept in work motivation. Ill-defined and ill managed roles, onset role-stress implications. The roles need to be analyzed re-designed and set right for the organizational effectiveness. So, efforts are
needed to keep the "roles" free from "organizational role-stress". These efforts (including a better development of HRD-climate) will help to rejuvenate, energize and initiate a healthy employee-organization interface. Currently, the Indian banking sector is passing through a fast developmental and transformational phase. Forces of change have impacted it heavily. For example rapid changes in govt. fiscal policies, newer regulations of Reserve Bank of India, and computerization have revolutionized banking operational aspects. There is also a rising interbank competition. Bank executives are facing a lot of organizational role stress. There is a strong need for an exploratory research that evaluates the prevalent ORS and HRD-Climate in public and private banks.

All this has led to the need for a research study to empirically test the status (level) as well as to find out the nature of relationships between ORS and HRD-Climate in a comparative analysis of some select public and private banks in NCR (India).

1.3 Significance of the study

India is a fast developing country and Indian banks have many complexities in different fields, which are caused by so many and diverse organizational environmental factors. The banks are facing tough competition. Thus the complex bank organizations can be a great source of mounting organizational role stress for its bank executives. "Every role stressor arises from a specific kind of problem encountered by the role occupant during the course of his/her role performance. Identification of prominent role stressor(s) at the organizational level is useful for identifying the most important problem(s) to be solved for the organization and offers excellent opportunities for enhancing organizational performance and effectiveness" (Srivastav 2007).^{13}

The significance of the study lies ingrained in the facts and situations discussed below:
i) Organizational role stress is becoming important for individuals (employees), and organizations for its negative effects. By reducing or managing role stress, the bad effects will be significantly reduced.

ii) Does organizational HRD-Climate moderate or impact organizational role stress? This is a central theme or research question of this research. It is directed to remedy the current situation in public and private banks.

iii) The significance of the study also lies in the fact that this exploratory research is focused to empirically test the presence of any significant or causal co-relationship between these two important constructs in relevance to bank executives.

iv) The study will serve valuable insights to the top managements of public and private banks to recognize the direct and indirect costs of "organizational role-stress" on their organizations. These may arise due to: (a) absenteeism, (b) grievances, (c) accidents, (d) violence, (e) errors of judgment and action, (f) conflict and interpersonal problems, (g) resistance to change, (h) the loss of intellectual capital, (i) sleep disorders, (j) psychological stress disorders, (k) heart attacks etc.

v) The study will draw attention and sensitize the banks to develop HRD-Climate to impact ORS not only to reduce costs but also to cultivate an environment of happy, healthy, aligned, and productive work force.

The significance of the study also lies in the fact that large number of employees experience unacceptable levels of role-stress which is very widely spread in the organizations (work settings). Still the less explored aspects of stress is the ‘organizational role-stress’ and more so in the context of public and private sector banks.

Srivastav, A.K. (2010) holds "When the role-stress related 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 organizational levels."
1.4 Indian Banking System - An Overview

As per Oct, 2013 update of India Brand Equity Foundation (IBEF) India’s Rs. seventy seven trillion (US$1.25 trillion)-banking industry is the backbone to the Indian economy. The sector emerged strong from global financial turmoil and proved its mettle when the developed economies were shaking. India’s banking sector is on a high-growth trajectory with around 3.5 ATMs and less than seven bank branches per 100,000 people, according to a World Bank report. The statistics are going to improve in near future as the Government aims to have maximum financial inclusion in the country. Policymakers are making all the efforts to provide a facilitating policy framework and infrastructure support to ensure meaningful financial inclusion. Just an access to high-speed internet and user-friendly smart-phone applications have made people shift to alternative channels of banking. [http://www.ibef.org/industry/banking-india.aspx]. The high growth trajectory has resulted to mounting work pressures and organizational role stress in the bank employees.

Historical perspective: Initially all the banks in India were private banks, which were founded in the pre-independence era to cater to the banking needs of the people. In 1921, three major banks i.e., Banks of Bengal, Bank of Bombay and Bank of Madras, merged to form Imperial Bank of India.

Reserve Bank of India (RBI) was established in 1935. It took over the central banking responsibilities from the Imperial Bank of India, who transferred RBI its complete commercial banking functions. Imperial Bank of India was subsequently transformed into State Bank of India (SBI) in 1955.

Following this, on 19 July, 1969 occurred the nationalization of major banks in India. The Government of India issued an ordinance and nationalized the 14 largest commercial banks of India, including Punjab National Bank (PNB), Allahabad Bank, Canara Bank, Central Bank of India, etc. Thus, public sector
banks revived to take up leading role in the banking structure. In, 1980, the Government of India nationalized 6 more commercial banks, with control over 91% of banking business of India.

Between 1969 and 1980 there was rapid increase in the number of branches of the private banks. In April 1980, they accounted for nearly 17.5 percent of bank branches in India. In 1980, after 6 more banks were nationalized, about 10 percent of the bank branches were those of private-sector banks. The share of the private bank branches stayed nearly same between 1980 and 2000.

Nationalization of banks ushered the concept of mass banking followed by phenomenal and rapid expansion of branches, number of employees and diversification portfolio etc. Then from the early 1990s, RBI's liberalization policy came into picture and with this the government gave licenses to a few private banks, which were known as new private-sector banks. There are two categories of the private-sector banks: "old" and "new". The old private-sector banks have been operating since a long time and may be referred to those banks, which are in operation from before 1991 and all those banks that have commenced their business after 1991 are called as new private-sector banks.

Following liberalization in 1991 and introduction of reforms in the financial sector, during the past two decades, there have been major changes including increased participation from private and foreign banks, in the otherwise stable Indian banking sector. There has been intense competition among all the banks and the Public Sector Banks have had to change not only their operational methods but also introduce new products, services and marketing techniques which is very likely to create stress among employees.

Competition was set to intensify In Aug 2011, the RBI drafted guidelines for licensing of new banks in the private sector. Thus, with the entry of new players in the market, competition among banks will increase. The "private-sector" banks are where greater parts of stake or equity is held by the private shareholders and not by government.
**Recent development in Indian Banking:** Previously banks served the public with traditional banking products such as: Saving Bank, Current Account, Term Deposits, Cash credits and term loans etc. Now, banks are extending their services in order to occupy more market share. There is also an impetus on fee based and non-interest income service, and expansion in overseas market. Entry of new players has boosted the competition. The technological advancement of information technology has swept the banking sector. Web-banking, E-banking, Mobile banking, E-commerce, E-business etc. have become the buzzwords of the day and the banks are trying to cope with the competition by offering innovative and attractively packaged technology based services to their customers.

The current phase of the banking cycle appears to be driven by the downturn in economic activity rather than financial distress. Significantly the largest financial institutions are among those affected by credit concerns. Worldwide financial systems have undergone structural changes. The global factors driving these changes have been advancement in technology and computing external financial liberalization, and organizational changes in corporate world.

The high-growth trajectory, nationalization, liberalization, frequent RBI regulations, and fiscal changes, entry and stiff competition by private banks, technology, computerization, have all resulted to mounting work pressures, and organizational role stress in the bank employees.

1.5 ORS in banking sector

The 21st century economic landscape has become volatile and unstable. Thus, banks must reinvent themselves in order to build the competitive edge. The present study is undertaken to address a specific problem of public and private bank employees relating to organisational role-stress in the National Capital Region (NCR) of India. The impact of HRD climate on employee attitude in the banking industry is significant. Swaranalatha, C and Gopalkrishna, R (2012)\(^{(14)}\) have remarked that" since 1990's the banking sector is facing vigorous policy
changes due to globalization, liberalization, and privatization." Banking sector is also facing tough competition due to: stepping in of many private (corporate) sector banks, downsizing, and introduction of new technologies. These changes, have led the bank employees to experience high level of job stress.

The advent of technological revolution in all walks of life coupled with globalization, and privatization policies have drastically hit the conventional pattern of operation in all service and production sectors in the economy. The banking sector being a service sector is no exception. It is expanding very rapidly in the recent past. The market and customer orientation in commercial banks has put considerable pressure on the bank employees, and more so on front line employees; who constitute the boundary spanning positions. The front line employees (executives) endeavour to meet the needs of customers while meeting the conflicting expectations of managers, leading to role stress. This negatively impacts the customer orientation of these employees and also their job performance (Wetzels et al., 2000).

The banking sector globally has made significant progress in the last five years. It is evidenced in such growth parameters as profitability, annual credit growth, and decline in non-performing assets (NPAs). In the last decade, the banking-sector witnessed many positive developments, as policy makers made great efforts to improve regulation. The rising competition has resulted in work pressures and increase in role-stress. An important fact is that Indian banking sector has been able to maintain resilience but without much impacting the growth process. India has the potential to become the third largest banking sector by 2050 after China and US, according to a PricewaterhouseCoopers (PwC) report titled “Banking In 2050”. The report states that India has particularly strong long-term growth potential. More than 50 per cent of India’s population is under the age of 30 years, which is a major target group for banks. Penetration of banking services in the country remains low. The HRD-climate needs to be focused and improved and the rising role stress has to be reduced.
Associated Chamber of Commerce and Industry of India, ASSOCHAM (2007), conducted a survey in 2007 and reported that "those working in the banking sector - both public and private- tend to get stressed as they have to attract a large pool of customers for various schemes besides ensuring timely recovery of loans. ...work related stress and mental fatigue is affecting the Indian employees." This environment impinges on organizations and individual to identify the causes of role-stress at their workplace and effort to reduce it for the effectiveness and efficiency of both the individual and the organization. This report further revealed that employees of banking sector (both public and private) tend to get stressed due to work overload as they have to attract a large pool of customers for various schemes besides ensuring timely recovery of loans. Government and Reserve Bank of India, have made frequent radical fiscal policy changes to target fiscal-deficit. India has taken many structural changes to cope with the "new economic world order". Globalization and privatization led policies have induced the banking sector to undergo fiscal reforms so as to gain competitive edge, and to cope with multinationals led environment. The technological revolution, viz., information technology and extensive use of computers in every walk of life has changed the working pattern of the bank employees and made it inevitable to downsize and offer VRS schemes to their work force. Work pressures, scope of work, work targets, performance and appraisal parameters have gone high to an unmanageable level. These have led to high organizational role stress and executive burnout.

The implications of these transformations have affected the social, economic and psychological domains of the bank employees and their relations. Evidence from existing literature reveals that more than 60% of the bank employees have organizational role stress problems directly or indirectly related to these critical changes at work setting. Studies are conducted on the psychosocial side of the new policy regime in many sectors, but there are a few studies, as far as the banking sector is concerned. Though, this sector has been drastically influenced by the new regime. At this juncture, the present study is undertaken to:
• Address specific problems of bank employees relating to role-stress.
• To provide crucial information about the prevalence of specific role stressors at public and private banks.
• To shed light on the pathogenesis of various problems related to the role stress among bank employees,
• The study will highlight significant public and private banking sector differences, on the prevalent kind and extent of role stressors.
• To investigate the interaction of ORS with HRD-Climate.

Organizational HRD-Climate is the summary perception which people have about an organization. The study will help to draw and fine tune policy on the related fields. HRD-Climate is a global expression of what the organization is. Considering role stress as a debilitating syndrome, this study has also been undertaken with an aim to systematically investigate the factors causing organizational role stress amongst public and private bank professionals. Banks are among the top ten high stress workplaces (www.banknet.india.com) in India.

1.5.1 ORS and HRD-Climate
In an effort to extend theory and research on the impacts of ‘organizational role stress’ and ‘HRD climate’ on bank executives of public and private banks in National Capital Region (NCR) of Delhi; the interplay between 'Role Stress and HRD Climate' is hereby examined, in the context of specific segment of banking industry. This exploratory research, attempts to bring forward empirical evidence on the interplay between these two major constructs.

1.5.2 Interplay of environmental changes and stress
Organizational Role Stress (ORS) and HRD-Climate, happen to be the most noteworthy subjects for any organization. This is the technological age of continual high change which is impacted by the onslaught of new environmental factors viz., globalization, liberalization, privatization, knowledge-explosion etc. that have phenomenally changed the conventional pattern in all sectors, and banks being the service provider are found worse impacted.
1.5.3 Causative factors of ORS in banking sector
Radical and frequent regulatory/policy changes, government thrust to combat fiscal deficit, introduction of new structural changes in India to align it with the new economic world order, the increased competition due to the entrance of more private (corporate) sector banks, introduction of new technologies, downsizing, work/target pressures, etc. are all bank employee new vistas for dominant organizational role stress causative factors.

1.5.4 The advent of technological changes
The advent of technological changes especially the rising role of information technology and extensive use of computers in the banking sector has changed the work patterns of the bank employees inducing downsizing of the work force. The banking sector, in the current spiraling change, is experiencing a high level of stress. Naturally the fabric of work-life is getting soaked and drenched with pressures and role-stress.

1.5.5 Banks on fast track of operation
These days, banks are operating on fast track to overtake and gain competitive advantages and excellence. This milieu has impacted the Indian bank organizations to suddenly awaken and function in a cut-throat competitive business environment. To survive, grow and compete in such an environment, banks need to survey and manage their dysfunctional organizational role-stress and to improve the organizational climate so as to keep their human resource role-stress free, aligned, energized, retained and motivated. The rising ORS is fast surfacing as a universal epidemic with its visible debilitating impacts.

Section II: Organizational Role Stress

1.6 Historical Perspective of Stress
Stress is in existence with human race. Studies of stress in prehistoric, historical, and contemporary populations by biologists, anthropologists and psychologists vary, as to the ability to delineate aspects of the stress process. Occupational
stress is multi-disciplinary in nature and requires greater stress facet exploration for emergence of a holistic concept.

1.6.1 Stress a "time immemorial" concept
Stress is as old as the human existence on this earth. Workplace stress has become a major issue and a matter of concern for the employees and organizations. Stress in totality is difficult to avoid; though its magnitude and severity can be controlled. The etymology of the word stress is traced to Latin word “Stringere”, which means to draw tight. The stress concept has been used in the 17th century to describe hardships, adversity or affliction.

Wood, H.C.(1896) (17) in his book 'Brain-Work and Overwork', remarked “There exists, both within and without the ranks of the medical profession, a widespread belief that the exigencies of modern life (stress) are producing an ever-increasing amount of nervous diseases.” Selye, H. (1956), (18) is acknowledged to have made first reference to stress in humans.

1.6.2 Stress as understood in 18th and 19th Centuries
An early contribution to stress research was the "Yerkes-Dodson Law", first formulated in 1908, as cited in (Cooper, Cooper, and Eaker, 1988). (19) This model provides insights into the association between arousal and performance. It postulates that up to a point, arousal further increases performance, but, after an optimum peak, performance levels drop as arousal increases. Stress as a concept gained even wider acceptance from the Second World War onwards. In 18th and 19th Centuries the meaning of the stress changed to denote force, pressure, strain or strong effort with reference to an object or person, Hinkle (1973). (20) It began to be perceived as a physiological or medical and psychological construct. In physics the term stress denotes an internal restorative force generated within an object when an external force is applied to distort it. Stress produces strain on a physical body (i.e. bending a piece of metal until it snaps, because of the force or stress exerted on it). Stress causes strain and strain leads to burnout. Hans Selye, began using the term "stress" after completing his medical training at the University of Montreal in the 1920’s. He noticed that no matter what his
hospitalized patients suffered from, they all had one thing in common. They all looked sick. In his view, they all were under physical stress. He proposed that stress was a 'non-specific' strain on the body caused by irregularities in normal body functions. This stress resulted in the release of stress hormones.

He later explained it in the “General Adaptation Syndrome”. The concept of stress was first proposed by Selye, Hans (1956). He explained stress as "a dynamic activity wherein an individual is confronted with an opportunity, constraint or demand." He provided convincing arguments that stress impacted health. Thereafter Selye, Hans. (1974), refined his stress construct as “the nonspecific response of the body to any demand made upon it.” Stress is defined in terms of its physical and physiological effects on a person, and can be a mental, physical, or emotional strain. Stress occurs when demand exceeds the individual's coping ability, disrupting his or her psychological equilibrium.

**The term stress has evolved over time.** It may be a recent concept but the consequences and antecedents in the modern high tech world are of far reaching consequences than what was confronted by the earlier generations. Role stress is defined by Kahn et al. (1964,p.19), as a composite construct consisting of the so-called role stressors of role conflict and role ambiguity. Role conflict was defined as "...the simultaneous occurrence of two (or more) sets of pressures such that compliance with one would make more difficult compliance with the other." Katz and Kahn (1966), originally theorized that role-stress results from an employee's role conflict and role ambiguity.

Lazarus (1971), observed that stress is broad based and includes: "any demands which tax the system, whatever it is, a physiological system, a social system or a psychological system, and a response of that system". This discussion indicates that stress is a very wide field for enquiry, and many researchers in the field even "concluded that the concept of stress is no longer useful as a scientific construct" said Schuler and Jackson (1986).

"Stress is one’s reaction against threat in the working environment", expressed Jamal, M. (1985). Strikingly a decade later the term (role-stress) became very
much in vogue and there arose a greater consensus about its meaning. The prominent milestones in the development of thought process on definitions of job stress in the literature are being traced in the succeeding table.

**Table 1.1: Definitions of Job Stress-Milestones**

<table>
<thead>
<tr>
<th>Year</th>
<th>Author</th>
<th>Definition of Job Stress</th>
</tr>
</thead>
<tbody>
<tr>
<td>1956</td>
<td>Hans Selye</td>
<td>Stress means uncertain reaction of the body to demand, and also basic demand from internal and external environment, or reaction result against homeostasis (threat of balance condition).</td>
</tr>
<tr>
<td>1971</td>
<td>French, JRP.</td>
<td>Stress is the consequence that an individual’s ability or skills fail to coordinate with the job or the job environment cannot satisfy the individual demand.</td>
</tr>
<tr>
<td>1974</td>
<td>Kroes</td>
<td>Stress is improper occupational pressure or burden which badly affect the psychological and physical condition of the worker himself.</td>
</tr>
<tr>
<td>1978</td>
<td>Beehr, TA &amp; Newman, JE</td>
<td>Stress is the change that drives the worker from normal psychological and physical condition.</td>
</tr>
<tr>
<td>1980</td>
<td>Ivancevich, J and Matteson, M.</td>
<td>Stress is some adaptive reaction, a consequence of special psychological or physical demand from the event, and such reaction takes personal character as intermediary.</td>
</tr>
<tr>
<td>1985</td>
<td>Jamal, M.</td>
<td>Stress is one’s reaction against threat in the working environment.</td>
</tr>
<tr>
<td>1991</td>
<td>Wileson</td>
<td>From a general perspective, stress is defined as a “fashionable” term that denotes usually disagreeable stimuli. Stress also encompasses the subjective, behavioural and physiological responses to the stimuli.</td>
</tr>
<tr>
<td>1997</td>
<td>Herbert</td>
<td>Defines stress as a general term that refers to any demand (psychological or physical) that is outside the norm. He states that stress usually signals a disparity between what is optimal in a given situation and what actually exists.</td>
</tr>
<tr>
<td>1998</td>
<td>Miller, and Simerglia</td>
<td>Stress as the individual’s general feeling of unease or upset in response to a traumatic life event and the accumulation of other, concomitant problems or change</td>
</tr>
<tr>
<td>1999</td>
<td>Bowes</td>
<td>Concurs that the human body has been “hard-wired” throughout evolution to respond to stress through a &quot;fight-or-flight&quot; response. She defines stress as external or internal pressure to act.</td>
</tr>
<tr>
<td>2001</td>
<td>Mason</td>
<td>Defines stress as reactions of the body to negative influences. Mason explains that his studies show &quot;external stress may be positive or negative (pleasure/challenge, or divorce/work responsibilities).&quot;</td>
</tr>
</tbody>
</table>
1.6.3 Contemporary approach-stress facet explorations

During last two decades, the study on the concept of stress has advanced and the researchers investigated the various facets of stress to develop clarity on differences and components of stress. In early theoretical formulations, stress was used as a central concept with different names. It is variously named as 'job-stress', 'occupational-stress', and 'role-stress' in organizational context.

1.7 Forms of workplace stress

In research studies workplace stress has been variously termed as job stress, occupational stress and organizational role stress. All these constructs overlap each other with minor distinctiveness. "Workplace-stress" and "role-stress" stem from a wider phenomenon ‘stress’ which is a complex psychological construct that people may experience everyday " (Quick et al., 1997). Work-related stress can be defined as a pattern of emotional, cognitive, behavioural and physiological reactions to adverse and noxious aspects of work content, work organization and work environment. It is a state characterized by high levels of arousal and distress and often by feelings of not coping.

1.7.1 Job stress

Job stress refers to the job-related nervousness and anxiety, which affect people’s emotional and/or physical health - Netemeyer, Maxham, and Pullig, (2005). Job stress results from the interaction of the worker and the work conditions. Views differ on the importance of worker characteristics versus working conditions as the primary cause of job stress.

The differing viewpoints suggest different ways to prevent stress at work. Differences in individual characteristics such as personality and coping skills can be very important in predicting whether certain job conditions will result in stress. In other words, what is stressful for one person may not be a problem for someone else.
1.7.2 Occupational stress

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. "Occupational stress, is stress involving work. Beehr and Newman (1978), define occupational stress as "A condition arising from the interaction of people and their jobs and characterized by changes within people that force them to deviate from their normal functioning". Stress is defined in terms of its physical and physiological effects on a person, and can be a mental, physical or emotional strain. It can also be a tension or a situation or factor that can cause stress. 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", NIOSH (1999), and Henry & Evans (2008).

Colligan et.al. (2006) explain that "Often a stressor can lead the body to have a physiological reaction which can strain a person physically as well as mentally. A variety of factors contribute to workplace stress such as negative workload, isolation, extensive hours worked, toxic work environments, lack of autonomy, difficult relationships among coworkers and management, management bullying, harassment and lack of opportunities or motivation to advancement in one’s skill level." These authors further add that there are a total of five categories associated with occupational stress -

1) Factors unique to the job
2) Role in the organization
3) Career development
4) Interpersonal work relationships
5) Organizational Structure/climate

Occupational stress is a discrepancy between the demands of one’s job and the ability to respond in an effective manner. Rabin, S., Feldman D. and Kaplan, Z. (1999). Unhealthy (high stress ridden) organizations do not get the best from their workers and this may affect not only their performance in the increasingly competitive market but eventually even their survival (Michie, 2002).
1.7.3 Organizational role stress (ORS)

Stress is a common phenomenon. Everyone faces it sometime or the other. For some employees it arises once in a while. Whereas others face it daily in their work setting. Role stress is the stress experienced by the persons because of their role (job) in the organization. They assume a role based on the expectation of the self and others at workplace. Organizational role stress (ORS), originates in the organizational demands that are experienced by an individual. Stress is ingrained in the concept of a role which is conceived as the position that a person occupies in a social (organization) system. An important feature of role is that it integrates the individual with the organization. Stress refers to a feeling of physical or emotional tension, and is often a response to change. Stress is a feeling of being unable to cope with anxiety, discomfort, and the demands of a particular change. The term stress is thus used in two contexts. In the first context stress refers to the experience of: (i) a feeling of being unable to cope with the demands of a particular situation, and (ii) anxiety, discomfort, apprehension because of the inability to cope. In the second context the term stress can also be used to denote all the factors which cause the above reactions.

The commonly accepted definition of stress is given by Lazarus Richard S. (1966). He says "Stress is a condition or feeling experienced, when a person perceives that the demands exceed the personal and social resources the individual is able to mobilize." In short, it is what we feel when we have lost control of events.

1.7.4 Eustress and Distress

Selye Hans, (1956), the father of stress research expressed that "Stress is not necessarily something bad - it all depends on how you take it. The stress of exhilarating, creative successful work is beneficial, while that of failure, humiliation or infection is detrimental." Selye (1974), coined the term "Eustress, to mean good stress. He created this term as a sub-group of stress to differentiate the wide variety of stressors and manifestations of stress. Eustress, is positively correlated with life satisfaction and well-being. Selye Hans, further explained "Distress (meaning bad stress) is the most commonly referred type of
stress, having negative implications, whereas eustress is usually related to desirable events in a person's life. Persistent stress that is not resolved through coping or adaptation should be known as distress, and may lead to anxiety, withdrawal, and depressive behavior." Eustress, is thus a positive cognitive response to stress that is healthy, or gives one a feeling of fulfillment or other positive feelings.

Selye further argued that the biochemical effects of stress would be experienced irrespective of whether the situation was positive or negative. The stress that enhances one's functioning may be considered eustress. But, both eustress and distress can be equally taxing on the body, and are cumulative in nature, depending on a person's way of adapting to the stressor that caused it. As the body itself cannot physically discern between distress or eustress. Differentiation between the two is dependent on one's perception of the stress, but it is believed that the same stressor may cause both eustress and distress. "Stress cannot result from any opportunity/challenge/constraint/demand, whatsoever; unless its outcome is perceived to be both important and uncertain at the same time Schwarzer, (2009)."^{(34)} Moderate level of stress is in fact necessary for an individual to stay alert and active. Stress is also additive.

**Figure 1.1: Impact of Eustress and Distress on Performance.**

![Figure 1.1: Impact of Eustress and Distress on Performance.](image)

SOURCE: The AFT's Health and safety.
Fevre, M.L. et al. (2006), espouse that “In the workplace, stress can often be interpreted as a challenge, which generally denotes positive eustress, or as a hindrance, which refers to distress that interferes with one's ability to accomplish a job or task.”

1.8 Conceptualization of organizational role

A person is a member of many social systems where he plays different types of roles. In an organization, he plays the role of a boss, a subordinate to someone, a colleague to his peers, a salesman to the customer, etc. Roles can be thought of in two ways: (a) as expectations one has about social behavior, and (b) as functions or positions. In the context of organization, roles are expectations that employee have of each other. These may include expectations a supervisor has from a subordinate, expectations of peer, and the expectations held by an employee from his manager. The second part signifies, that roles are also functions (activities) or positions (jobs) that an employee performs for the organization.

1.8.1 Role integrates individual needs and organizational goals

The individual and the organization interact with each other through the role an individual assumes for himself and/or assigned to him by the organization. An individual has certain needs (need to compete with others, need to learn and grow, need to be recognized, etc.) which have to be satisfied. Similarly, an organization does have certain objectives or goals which have to be achieved for its survival. The needs of individuals and the goals of organizations are thus, integrated in the 'Role' which a role incumbent assumes to enact.

1.8.2 Organizational Role Perception

Organizational roles are critical in integrating employees with their organizations. Tracing the history of job design and work reorganization, Pareek argued that the concept of a role is much larger and wider than a job. A role is not defined without the expectations of the role senders, including the role
occupant. Pareek, U. (1987),\(^{(36)}\) defined role as "the position one occupies in a social system (organization), as defined by the functions he/she performs in response to the expectations of the ‘significant’ (management) members of the Social System, and his/her own expectations from that office or position."

1.8.3 Origin of Organizational Role Stress

The aforesaid Pareek's (1987)\(^{(36)}\) definition clearly indicates the possibility of inherent problems in the performance of a role. In the context of organizations, such role stresses are called organizational role stress (ORS). Any organization may be perceived as a system of roles.

These roles are different from positions or offices in the organization. It may be expected that organizational role stress (ORS) will operate in interaction with the general ill-being and well-being (i.e. the result of HRD Climate). There is an expected high relationship of organizational role stress with these two.

As organizations become more complex, the potentiality for stress increases. Stress is a consequence of socio-economic complexity. To some extent it is a stimulant as well. Therefore, one should find ways of using stress productively, and reduce dysfunctional stress.

1.9 Stress is ingrained in the concept of role

Role stress is conceived as the position a person occupies in a system, as defined by the expectations from the ‘role-senders’ (significant role occupants and the persons himself/herself). Researchers working on the increasing complexity of organizational roles recognized the potential of conflict and stress in roles. Kahn et al. (1964).\(^{(22)}\) published their famous volume, “Organizational Stress: Studies in Role Conflict and Ambiguity” and proposed three main role stresses viz., i) role conflict, ii) role ambiguity and iii) role overload.

Then after several years of extensive research work in the field of organizational role stress Udai Pareek (1983),\(^{(37)}\) made a pioneer discovery, and identified as many as ten different types of organizational role stresses (ORS). His
organizational role stress (ORS) instrument has been extensively used and validated in global empirical research studies.

**Organizational roles are critical in integrating employees with their organizations.** Role is also a central concept in work motivation. It is only through a role that the individual and an organization interact with each other. “Work or job itself”, was proposed as a potential area of motivation, by Herzberg (1964). This was followed by a series of successful applications in various organizations. It was soon realized that to be necessary to go beyond ‘Job enrichment’ and ‘Democratization of work’. Because, in this manner the primary diagnostic and remedial focus that hitherto remained on ‘work or job’ should instead be on the nucleus aspect of ‘organizational role’. Clearly the focus on the first link (organizational role) and its key importance in integrating employee with the organization was lacking primacy.

It is useful to explore the concept of ‘role’ in relation to organizational boundaries, as a part of total roles one occupies as an individual in his/her life. As an individual one occupies several roles.

All the roles have different set of expectations from the individual. The individual also has certain perception of the expectation of the role. These two may not necessarily match and create tension, leading to stress and burnout.

### 1.10 The Concept of Role and Office

In every social system, be it a family, club or work organization, individuals have certain obligations towards the system, which in turn gives each of them a defined place in the society. This system of mutual obligations can be called a role and the individual’s place a position or an office. The individual occupies a hierarchical position in a system, along with the ensuing powers and privileges, and performs certain functions in response to his and the member’s expectations (termed: role).
1.10.1 Role
Role is the position one occupies in a social system, as defined by the functions one performs in response to the expectations of the 'significant' members of a social system, and one's own expectations from that position or office. Role is the integrated set of behaviours expected from a person occupying that office. Thus it is an obligational concept of position. Role is based on mutuality, has related obligations, is non-hierarchical, is created by significant others and the role occupant, is a part of the role dynamics and is descriptive.

In a social system, such as work organization, individuals have certain obligations towards the system, which in turn gives each one of them a defined place in the system. This scheme of mutual obligations can be called a role and the individual's place in the system a position or an office.

An individual occupies a hierarchical position in a system, along with the ensuing powers and privileges; and also performs certain functions in response to his or her own and the other members’ expectations. In this case, the former is the office (or position) and the latter the role.

1.10.2 Office/Position
Office or Position is based on power relations, has related privileges, is usually hierarchical, is created by other, is a part of the structure, and is evaluative. Whereas, role is based on mutuality, has related obligations, is non-hierarchical, is created by other significant person(s) and the role occupant, is part of the dynamics, and is descriptive.

Thus, office defines the power of the holder (Mintzberg, 1973). Office is a point in the social structure defining an office holder’s power. Office is a relational and power related concept, with hierarchical position and privileges. Whereas, role is integrated set of behaviour expected from a person occupying that office. Katz and Kahn (1966) say, "Office is essentially a relational concept, defining each position in terms of its relationships to others and to the system as a whole."
Thus an organization can be represented according to the offices or the roles. An **office also becomes a role**, when it is actually defined and determined by the expectations of other role holders. The vital stress constructs of office and role are distinguished in the following table.

**Table 1.2: Office/Position and Role**

<table>
<thead>
<tr>
<th>Office/Position</th>
<th>Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>- is based on power relations.</td>
<td>- is based on mutuality.</td>
</tr>
<tr>
<td>- has related privileges.</td>
<td>- has related obligations.</td>
</tr>
<tr>
<td>- is usually hierarchical.</td>
<td>- is non-hierarchical.</td>
</tr>
<tr>
<td>- is created by others.</td>
<td>- is created by others and the role occupant.</td>
</tr>
<tr>
<td>- is part of the structure.</td>
<td>- is part of the dynamics.</td>
</tr>
<tr>
<td>- is evaluative.</td>
<td>- is descriptive.</td>
</tr>
</tbody>
</table>

**source: By the researcher.**

1.10.3 Significant-others

"Significant-others" constitute persons having expectations from a role as 'role-senders'. They ‘send’ expectations to the role. The role-occupant also has expectations from his role, and in that sense the role occupant is also a role sender. For example, in a family the father has both a position (office) and a role. The father’s position defines his authority in the family. He is the final decision maker and the other members obey his decisions. There are certain expectations from the father as well that define his role: that he would earn, support and protect the family against threats. In his position as the head of the family system, his role is to maintain and protect the family. While the position gives him some privileges, the role places certain obligations on him. Role is the set of obligations, generated by the ‘significant’ others, and the individual occupying an office. **Role comprises of functions, and a function comprises of tasks.**
1.10.4 Task analysis

There lies a need for clarity of what a person occupying a role is supposed to do in an organization. This is generally devised by experts or senior executives by carefully listing the requirements for the job holders. This is known as "job descriptions". But more systematic attention by way of "job analysis" is required to analyze the responsibilities of a job. This process of "job analysis" has now been refined and replaced by "task analysis".

1.10.5 Each role has its own system

Each role has its own system, consisting of the role-occupant and those who have a direct relationship with him. A role is not defined without the expectations of the role senders, including the role-occupant. For example, the position of a Personnel Manager may be created in an organization, but his role will be defined by the expectations (stated or unstated), that different persons have from the personnel manager, and the expectations that he in turn, has from the role. Thus, the role gets defined in each system by the role senders including the role occupant.

Role is thus found to be a very useful construct in understanding the dynamics of the integration of an individual with a social system (Organization). It helps to understand the problems arising in the individual-organization interaction and integration.

1.10.6 Function

This term is used to indicate a set of inter–related expectations from a role. Function, is a group of expected behaviors for a role.

1.10.7 Tasks

Tasks are the sub-divisions of a function. Task is a specific activity of the function often bound by time. The individual and the organization, come together through a role. The concept of role is vital for the integration of the individual with an organization.
1.10.8 Role is a point where organization and individual integrate
The organization has its own structure and goals. Similarly, the individual has his personality and needs (motivations). These interact with each other and to some extent get integrated in a role. Role is a point where organization and individual integrate. Role is also a central concept in work motivation. It is only through a role that the individual and an organization interact with each other as shown in the figure:

**Figure 1.2: Role as an Interacting Region between an Organization and the Individual.**

1.10.9 Key focal points
- Role and office or position, are the two sides of the same coin. But in reality are two separate concepts. Office is a point in the social structure and defines the power of the office holder, whereas role is the integrated set of behaviours expected from a person occupying that office.
Pestonjee and Pareek (1997) explain role as the totality of formal
tasks, informal tasks and acts as organized by an individual. Each
individual is a member of social systems and the expectation as well as
demand of one may put pressure on the other. "There are two role
systems: i) Role Space and ii) Role Set. The concept of role, and the
two role systems have a built in potential for conflict and stress" (Pareek,
1993).

1.11 The two role systems: Role Space & Role Set

An organization may be defined as a system of roles; though role itself is a
system. From the individual’s point of view there are two role systems: (i) the
system of various roles which the individual carries and performs, and (ii) the
system of various role of which his role is a part. From the individual’s point the
first one is termed role space and the second, a role set.

1.11.1 Role Space vs. Role Set

- **Role-space** is the (big storage) system of various roles that a person
takes and performs, and for mapping it, the self is placed in the centre
and all roles that are performed are arranged around it. Whereas,

- **Role-set** is the system of an individual's organizational role and for
mapping it the organizational role is placed in the centre, with all the
interacting roles around it.

1.11.2 Mapping role systems

The role space map of an individual can be drawn by locating, the self in the
centre, and various roles occupied at a varying distances from the self. Thus we
can present the role space of a person “A”. The numbers 9 to 1, for the various
circles, indicate distances from the self. ‘One’ shows the least distance, and
‘nine’ the farthest. The various roles of “A” should be located in the four
quadrants according to the context (i.e. family, organization, profession or
recreation). More segments or role space can be added in the diagram. The role
of the individuals in the organization is defined by the expectations of the other
significant roles and those of the individual himself. *The role set is a pattern of inter-relationships between a role, and the other roles.*

Katz & Kahn (1966),[^11] have used the term *focal person*’ for the individual who occupies a role; and *role senders*, for those within the role set of the individual, whereas Pareek, has used the terms *role occupant*’ and *other roles*’ respectively for them. The role set map for an individual’s role can be also prepared on the same lines as those suggested for preparing a role-space map. In a *role set map* the occupant role will be in the centre, and all the other roles can be located at various points on the map. Using a circular model, the roles can be located in concentric circles marked nine to one. ‘Nine’ indicates the roles closest to the occupant’s role, and ‘one’ indicates those, which are the most distant. The term *inter-role distance* is used to indicate the distance between the occupant’s role and the other roles. *Lesser distance indicates higher role linkages* (which can be defined as, the reverse of inter-role distance). Role linkage is an important concept in role satisfaction and role conflict.

### 1.11.3 Practical utility of Role Mapping systems

Clear insight of these two role systems is useful in understanding the role-related problems, and thereby addressing them in an effective way. For example, an individual’s knowledge of how distant the self is from his different roles can help in reducing this distance. If the professional role of the individual (ex. Secretary of a club) is distant from his self, he may like to analyze in detail, why is it so, it may be that the role requires extensive travel which the individual does not like. This can be dealt with by negotiating with another office bearer on the latter’s willingness to share the travel load. To reduce self-role distance it is necessary to diagnose distances. This is done by preparing a *role space map*.

Similarly, a *role set map* can help an individual in formulating a visual impression of the proximity (of distance) of various roles in role-set from his focal-role. This insight may help in developing strategies for *inter role linkages*. A role set map gives an overview of the various important roles with which the individual interacts.
1.11.4 Role space conflict and Role set conflict

- **Role stress**: is a stress experienced by a person because of their role (job) in a social system. They assume a role based on the expectation of the self and others at work. So, role, and its two subsystems i.e. role systems (Role space and Role set) have a built in potential for conflict and stress.

- **Role Space Conflicts**: have three main variables: self, the role under question, and the other roles occupied. Any conflicts among these are referred to as role stress conflict or stress.

- **Dimensions of Role Space Stress**: Self-Role Distance (SRD), Inter-Role-Distance (IRD), and Role-Stagnation (RS), are the three dimensions.

- **Role Set Conflicts**: The significant persons (role senders) have varying expectations from the role the individual occupies. The conflict arises as a result of incompatibility amongst these expectations by the significant others (and by the individual himself) are referred to as role set conflicts.

- **Dimensions of Role Set Stress**: Role Ambiguity (RA), Role Expectation Conflict (REC), Role Overload (RO), Role Erosion (RE), Role Isolation (RI), Resource Inadequacy (RIN), Personal Inadequacy (PIN), are the seven dimensions.

*In sum*: both the role set and role space maps are effective, preliminary diagnostic tools in role stress research.

1.12 Organizational Stress - Evolution, Growth and Impact

The Role Stress is the reflection/outburst of stress in role-behaviour, in emergence to multiplicity of factors that breed stress in organizational/work domain. Organizational climate is also a strong indicator. Role stress is found to have its antecedent or linkage to various organizational contextual stress inducing factors, which need also to be kept in perspective. It is quite enlightening and interesting to understand their intricate functionality and impact, for a holistic treatment of role stress. Stress occurs at all levels in organizations as a result of many factors including time pressure, personnel conflicts, and sheer quantity of work.
Selye Hans (1976), the father of stress management, in his book 'The Stress of Life' mentioned that stress is the wear and tear on the body that occurs in daily life, or more specifically, "the nonspecific response of the body to any demand made upon it." The word "nonspecific" here means that everyone responds differently to stress. The body goes through many changes when under stress. These physical changes served to protect early humans against environmental stressors; "the fight or flight syndrome."

1.13 The Fight or Flight Syndrome

"Fight or Flight" response is credited to Walter Cannon (1935). He explained that when faced with an enemy in the environment, animals and early humans had to muster their strength to do one of two things: run away or stand and fight. Therefore, the body's physical reactions during stress help prepare us for fight or flight. Some of the most common physical changes are: increased heart rate, increased respiration rate, increased skin perspiration, increased dilation of the pupils, increased blood pressure, increased muscle strength, decreased gastric functioning, decreased abdominal and surface blood flow, and increased secretion of adrenaline. Unfortunately, today, we cannot always fight or flight (run away) so, the chemical reactions taken place in the body due to stress, result in causing sickness.

1.14 The General Adaptation Syndrome (GAS)

The physiological approach to the definition and study of stress received its initial impetus from the work of Selye, Hans (1956). Where he defined stress as "a state manifested by a specific syndrome which consists of all the non-specifically induced changes within a biologic system" that arise when challenged by aversion or noxious stimuli. This means, he viewed stress a physical malady within the human body that included many different systems. For many years, the stress response was largely conceived of in terms of the
activation of two neuro-endocrine systems, the anterior pituitary-adrenal
cortical system and the sympathetic-adrenal medullary system, -Cox and Cox
(1985),\(^\text{45}\) Selye, H. (1956),\(^\text{44}\) further argued that the physiological response
was triphasic in nature. These constitute General Adaptation Syndrome (GAS).

- **Stage one - alarm reaction stage:** In physiology this is *sympathetic-
adrenal medullary activation-stage*. At this point, the stressor has just
been recognized, and the body has become mobilized for fight or flight.
The body's homeostasis (*normal balance*) is disrupted and internal
organs become ready for action.

- **Stage two - resistance stage:** This is the stage of *adrenal cortical
activation*. This is the longest stage of the GAS. It begins when the body
is persistently exposed to the stressor. The body struggles to resist the
alarm reactions and to return to a homeostatic stage.

- **Stage three- exhaustion stage:** This stage is called *terminal reactivation
of the sympathetic - adrenal medullary system*. It occurs only if stress
continues longer than the body can resist. In this final stage there is a
total breakdown in the organism, with a complete loss of resistance,
giving way to the development of what is called “*disease of adaptation*”
such as ulcers or cardiovascular disease.

The idea of “allostasis” was formulated by Sterling and Eyer (1988),\(^\text{46}\) as the
ability to achieve stability (*homeostasis*) through change. *Homeostasis*
emphasized that the body's internal environment is held constant, by the self-
correcting (negative feedback) actions of its constituent organs. *Allostasis*
emphasizes that the internal milieu varies to meet perceived and anticipated
demands. This variation is achieved by multiple, mutually reinforcing neural
and neuroendocrine mechanisms that override the homeostatic mechanisms.

*The allostatic-model*, in emphasizing the subordination of local feedbacks to
control by the brain, provides a strong conceptual framework to explain social
and psychological modulation of physiology and pathology.” The quality of the
work life (climate) and role stress coping behaviour thus rest upon the
individual’s ability to adapt the load of role-stress.
1.15 Role Stress - An Overview

**Stress is built in the concept of role:** Role is conceived as the position a person occupies in a system, as defined by the expectations from the ‘role-senders’ (significant role occupants and the persons himself/herself). Researchers working on the increasing complexity of organizational roles recognized the potential of conflict and stress in roles. In the early sixties, Kahn et al. (1964),\(^{(22)}\) published their famous volume, “Organizational Stress: Studies in Role Conflict and Ambiguity” and proposed three main role stresses viz., (i) role conflict, (ii) role ambiguity and (iii) role overload.

1.15.1 Organizational roles are critical central concept in work motivation

It is only through a role that employees are integrated with their organizations. “Work or job itself”, in the early sixties was proposed as a potential area of motivation, by Herzberg. It was soon realized that it is necessary to go beyond ‘Job enrichment’ and ‘Democratization of work’. In this manner the primary diagnostic and remedial focus that hitherto remained on ‘work or job’ is shifted on ‘organizational role'. Clearly the focus on the first link (organizational role) and its key importance in integrating employee with the organization was lacking primacy. It is useful to explore the concept of ‘role' in relation to organizational boundaries, as a part of total roles one occupies as an individual in his/her life. An individual occupies several roles. All the roles have different sets of expectations from the individual. The individual also has certain perception of the expectation of the role. These two may not necessarily match and hence create tension, leading to stress and burnout. Maslach and Jackson (1966),\(^{(47)}\) say burnout is a “syndrome of emotional exhaustion, depersonalization and reduced personal accomplishment that can occur in individuals who do some kind of people work.”

Udai Pareek (1993),\(^{(41)}\) after many years of extensive research work made a pioneer discovery to identify as many as ten different types of organizational role stresses. His organizational role stress (ORS) instrument has been extensively used and validated in global empirical research studies.
1.16 Role Stress Related Diseases

"To the individual whose health or happiness has been ravaged by an inability to cope with the effects of job-related stress, the costs involved are only too clear. Whether manifested in minor complaints of illness, serious ailments such as heart disease, or social problems such as alcoholism and drug abuse, stress-related problems exact a heavy toll on individual's lives" - Watts and Cooper (1998). Further directly and indirectly the employee family also suffers from the stress problems of their member with such manifestations as unhappy marriage, divorce, and spouse and child abuse. ECDG-ESA (1999), on the manifestations of work related stress, explain that stress is a set of potentially pathogenic (disease-inducing) mechanisms. Its end results may include disease and death. The mechanisms can be categorized under the following four headings but are usually concurrent and tightly interwoven. These are:

1. Emotional manifestations: Includes reactions of anxiety, depression, feelings of hopelessness and helplessness.

2. Cognitive manifestations: Under conditions of work-related stress, many workers find it difficult to concentrate, recollect, learn new things, be creative, make decisions. Again, if pronounced, such reactions may develop into a dysfunctional state, directly or through one's cognitive interpretation of the work context and one's reactions to it.

3. Behavioural manifestations: Exposure to work-related and other stressors can trigger pathogenic health-related behaviors. Some workers use alcohol as a way to unwind, or they start (or increase) smoking (stress smoking). Others seek comfort in overeating (increasing the risk of obesity and subsequently of cardiovascular diseases and diabetes), in drugs, or take unnecessary risks at work or in traffic. Aggressive, violent or other types of antisocial behavior may be another outlet chosen. Many of these reactions can lead to accidents, disease and premature death.

4. Physiological manifestations: The stress reactions include a preparation for fight or flight. Take, for example, the employee who feels unjustly criticized by his or her supervisor. The employee's typical reactions may
be increased blood pressure, accelerated blood clotting, increased or irregular heart rate, muscular tension (with subsequent pain in the neck, head and shoulder), or overproduction of acid gastric juice. Virtually every organ and organ system can be influenced. If such manifestations become chronic, health is likely to suffer.

1.16.1 Psycho-physiological impacts of stress

The AFT’s Health & Safety Program, NW Washington, DC (2000), explained stress implications on physical and psychological aspects as: "Stress is really the body’s normal response to stressors. Under stress the body “gears up” and reacts to the situation to protect itself. Once the stressor is removed, the body returns to its normal state." Here are some early stress symptoms:

**Table1.3: Early Stress Symptoms.**

<table>
<thead>
<tr>
<th>Physical symptoms</th>
<th>Psychological symptoms</th>
</tr>
</thead>
<tbody>
<tr>
<td>Headaches</td>
<td>Forgetfulness</td>
</tr>
<tr>
<td>Stomach problems</td>
<td>Anger</td>
</tr>
<tr>
<td>Over/Under eating</td>
<td>Frustration</td>
</tr>
<tr>
<td>Sleep disturbances</td>
<td>Anxiety</td>
</tr>
<tr>
<td>Muscle aches and pains</td>
<td>Depression</td>
</tr>
<tr>
<td>Skin rashes</td>
<td>Irritability</td>
</tr>
<tr>
<td>Teeth grinding</td>
<td>Feeling powerless</td>
</tr>
</tbody>
</table>

**SOURCE:** The AFT’s Health & Safety Program (2000)

1.16.2 Long-term Stress related health problems

Stress becomes a problem when the human body is constantly under the influence of stressors, and doesn’t get a chance to return to normal. The brain and its coordinating assistants get overwhelmed and worn out. The person is constantly in what scientists call a state of arousal or alertness. This can lead to long-term health problems such as:
Table 1.4: *Long-term Stress related health problems*

<table>
<thead>
<tr>
<th>Physical problem</th>
<th>Psychological problem</th>
</tr>
</thead>
<tbody>
<tr>
<td>High blood pressure</td>
<td>Serious depression</td>
</tr>
<tr>
<td>Disease</td>
<td>Burnout</td>
</tr>
<tr>
<td>Immune system dysfunction</td>
<td>Suicidal behavior</td>
</tr>
<tr>
<td>Asthma</td>
<td>Alcoholism</td>
</tr>
<tr>
<td>Spastic Colon</td>
<td>Domestic violence</td>
</tr>
<tr>
<td>Diabetes</td>
<td>&quot;Substance abuse&quot;</td>
</tr>
</tbody>
</table>

**SOURCE:** *The AFT’s Health & Safety Program* (2000)

1.16.3 Three-prong stress

According to conservative estimates in medical books, **50-80 percent of all physical diseases are stress-related in origin.** Stress is believed to be the principal cause in cardiovascular diseases. Stress can place one at higher risk for diabetes, ulcers, asthma, migraine headaches, skin disorders, epilepsy, and sexual dysfunction. Each of these diseases, and host of others, is psychosomatic *(i.e., either caused or exaggerated by mental conditions such as stress)* in nature. Stress has three prong effects:

- **Subjective effects** of stress include feelings of anxiety, aggression, frustration, guilt, or shame. Individuals are also apt to feel irritable, moody, tired, tense, nervous, or lonely.

- **Behavioral effects** of stress represent readily visible changes in a person's behavior. Exhibiting such things as increased accidents, use of drugs or alcohol, outlandish or argumentative behavior, laughter out of context, very excitable moods, and/or eating or drinking to excess.

- **Cognitive effects** of stress refer to diminished mental ability, and may include such effects as impaired judgment, rash decisions, forgetfulness and/or hypersensitivity to criticism.
1.17 Organizational Impacts of Role Stress

Organizational impacts arise in the form of absenteeism, diminished productivity, high turnover, poor relations with workers, and/or general job dissatisfaction. Stress wreaks havoc on organizational productivity. Highly stressed employees have more frequent accidents, are often irritable, and are unable to cope with daily situations. Another organizational consequence that has recently received much interest is corporate liability for employees whose illness is linked to job-stress. Employees are filing and winning legal cases where work-related stressors cause burnout. Burnout is the work-related equivalent of a nervous breakdown. The burned-out employee has succumbed to long, continuous stress and is no longer able to function at a reasonable level of effectiveness.

1.17.1 Where does all this stress come from?

To identify causes of stress, nature of stressors should be looked into. General causes of stress can be divided into at least three categories: environmental, personal, and sudden-stressors.

- **Environmental-stressors** include conditions in the environment that cause mental or physical stress. These conditions include noise, pollution, temperature, diet, toxins, and drugs.

- **Personal-stressors** include factors such as family or financial problems as well as amounts of change with which a person has to cope.

- **Suddenly-stressors** an intense stimuli, such as narrowly averting accident, or the surge of nervous energy felt when someone startles or scares.

1.18 Job-Related Stress

Job is a specific requirement to produce a product or achieve an objective. Job stress is the physical and emotional effects on employees when their job requirements out space their abilities to perform their job duties at adequate levels. It is associated with long working hours, inadequate training, lack of
resources, deadlines and other job pressures. Job stress is of particular concern in the study of organizational behavior. Some jobs are more stress full than others. For example air traffic controllers, who face the daily pressures of protecting the lives of thousands of people, have an occupation that is considered highly stressful. Every job has potential stressors.

1.18.1 Most common job related stress factors
Research studies have isolated the following most common job related stress factors:

a). Information load. Whether individuals are overloaded or under-loaded, they are likely to experience stress. The under loaded individual is apathetic and bored from being cut off from necessary communication; whereas the overloaded employee feels harried and frantic. In either case absenteeism and turnover increases, and productivity decreases.

b). Role ambiguity. Whenever employees are not sure what their job is, or the way it relates to other jobs in the organization, role ambiguity occurs. This in turn leads to confusion, lack of focus, and stress.

c). Role conflict. Stress occurs when various people seem to be expecting different things from us. Supervisors are particularly susceptible to role conflict because both management and their subordinates often look to them as their representative. As they try to satisfy expectations of everyone, they often experience considerable personal stress.

d). Occupational change. Whenever the work environment changes, stress is inevitable; Change with it brings some uncertainty, and uncertainty interferes with one's mental and physical homeostasis.

e). Stress carriers. Employees are often brought into contact with Type A persons, who force stress upon them. The grumpy boss, the forgetful secretary and the complaining major customer are the easy stress carriers.

f). Physical environment. Noise, lighting, uncomfortable furniture, and temperature are examples of physical surroundings that may build stress.
1.19 Role-Stress Management Strategies

These can be studied under two heads viz. personal stress management-techniques, and organizational stress management strategies as discussed below.

1.19.1 Personal Stress Management - Techniques

The choice of techniques depend on the individual's personality (Type A's, are usually too impatient to benefit from meditation). Four, most popular techniques used, are time management, physical exercise, biofeedback, and meditation.

- **Time management** helps one control stress by better organizing time and setting priorities.

- **Physical exercise** is an appropriate substitute for the fight or flight response of long ago. It provides a physical release for the chemical reactions caused by stress. Exercise not only "burns off" the physical effects of stress but also strengthens the body's organ systems to be better able to withstand stress.

- **Bio-feedback** refers to a number of techniques that give concrete feedback to the individual regarding bodily functions such as pulse rate, blood pressure, body temperature, and muscle tension. By being cognizant of these physical phenomena, one can apparently learn to control them, thus willing the body to a more relaxed state.

- **Meditation** encompasses a variety of mental exercises that focus our attention on something other than daily thoughts. Regardless of the type of meditation, it is remarkably useful in lessening one's sensory reactivity and in quieting the stress response. Best of all, when practiced with some regularity, meditation has a carryover effect, i.e., it lowers one's normal reactivity even when not actively meditating.

1.19.2 Organizational Stress - Management Strategies

As per the established research, there are at least three different Organizational Stress Management Strategies. These are discussed hereunder:
• **Job Redesign** - strategies start with an effort to determine what is causing job stress and then proceed to change the job so as to relieve this stress. Overload is often found a chief contributor. In such case supervisors may follow any of these strategies. Jobs can be redesigned in a way that less coordination of effort is needed, so less information processing is required. Alternately, supervisors could identify liaisons that are responsible for coordination efforts and improve management information systems to provide what is needed at the appropriate time. In other cases jobs may be frustrating for the lack of decision-making authority. Traditional job enrichment approaches will work well here because they give workers increased responsibility for the decisions in their work area.

• **Environmental Reengineering;** focuses on changing the physical environment by reducing stressors such as lighting, temperature, noise, vibration, toxins, and so on. Supervisors might adopt any of the two strategies for dealing with these stressors. The first concentrates on protecting the workers from the negative consequences of the stressors: Workers are required to wear goggles, earplugs, or masks. This strategy is often resisted by the workers and must be firmly enforced by the supervisor. The second strategy focuses on lessening the negative environmental stressors by reducing noise, improving lighting, and lessening the exposure to toxins. This latter choice is far more acceptable as a stress-reducing alternative, but it rests largely on a company's economic analysis of costs and benefits. Smart managers follow this alternative whenever possible instead of waiting for court settlements that force companies into compliance.

• **Wellness Programs:** Of all corporate stress management efforts, wellness programs have been receiving the most attention in recent years. Corporate wellness is part of the current trend to be concerned about the total human being. Programs vary from companies who ferry employees
back and forth to a local health specialist, to those that invest heavily to install their own health specialties; complete with nutritional experts and meditation rooms.

1.20 Stress Tolerance -Type A and B Personality Factor

Psycho medical research has established that there are two types of personality differences in endurance of stress (Type A and Type B, personality).

1.20.1 Type A, as high stress persons

Type A people always feel a sense of time urgency, are highly achievement-oriented, exhibit a competitive drive, and are impatient when their work is slowed down for any reason. Type A, are high stress persons. Such people are more prone to heart attack. Two Californian cardiologists Friedman and Rosenman (1974)\(^{(51)}\) gave a profile of high stress prone individuals known as a Type-A personality. This behavior pattern is highly correlated to coronary heart disease and is typified by the characteristics of:

- Always moving, walking, and/or eating rapidly.
- Feeling impatient with anyone who is moving "slowly," talking something interest.
- Indulging in multiphase activities— that is, doing two or three things at the same time.
- Feeling unable to relax or abstain from working.
- Trying to accomplish more and more things in less and less time.

The list could go on and on. The type-A person, is in a constant race against time, and a stereotypical "workaholic." People of this personality type cause stress not only for themselves but also for those around them.

1.20.2 Type-B, as low stress person
Friedman and Rosenman, (1974),\(^{(51)}\) next described Type-B as low stress person with varied interests and a relaxed but active approach towards life. Type-B people are easygoing, do not have urgency for time, and do not experience competitive drive. Should everyone strive to be a Type-B? Not necessarily. Some Type A’s seem to thrive on a hectic pace and actually feel invigorated by the pressure of time urgency. New evidence seems to indicate a difference between coronary-prone Type A’s and their healthier cohorts. Those who combine their Type A tendencies with hostility and anger seem to be the most likely to suffer serious health problems.

### 1.21 Executive Burnout

Burnout is a problem born and form of role-stress. Dr. Herbert J. Freudenberger, (1980),\(^{(52)}\) a New York Psychologist, coined the term, “burnout - as a state of fatigue or frustration brought about by excessive devotion to a cause, a way of life, or a relationship that fails to produce the expected reward”. Another important definitions of burnout is given by Ayala Pines and Elliott Aronson, (1988),\(^{(53)}\) as: “A state of physical, emotional and mental exhaustion caused by long term involvement in emotionally demanding situations.”

These definitions embrace the essence of burnout, with the first stressing the part that exhaustion plays in it, and the second stressing the sense of disillusionment that is at its core. Anyone can become exhausted. What is so poignant about burnout is that it mainly strikes people who are highly committed to their work: You can only "burn out" if you have been "alight" in the first place. While exhaustion can be overcome with rest, a core part of burnout is a deep sense of disillusionment, and is not experienced by people who can take a more cynical view of their work. Put more simply, it is what happens when one works flat out, and finds getting nothing back to make all that effort worthwhile.

**The past 25 years of research** has established the complexity of the construct, and place the individual stress experience within a larger organizational context.
of people’s relation to their work. Burnout is a prolonged response to chronic emotional and interpersonal stressors on the job, and is defined by the three dimensions of exhaustion, cynicism, and inefficacy.

In recent years increasing attention has been paid to the phenomenon of ‘executive burnout’ in human service professions. Burnout appears to be a response to interpersonal stressors on the job, in which an overload of contact with people results in changes in attitudes and behaviours toward them.

1.21.1 The Concept of Burnout
Burn-out has been defined as a syndrome of emotional exhaustion, depersonalization and reduced personal accomplishment, that can occur among individuals who do “people work” of some kind, Maslach & Jackson, (1984). Burnout is a state of physical, emotional, and mental exhaustion marked by physical depletion and chronic fatigue, feeling of helplessness and hopelessness, and the development of a negative self-concept and negative attitudes towards work, life and other people. Burnout is a state of exhaustion and fatigue that markedly decreases the worker’s effectiveness and capability. The prominent features and manifestations of burnout are:

a) Burnout Stress Syndrome (BOSS): Paine (1982), has observed “Burnout Stress Syndrome (BOSS), the consequence of high level of job stress, personal frustration, and inadequate coping skills have major personal, organizational and social costs – and these costs are probably increasing. BOSS is a debilitating psychological condition brought about by unrelieved work stress. Four types of consequences can arise from it:

i) Depletion of energy reserves

ii) Lower resistance to illness

iii) Increased dissatisfaction and pessimism

iv) Increased absenteeism and inefficiency at work.

Burnout is thus the end result of stress experienced, but not properly coped with, resulting in symptoms of exhaustion, irritation, ineffectiveness, discounting of self and others, and problem of health (hypertension, ulcers and heart problems).
b) **Symptoms of Burnout:** Usually the onset of burnout is very slow. Early symptoms include a sense of emotional and physical exhaustion, followed by feelings of alienation, cynicism, impatience, or negativism. This develops into a profound sense of detachment, with a growing resentment of work and the people who are a part of that work. In the final stages, people insulate themselves to the point they no longer care about much at all. Those who suffer burnout are no longer angry; they’ve stopped even trying; they’ve become so exhausted that they’ve even lost their capacity for feeling anything beyond numbness.

c) **The irony of burnout:** is that it often happens to the very people who were most enthusiastic and full of energy and new ideas, at the start of good intention, when people try harder and harder to reach unclear or unrealistic goals and deplete all their energy reserves in the process.

d) **Executive burnout is the end-result of stress experienced but not properly coped by the executive,** resulting in symptoms of exhaustion, irritation, ineffectiveness, inaction, discounting the self and others, and problems of health (ulcers, hypertension, heart problems), and drug use.

e) **Glow-up of the executive:** Pareek (1982), suggested, GLOW-UP as opposite phenomenon of BOSS. For, stress experienced and properly coped, can lead to opposite effects, viz., a feeling of challenge, high job satisfaction, creativity, effectiveness, better adjustment to work-life, improved efficiency, career growth, and feeling of job satisfaction. This is termed ‘glow-up of the executive’.

f) **Organizations are Causing Burnout:** Organizations cause endemic burnout by imposing impossible targets, faulty structures and poorly defined roles. Burnout starts when people lose their belief that objectives are attainable, regardless of how hard they might work; when effort and outcome aren’t linked in any rational and understandable way; or when they feel their work is misjudged and they no longer understand clearly what is expected of them.
1.22 Dimensions of Executive Role Stress

The present exploratory study investigates the interactions of Organizational Role Stress and HRD Climate. Role is the primary linkage between an individual and his organization. Hence, ill-defined and ill managed roles, initiate stress manifestations that are drastic and detractive to organizational effectiveness. The concept of role and the two role systems (Role space and Role set) have a built in potential for conflict and stress.

In role space there are three main variables:(i) self, (ii) the role under question, and (iii) the other roles he occupies. Any conflict amongst these is referred to as 'role space conflict' or stress. These conflicts are grouped into three categories: 1). Self-Role Distance, 2). Intra Role conflict, and 3).Role Stagnation.

Role Set Conflicts: The 'significant persons' (role senders) have varying expectations from the role that an individual occupies. The conflict arises as a result of incompatibility amongst these expectations (i) by the significant others [and (ii) by the individual himself] are referred to as 'role set conflicts'.

These conflicts are grouped into: 1). Role Ambiguity 2). Role Expectation conflict, 3). Role Overload, 4). Role Erosion, 5). Resource Inadequacy, 6). Personal Inadequacy, and 7). Role Isolation.

The concept of role stress, and the psychological instrument used to measure it,for the purposes of this study is being taken from Pareek, U. (2002).Training Instruments in HRD and OD p.483-87, chapter 67. Therein he has proposed ten dimensions of 'organization role stress'.

1.23 Ten Dimensions of Role Stress-Pareek, U.

As organizations become more complex, the potentiality for stress increases. This study in the proposed sample, identifies measures and analyses the
complete set of ten role stresses as proposed by Pareek. These are introduced and discussed below:

(1) **Self-Role Distance (SRD).** *It is experienced where the demands of one’s role go against one’s self-concept.* This stress arises, out of the conflict between the self-concept and the expectations from the role as perceived by the role occupant. If a person occupies a role, which he may find subsequently as conflicting with the self-concept, he feels stress.

To elucidate, an introvert who is fond of studying and writing is likely to develop self-role distance if he is inducted in a role of salesman in a company. Such conflicts are fairly common, although severity may not be always pronounced.

(2) **Inter-Role Distance (IRD).** *It is experienced where there is conflict between organizational and non-organizational roles.* Where an individual occupies more than one role, there are bound to be conflicts between the different roles that he occupies. IRD is a conflict between one’s organizational role and other roles, e.g., between travel on the job and spending time with one’s family.

Another example, a lady executive often faces a conflict between her organizational role as an executive and her family role as a wife and mother. The natural demand of her husband and children desirous to share her time may be often found in sharp conflict to her organizational demands. In modern nucleolus families system where both spouses are working, inter role distance conflicts are found in increasing severity. Where an individual is increasingly occupying multiple roles, in various organizations and groups, affliction of severe inter-role conflict is a common phenomenon.

(3) **Role Expectation Conflict (REC).** *This stress is generated by conflicting expectations of different significant persons such as supervisors, subordinates, and peers from the role occupant, and the role occupant’s ambivalence as to whom to satisfy.* So when there are conflicting expectations or demands by
different role senders (persons having expectations from the role), the role occupant may experience this type of stress.

There may be conflicting expectations from the boss, subordinates, peers or clients. REC arises out of conflicting demands placed on one from others in the organization, e.g., producing excellent work but finishing under sever time restraints.

(4) **Role Erosion (RE).** Here, stress is the function of the role occupant’s feeling that some functions, which should properly belong to his/ her role, are transferred to/or performed by some other role. Role-Erosion arises due to decrease in one’s level of responsibility or a feeling of not being fully utilized. This can also happen when the functions are performed by the role occupant, but the credit goes to someone else. Another manifestation is in the form of underutilization in the role.

(5) **Role Overload (RO).** When the role occupant feels that there are too many expectations from his/her role. Role Overload arises when the role occupant finds that there is too much to do, and too many responsibilities to do everything well. There are two aspects of this stress: quantitative and qualitative. The former refers to having too much to do, while latter refers to things being too difficult and the accountability in the role.

(6) **Role Stagnation (RS).** It is a feeling of being stuck in the same role. It is a feeling of stagnation and lack of growth in the job because of few opportunities for learning and growth. This kind of stress is the result of the gap between the demand to outgrow a previous role and to occupy a new role effectively. Such a type of stress results in perception that there is no opportunity for one’s career progression.

(7) **Role Isolation (RI).** It refers to the psychological distance between the occupant’s role and other roles in the same role set. It is also defined as a role distance which is different from inter-role distance (IRD), in the sense that while IRD refers to the distance among various occupied by the same
individual, role-isolation (RI) is characterized by the feeling that others do not reach out easily, indicative of the absence of strong linkages of one’s role with other roles. This can be geographic or systemic. The gap between the desired and the existing linkages will indicate the amount of role isolation. When linkages are strong, the role isolation will be low and in the absence of strong linkages, the role isolation will be high.

(8) Role Ambiguity (RA). It refers to the lack of clarity about expectations of the role. This may arise out of unclear feedback from others about one’s responsibilities and performance or lack of information or understanding. Role ambiguity may be in relation to the activities, responsibilities, priorities, norms, or general expectations. Role-ambiguity is generally experienced by persons occupying roles newly created in the organization, roles in organizations that are undergoing change, or process roles (with less clear concrete activities).

(9) Resource Inadequacy (RIN). It is experienced when the role occupant feels that he/she is not provided with adequate resources, for effectively performing the functions expected from his/her role. RIN is lack of resources of information necessary to perform well in a role.

(10) Personal Inadequacy (PIN). It arises when the role occupant feels that he/she does not have the required competency for effectively performing the functions expected from his/her role. PIN is lack of skill, knowledge, or preparation to be effective in a particular role. This arises when the organizations do not impart periodic training to enable the employees to cope with the fast changes both within and outside the organization.

Section III: HRD Climate

1.24 HRD-Climate

T.V. Rao, (1999), (58) stated that "HRD Climate refers to the tendency and environment where development of individuals and teams is given the highest
"priority and where human resources are considered the most important resources." HRD is the process of enhancing an employee’s present and future effectiveness. It is a process of acquisition of capabilities that are needed to do the present job, or the future expected job effectively. Thus it is the process of helping people to acquire competencies. Climate is an overall feeling that is conveyed by the physical layout, the way employees interact and the way members of the organization conduct themselves with outsiders.

**Organizational climate** (sometimes known as Corporate Climate) is the process of quantifying the “culture” of an organization, it precedes the notion of organizational culture. It is a set of properties of the work environment, perceived directly or indirectly by the employees, that is assumed to be a major force in influencing employee behavior. - Ivancevich, Konopaske, and Matteson (2011).

**Organizational climate** is thus a set of characteristics of an organization which are referred in the descriptions employees make of the policies, practices and conditions which exist in the working environment. Organizational HRD Climate is mirrored by the by the organizational values/ethos.

**Organizational Climate** - is about the perceptions of the climate and absolute measures. Climate, as a metaphor is helpful. For example temperature is a measurable element of geographic climate, but it is not the absolute temperature that matters as much as the human perception of it i.e. is it cold, hot, or comfortable. It is only after to know what temperature means in terms of human comfort, that the measurement of temperature becomes useful. Complexity in perception lies in the probability that what may be too cool for one person may be too warm for another and may be just right for someone else. Similarly for organizations, the ‘climate’ may be regarded in absolute terms and measured by instruments, but is ‘felt’ differently by individuals. The absolute climate may suit one person and not another. “What it’s like to work here?” or "How, I feel when I work here?” Organizational climate is a vital concept in management and organizational behaviour. Behaviour is a function of person and environment.
Organizational theoreticians and researchers, unanimously agree that a "social climate" is extremely important for the ultimate achievement of organizational goals. Organizational Climate though an abstract phenomenon in nature, is found well associated with job performance, job satisfaction and morale of the employees. It is also variously referred as atmosphere, surrounding milieu, environment and culture etc.

Organizational Climate has been the central theme for organizational researchers for the past four decades as it is a protein construct with important explanatory powers. Organizational climate is an important factor to be considered in studying and analyzing organization because it has deep and profound influence on the outlook, well-being and attitudes of organizational members and thereby on their total performance. It affects the behaviour of the people, and defines the stimulus that helps the individual to face and combat the influences of role stress, for HRD climate is a determinant of job satisfaction.

1.25 Organization Climate - Metaphor

Climate is the prevailing atmosphere within a group or organization. Climate is defined by the typical patterns of behaviour that characterize life in the organization. Climate is about what people in an organization experience on a day-to-day basis. Climate plays a key role in determining the outlook or likelihood of innovation, creativity, or change taking place in a particular situation. Climate is vital to the success of an organization.

Prof. Goran Ekvall (1983),(60) of (Organizational Psychology), University of Lund, Sweden; defined climate as: Climate affects organizational and psychological processes such as communication, problem solving, decision making, conflict handling, learning and motivation, and thus exerts influence on the efficiency and productivity of the organization, on its ability to innovate, and on the job satisfaction and the well-being that its members can enjoy."
Ekvall, (1987),(61) asserts that, "There are two ontological interpretations of the organisational climate concept: realistic and objectivistic; and subjectivistic and phenomenological. The objectivistic view sees climate as an attribute of the organisation while, according to the subjectivistic approach organisational climate is the organisational members' common perception of the organisational situation." He has given a figurative illustration on organizational climate.

**Figure 1.4: Industrial organization is like a tree.**

![Organizational Climate Diagram](image)

**SOURCE:** Ekvall, G. "Climate, structure & innovativeness of organizations."

He says **imagine the industrial organization is a tree.** The *branch network* mirrors the hierarchy of an organization with people becoming the *leaves*. Let us say that the *roots* of the tree represent the *culture* of the organization. They go deep, and hold everything in place. The values, beliefs and corporate assumptions are the *roots*. But, for these the organization has no foundations and will become unstable and topple. The second factor that affects the ‘well-being or life of our organization tree’ is the climate. Water in the form of rain and light from the sun sustains our tree. The seasons interact. The climate obviously has an impact on how much our tree can thrive. Reduce the light or water and it begins to shrivel. **Climate represents the behaviour, attitudes and feelings of the organization,** which in turn affect its operational process (or life) in terms of communications, problem solving, decision-making and how it learns. Not all
trees are the same. Each has a different root system and each reacts to the local climate in differing ways.

Climate has a long history in the fields of industrial and organizational psychology and organizational behaviour (OB). Organizational climate concept was first developed by Lewin, Lippitt & White (1939).\(^{(62)}\) The concept of climate as we know now was not fully explicated until 1968 by Litwin, and Stringer (1968).\(^{(63)}\) and, Tagiuri, R. (1968).\(^{(64)}\)

### 1.26 Organizational Climate and Culture

The significance of organisational climate cannot be over-emphasised. It is a major determinant factor of organisational success in view of its impact on its internal environment. Organisational climate has also been defined as “a shared perception of what the organization is like in terms of practices, policies, and procedures what is important and what is rewarded” (Bowen and Ostroff 2004, p.204).\(^{(65)}\) Organizational culture tends to be shared by all or most members of some social group; is something that older members usually try to pass on to younger members; shapes behavior and structures perceptions of the world. Cultures are often studied and understood at a national level. Culture includes deeply held values, beliefs and assumptions, symbols, heroes, and rituals. Culture can be examined at an organizational level as well.

Organizational or corporate culture is the pattern of values, norms, beliefs, attitudes and assumptions that may not have been articulated but shape the ways in which people behave and things get done. Values refer to what is believed to be important about how people and the organizations behave. Norms are the unwritten rules of behaviour. This emphasizes that organizational culture is concerned with abstractions such as values and norms which pervade the whole or part of an organization. These may not be defined, discussed or even noticed. Nevertheless, culture can have a significant influence on people’s behaviour. Put
another way, culture can be regarded as a "code word for the subjective side of organizational life." (Meyerson and Martin, 1987).\(^{(66)}\)

Dr Dennis Rose and colleagues conducted a number of studies between 2001-2004 and found a very strong link between Organizational Climate and employee reactions such as stress levels, absenteeism and commitment and participation. - Rose, D. M. & Waterhouse, J. M. (2004).\(^{(67)}\)

Organizational climate, on the other hand, is often defined as the recurring patterns of behavior, attitudes and feelings that characterize life in the organization. - Isaksen, S.G., and Ekvall, G. (2007).\(^{(68)}\) On the other hand an organization culture tends to be deep and stable.

Although culture and climate are related, climate often proves easier to assess and change. At an individual level of analysis the concept is called individual psychological climate. These individual perceptions are often aggregated or collected for analysis and understanding at the team or group level, or the divisional, functional, or overall organizational level.

Organizational Climate, refers to a set of measurable properties of the work environment, that are perceived by the people who live and work in it, and that influence their motivation and behavior by lowered role-stress conflict; for role works as an integrating point in organization and individual.

The term organizational climate is sometimes confused with organizational culture. Much debate is found on what distinguishes the concept of climate from that of culture. Denison (1996),\(^{(69)}\) analyzed that "culture refers to the deep structure of organizations, which is rooted in the values, beliefs and assumptions held by organizational members. In contrast, climate refers to those aspects of the environment that are consciously perceived by organizational members". Rousseau D.M. (1988),\(^{(70)}\) stated that "climate is a perception and is descriptive". (Perceptions are sensations or realizations experienced by an individual. Descriptions are what a person reports of these sensations.) The people distinguish between the actual situations (i.e. culture) and the perception of it
In this academic debate, it is easiest to regard organizational climate as how people perceive (see and feel about) the culture existing in their organization.

Hence, French et al (1985),(71) defined climate as "the relatively persistent set of perceptions held by organization members concerning the characteristics and quality of organizational culture". They distinguish between the actual situations (i.e. culture) and the perception of it (climate).

Agarwal and Maloy (1999, p.2), (72) making a distinction between organisational climate and culture, noted that “Climate refers to the members’ shared perception of how the organisation operates whereas culture refers to the administration’s and the members’ assumption about how the organisation does and ought to operate.” According to them, climate is “a manifestation of organisational culture, whereas culture subsumes climate”.

### 1.27 Organizational Climate and ORS

The climate of organization or unit sets the tone for the amount of stress experienced by individual members. Organizational context in which people work is characterized by numerous features (e.g., leadership, structure, rewards, communication) subsumed under the general concepts organizational climate and culture. As per Rousseau, D.M. (1989),(73) "Climate refers to perceptions of organizational practices reported by people who work there."

Rousseau, Denise M. (2011), (74) says," Studies of climate include many of the most central concepts in organizational research. Common features of climate include communication (as describable, say, by openness), conflict (constructive or dysfunctional), leadership (as it involves support or focus) and reward emphasis (i.e., whether an organization is characterized by positive versus negative feedback, of reward - or punishment - orientation). When studied together, we observe that organizational features are highly interrelated (e.g., leadership and rewards).Climate characterizes practices at several levels.
in organizations (e.g., work unit climate and organizational climate). Studies of climate vary in the activities they focus upon, for example, climates for safety or climates for service. Climate is essentially a description of the work setting by those directly involved with it. The relationship of climate to employee well-being (e.g., satisfaction, job stress and strain) has been widely studied. Since climate measures, subsum the major organizational characteristics workers experience virtually any study of employee perceptions of their work setting can be thought of as a climate study. Studies link climate features (particularly leadership, communication openness, participative management and conflict resolution) with employee satisfaction; and (inversely) stress levels, Schneider (1985). Stressful organizational climates are characterized: by limited participation in decisions, use of punishment and negative feedback (rather than rewards and positive feedback), conflict avoidance or confrontation (rather than problem solving), and non-supportive group and leader relations. Socially supportive climates benefit employee mental health, with lower rates of anxiety and depression in supportive settings - Repetti (1987).

When collective climates exist (where members who interact with each other share common perceptions of the organization) research observes that shared perceptions of undesirable organizational features are linked with low morale and instances of psychogenic illness. - Colligan, Pennebaker and Murphy (1982). When climate research adopts a specific focus, as in the study of climate for safety in an organization, evidence is provided that lack of openness in communication regarding safety issues, few rewards for reporting occupational hazards, and other negative climate features increase the incidence of work-related accidents and injury, - Zohar (1980).

Since climates exist at many levels in organizations and can encompass a variety of practices, assessment of employee risk factors should systematically span the relationships (whether in the work unit, the department or the entire organization) and activities (e.g., safety, communication or rewards) in which
employees are involved. Climate-based risk factors can differ from one part of the organization to another.

1.28 Organizational Culture

Organizational culture is "a system of shared values and beliefs about what is important, what behaviours are important and about feelings and relationships internally and externally." Purcell et al (2003). (79)

In more simple terms, 'Culture is a system of informal rules that spells out how people are to behave most of the time.' - Deal and Kennedy (1982). (80)

Furnham and Gunter (1993). (81) explore the significance of culture and suggest: "Culture represents the 'social glue' and generates a 'we-feeling', thus counteracting processes of differentiations which are an unavoidable part of organizational life. Organizational culture offers a shared system of meanings which is the basis for communications and mutual understanding. If these functions are not fulfilled in a satisfactory way, culture may significantly reduce the efficiency of an organization." The authors have also summed up the various definitions of culture. They list amongst others "the following areas of agreement on the concept:

- It is difficult to define (often a pointless exercise).
- It is multi-dimensional, with many different components at different levels.
- It is not particularly dynamic, and ever changing (being relatively stable over short periods of time).
- It takes time to establish & therefore time to change a corporate culture."

Furnham and Gunter, refer to a "number of problems with the concept, including:

- How to categorize culture (what terminology to use);
- When and why corporate culture should be changed and how this takes place;

[56]
• What is the healthiest, most optimal or desirable culture.”

They also point out that it is dangerous to treat culture as an objective entity ‘as if everyone in the world would be able to observe the same phenomenon, whereas this is patently not the case’. Culture is the commonly held beliefs, attitudes and values that exist in an organization. Put more simply, culture is ‘the way we do things around here’.

The analysis of foregoing definitions unfolds the elements of the organizational culture. Culture constitutes the values, norms and ways of behaving which organization members share. **Researchers identify five basic elements of culture in organizations:**

- **Fundamental assumptions** (unconscious beliefs that shape member’s interpretations, e.g., views about environmental hostility or stability),
- **Values** (preferences for an outcome over others, e.g., service or profit),
- **Behavioural norms** (beliefs on appropriate and inappropriate behaviours, e.g., dress codes and teamwork),
- **Patterns of behaviours** (observable recurrent practices, e.g., structured performance feedback and upward referral of decisions), and
- **Artefacts** (symbols and objects used to express cultural messages, e.g., mission statements and logos). Cultural elements which are more subjective (i.e., assumptions, values and norms) reflect the way members think about and interpret their work setting. These subjective features shape the meaning that patterns of behaviours and artefacts take on within the organization.

**Culture like climate can exist at many levels**, including: (i) A dominant organizational culture, (ii) Sub-cultures associated with specific units, and (iii) Countercultures found in work units that are poorly integrated with the larger organization.

**Cultures can be of three types:** (i) **strong** (widely shared by members), (ii) **weak** (not widely shared), or (iii) **in-transition** (characterized by gradual replacement of one culture by another).
In contrast with climate, culture is less frequently studied as a contributing factor to employee well-being or occupational risk. The absence of such research is due both to the relatively recent emergence of culture as a concept in organizational studies and to ideological debates regarding the nature of culture, its measurement (quantitative versus qualitative), and the appropriateness of the concept for cross-sectional study - Rousseau (1990). According to quantitative culture research focusing on behavioural norms and values, team-oriented norms are associated with higher member satisfaction and lower strain than are control or bureaucratically-oriented norms - Rousseau (1989).

Furthermore, the extent to which the worker's values are consistent with those of the organization, affects stress and satisfaction (O'Reilly and Chatman 1991). Weak cultures and cultures fragmented by role conflict and member disagreement are found to provoke stress reactions and crises in professional identities (Meyerson 1990). Hirsch (1987) found that, "Since, cultures tend to be stable and resistant to change, organizational history can aid assessment of risk factors both in terms of stable and ongoing cultural features as well as recent changes that can create stressors associated with, turbulence". He next found that "The fragmentation or breakdown of organizational cultures due to economic or political upheavals affects the well-being of members psychologically and physically, particularly in the wake of downsizings, plant closings and other effects of concurrent organizational restructurings"

The appropriateness of particular cultural forms (e.g., hierarchic or militaristic) for modern society has been challenged by several culture studies. Example: Hirschhorn, L. (1984); Rousseau, D. M. (1989) studied the stress & health-related outcomes of operators (e.g., nuclear power technicians and air traffic controllers) and subsequent risks for the general public. Assessing risk factors in the light of information about organizational culture, requires first attention to the extent to which organization members share or differ in basic
beliefs, values and norms. Differences in function, location and education create subcultures within organizations and mean that culture-based risk factors can vary within the same organization.

Rousseau, Denise M. (2011).\(^{(74)}\) recommended that "Social influence reflecting the organization’s culture shapes the interpretation members make of organizational features and activities. **Thus, it would seem appropriate to assess both climate and culture simultaneously in investigating the impact of the organization on the well-being (e.g., satisfaction, job stress and strain) of members.**"

**1.29 Climate and Culture Overlap**

Climate and culture overlap to a certain extent, with perceptions of culture's patterns of behavior being a large part of what climate research addresses. However, organization members may describe organizational features (climate) in the same way but interpret them differently due to cultural and sub-cultural influences - Rosen, Greenhalgh and Anderson (1981).\(^{(87)}\) For example, structured leadership and limited participation in decision making may be viewed as negative and controlling from one perspective or as positive and legitimate from another.

Social influence reflecting the organization's culture shapes the interpretation members make of organizational features and activities of members. It may seem appropriate to assess both climate and culture simultaneously in investigating the impact of organizational role stress on the employee satisfaction.

**Thus it emerges that,** organizational climate, refers to a set of measurable properties of the work environment, that are perceived by the people who live and work in it, and that influence their motivation and behavior by lowered role-stress conflict; for role acts as an integrating point in organization and individual.
1.30 OCTAPACE - Values

Dimensions of "OCTAPACE - Values": OCTAPACE - Profile (Pareek, 1994), is a highly validated research instrument to assess "organizational culture". It is characterized by the eight OCTAPACE ethos/values which stand for:

Table 1.5: OCTAPACE ethos/values

<table>
<thead>
<tr>
<th>Alphabet</th>
<th>Ethos/values</th>
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<tr>
<td>O</td>
<td>Openness</td>
<td>P</td>
<td>Pro-action</td>
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<tr>
<td>C</td>
<td>Confrontation</td>
<td>A</td>
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<tr>
<td>T</td>
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<td>Collaboration</td>
</tr>
<tr>
<td>A</td>
<td>Autonomy</td>
<td>E</td>
<td>Experimentation</td>
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SOURCE: OCTAPACE Profile - Udey Pareek, (1994)

A discussion on OCTAPACE-Values proposed by Udey Pareek is very significant, as its first seven values are also the elements of OCTAPAC - Profile, which is one out of the three important categories that constitute 'HRD Climate Survey' instrument, devised by T.V. Rao and E. Abraham (1986), and it is also being used as the preferred research instrument in this research. The OCTAPACE-values are discussed hereunder:

1.30.1 Openness

Employees feel free to express their ideas and the organization is willing to take risks & experiment with new ideas & new ways of doing things. The degree of openness of the organization is an important factor in determining the nature of various dimensions of HRD being designed.

Rao, T.V. (2003), says, "Openness is where people (individuals, dyads, teams and everyone in the organization) feel free to express their ideas, views, opinions and feelings to each other, irrespective of their level, designation etc." ... "Such an expression provides an opportunity for individuals to explore their talents."
Openness can be defined as a spontaneous expression of feelings and thoughts, and the sharing of these without defensiveness. Openness is in both directions, receiving and giving. Both these may relate to ideas (including suggestions), feedback (including criticism), and feelings. For example, openness means receiving without reservation, and taking steps to encourage more feedback and suggestions from customers, colleagues and others. Similarly, it means giving, without hesitation, ideas, information, feedback, feelings, etc.

Openness may also mean spatial openness, in terms of accessibility. Installing internal E-mailing may be a step in this direction: everyone having a computer terminal has access to information, which he may retrieve at any time. Offices without walls are another symbolic arrangement promoting openness. In some organizations, even the chief executive does not have a separate exclusive cabin. Other colleagues at different levels in the organization share floor space.

This willingness to share and this openness results in greater clarity of objectives and free interaction among people. As a result of openness there should be more unbiased performance feedback. Indicators of openness in an organization will be productive meetings, improved implementation of systems and innovations.

1.30.2 Confrontation
Employees when face problems work jointly with concerned others to devise effective solution. They face the issues squarely without hiding them or avoiding them for fear of hurting each other.

Confrontation can be defined as facing rather than shying away from problems. It implies deeper analysis of interpersonal problems. All this involves taking up challenges. The term confrontation is being used with some reservation and it means putting up a front as contrasted with putting one's back (escaping) to the problem. A better term would be confrontation and exploration (CE).

Let us use the term confrontation in the sense of "confrontation and exploration", i.e. facing a problem and working jointly with others to solve the problem. The outcome of confrontation will lie in better role clarity, improved problem
solving, willingness to deal with problems, and with 'difficult' employees and customers. There will be due willingness in teams to discuss and resolve sensitive issues. Periodical discussions with clients, taking bold actions, and not at all postponing sticky matters; improves the indicators, and outcomes. This culture enhances the problem solving ability.

1.30.3 Trust
Trust and trustworthiness, deals with a culture of believing each other and acting on the basis of verbal messages and instructions, without having to wait for written instructions or explanations. Trust is necessary for the introduction of the performance appraisal system and other HRD interventions. Employee groups and departments trust each other, and are relied upon whatever they say will be honored and done. Trust is not used in the moral sense.

Trust is reflected in maintaining the secrecy and confidentiality of information shared by others, and in not misusing it. Trust is also reflected in a sense of assurance that others will help, when such help is needed and will honor mutual commitments and obligations. Trust is also reflected in accepting what another person says at face value, and not searching for ulterior motives. Trust is an extremely important ingredient in the "institution building" processes.

If every individual becomes trustworthy, trust automatically follows. The outcome of trust includes higher empathy, timely support, reduced stress, and reduction and simplification of forms and procedures. Such simplification is an indicator of trust and of reduced paper work, effective delegation and higher productivity.

1.30.4 Authenticity
Authenticity is speaking the truth fearlessly and keeping promises once they are made. It is indicated by the extent to which people say what they mean and do what they say. Thus, it is the higher order than trust and trustworthiness. Authenticity is the value underlying trust. It is the willingness of a person to
acknowledge the feelings he/she has, and accept himself/herself as well as others who relate to him/her as persons.

**Authenticity is the congruence between what one feels, says and does.** It is reflected in owning up one's mistakes, and in unreserved sharing of feelings. Authenticity is closer to openness. The outcome of authenticity in an organization is reduced distortion in communication. This can be seen in the correspondence between members in an organization.

### 1.30.5 Proaction

Employees are action–oriented, willing to take initiative & show a high degree of proactivity. *They anticipate issues and act or respond to the needs of the future.* Proaction means taking the initiative, preplanning and taking preventive action, and calculating the payoffs of an alternative course before taking action. The pro-act can be contrasted with the term react. In the latter, action is in response to (and in the pattern of) an act from some source; while in the former the action is taken independent of the source.

For example, if a person shouts back at his friend's accusation he shows reactive behaviour. However, if he does not use this pattern (of shouting) but responds calmly and suggests that they discuss the problem together, he is showing proactive behaviour. Proactivity gives initiative' to the person to start a new process or set a new pattern of behaviour.

Proactivity involves unusual behaviour. In this sense, proactivity means freeing oneself from, and taking action beyond immediate concerns. A person showing proactivity functions at all the three levels of feeling, thinking and action. A proactive culture encourages people to undertake new activities.

### 1.30.6 Autonomy

Autonomy is the willingness to use power without fear, and helping others to do the same. Employees be given freedom to act independently, within the boundaries imposed by their role/job.
Autonomy is using and giving freedom to plan and act in one's own sphere. It means respecting and encouraging individual and role autonomy. It develops mutual respect and is likely to result in willingness to take on responsibility, individual initiative, better succession planning. The main indicator of autonomy is effective delegation in organization and reduction in references made to senior people for approval of planned actions.

1.30.7 Collaboration
Collaboration involves working together and using one another’s strength for a common cause. Individuals, instead of solving their problems by themselves, share their concerns with one another and prepare strategies, work out plans of action, and implement them together.

Collaboration is giving help to, and asking for help from, others. It means working together (individuals and groups) to solve problems and team spirit. The outcome of collaboration includes timely help, teamwork, sharing of experiences, improved communication, and improved resource sharing. The indication of collaboration could be productivity reports, more meetings and involvement of staff, more joint decisions, better resource utilization and higher quality of meetings.

1.30.8 Experimenting
Experimenting as a value, emphasizes the importance given to innovation and trying out new ways of dealing with problems in the organization. It means using and encouraging innovative approaches to solve problems, using feedback for improving, taking a fresh look at things, and encouraging creativity.

We are so caught up with our daily tasks that we often only use traditional, tried and tested ways of dealing with problems. While these methods save time and energy, they also blind us from perceiving the advantage of new ways of solving a problem. The more we work under pressure, the less is our inclination to try a different approach, as the risk seems to be too high. And yet, complex problems require new approaches to their solutions. Organizational learning does not
imply repetitive action; it implies applying past experience to current problems to reach beyond. This can be called *creativity*. Other terms such as innovations, experiments, new approaches, etc. also convey the same meaning.

There are several aspects of creativity in an organization. Creativity is reflected in new suggestions generated by employees, attempts at improving upon previous ways of working, trying out a new idea to which one has been exposed, innovating new methods, and thinking about a problem while ignoring so called constraints. The last one is also called *lateral thinking*, i.e. thinking aimed at generating alternatives. There is enough evidence, that such thinking culture contributes towards the development of new products, new methods and new processes. Without risks, there is no growth. Without experimentation, there is very little scope for renewal, rejuvenation and thinking out of the box.

**Thus it emerges that**, Openness and confrontation go together. Autonomy and collaboration go together. Trust and authenticity go together. Proaction and experimentation go together. These four pairs are the four corner stone of a HRD culture. When these values are practiced in an organization, they become a part of life and are likely to get the best out of people. Human potential is likely to be developed to the maximum extent and the people’s competencies are also likely to be utilized to the maximum extent.

### 1.31 HRD Climate and Organisational Climate

The term 'climate' is used to designate the quality of the internal environment which conditions in turn the quality of cooperation, the development of the individual, the extent of member's dedication or commitment to organisational purpose, and the efficiency with which that purpose becomes translated into results. Climate is the atmosphere in which individuals help, judge, and reward, constrain and find out about each other. It influences morale and the attitudes of the individual toward his work and his environment.
Organizational climate is the perceived characteristics of organizational practices by most people in the organization, and affects overt behaviour within the organization - Taylor and Bowers, (1970).\(^{(91)}\) An optimum level of “development climate” is essential for facilitating HRD.

HRD climate is an integral part of organisational climate. It can be defined as perceptions the employee can have on the developmental environment of an organisation.

A developmental climate will have the following characteristics (Rao and Abraham, 1986),\(^{(89)}\):

1) A tendency at all levels starting from top management to the lowest level to treat the people as the most important resource.
2) A perception that developing the competencies in the employees is the job of every manager /supervisor.
3) Faith in the capability of employees to change, and acquire new competencies, at any stage of life.
4) A tendency to be open in communications and discussions rather than being secretive (fairly free expression of feelings).
5) Encouraging risk-taking and experimentation.
6) Making efforts to help employees recognize their strengths and weaknesses through feedback.
7) A general climate of trust.
8) Team spirit.
9) A tendency on the part of employees to be generally helpful to each other and collaborate with each other.
10) Tendency to discourage stereotypes and favouritism.
11) Supportive personnel policies.
12) Supportive HRD practices including performance appraisal, training, reward mgmt., potential development, job-rotation, career planning, etc.
Rao (1986), next emphasized the significance of climate. He provided a broader perspective of HRD, proposing that HRD means building competencies, commitment, and culture. All three are needed to make an organisation function well. The culture provides the sustaining force for organisations. Organisations differ in the extent to which they have the above listed twelve tendencies. Some organisations may have some of these tendencies, some others may have only a few of these and few may have most of these. It is possible to work out the profile of an organisation on the basis of these tendencies.

**HRD climate** contributes to the organisations overall health, well being, and self-renewing capabilities resulting in increasing the enabling capabilities of individuals, dyads, teams and the entire organisation. Empirical evidence from research has also shown positive correlation between HRD-climate and employee performance, attitude, job satisfaction and behaviour.

### 1.32 HRD Instruments, Processes and Outcomes

There are many instruments and processes that can be used to facilitate HRD. These may be called sub-system. The most frequently used are:

1) Role analysis and development exercises.
2) Performance planning.
3) Performance analysis and review.
4) Performance counselling and interpersonal feedback.
5) Induction training
6) Training
7) Job rotation
8) Potential appraisal and development
9) Career planning and development
10) Self-renewal and institution building exercises
11) Stress audit and stress management
12) Organization development exercises
13) Personal grown laboratories and worker education programmes
14) Quality circles
15) Task forces
16) Weekly and monthly meetings
17) Managerial learning networks
18) Other unconventional development exercises.

HRD therefore, needs to be a continuous process in organizations. There are many methods or instruments available for organizations to develop employee competencies. HRD instruments lead to the generation of HRD processes like role clarity, performance planning, development climate, risk-taking and dynamism in employees. Such an HRD process results in more competent, satisfied and committed people who, by their contributions, would make the organization grow.

1.33 Elements of "HRD Climate Survey"

T.V. Rao and E. Abraham developed a 38-item 'HRD Climate Survey' instrument, which is also being used in this research. The elements of HRD climate can be grouped into three broad categories: 1.General Climate, 2.OCTAPAC Culture, and 3.HRD Mechanisms.

1. General Climate: items deal with the support (importance) given to human resources development in general by the top management and line managers.

2. OCTAPAC items: deal with the extent to which Openness, Confrontation, Trust, Autonomy, Proactivity, Authenticity and Collaboration are valued, and promoted in the organisation.

3. HRD Mechanisms: items deal with measurement of the extent to which HRD mechanisms are implemented seriously.

The above three groups have been formalised as the constituent elements of HRD-climate with the following express assumptions:
(a) **A general supportive climate**: is important for HRD if it has to be implemented effectively. Such supportive climate consists of not only top management, and line management's commitment but good personnel policies and positive attitudes towards development.

(b) **Successful implementation of HRD**: involves an integrate look at human resource development and efforts to use as many HRD mechanisms as possible will result in the successful implementation of human resource development. These mechanisms include: performance appraisal, potential appraisal, career planning, performance rewards, feedback and counselling, training, employee welfare for quality work life, job-rotation, etc.

(c) **OCTAPAC culture is essential for facilitating HRD**: It comprises of seven dimensions as already elaborately discussed in earlier sections viz.,

1. **Openness**: is there when employees feel free to discuss their ideas, activities and feelings with each other.
2. **Confrontation**: is bringing out problems and issues into the open with a view to solving them rather than hiding them for fear of hurting or getting hurt.
3. **Trust**: is taking people at their face value & believing what they say.
4. **Autonomy**: is giving freedom to let people work independently with responsibility.
5. **Proactivity**: is encouraging employees to take initiative and risks.
6. **Authenticity**: is the tendency of people to do what they say; and
7. **Collaboration**: is to accept interdependencies, to be helpful to each other and work as teams.

### 1.33.1 Important Notes

- The conventional connotation with which the term 'Climate' has been normally used in literature is 'Organisational Climate'.
- The concept of climate with focussed HRD reference i.e."HRD Climate", has been introduced by Rao and Abraham(1986). The instrument is much validated and has stood the test of time.
1.34 Enabling Factors for HRD Climate

HRD climate is an integral part of the prevailing general organizational climate. The following factors may be considered as contributing to HRD climate:

(1) **Top-Management Style and Philosophy:** A developmental style, a belief in the capability of people, a participative approach, openness and receptivity to suggestions from the subordinates are some of the dimensions that contribute to the creation of a positive HRD climate.

(2) **Personnel Policies:** Personnel policies that show: a) high concern for employees, b) emphasise equity and objectivity in appraisals, policies, c) emphasise sufficient resource allocation for welfare and developmental activities, policies, d) emphasise a collaborative attitude and trust among the people go a long way in creating the HRD climate.

(3) **HRD Instruments and Systems:** A number of HRD instruments have been found to generate a good HRD climate. Particularly open systems of appraisal with emphasis of counselling, career development systems, informal training mechanisms, potential development systems, etc. contribute to HRD climate.

(4) **Self-renewal Mechanisms:** Organisations that have built in self-renewal mechanisms are likely to generate a positive HRD climate.

(5) **Attitudes of Personnel and HRD Staff:** A helpful and supportive attitude of HRD Staff and personnel people is crucial in generating HRD climate.

1.35 Chapter Key Notes: Highlights and Conclusions

From the study of this chapter some of key highlights and emerging conclusions are:

- This is reckoned as the ‘Age of Stress’ and *Organizational Role Stress (ORS)* is found widely spread.
In medical books conservative estimates claim that, 50-80 percent of all physical diseases are stress-related in origin. Beside psychosomatic and physiological stress has organizational impacts that arise viz., absenteeism, diminished productivity, high turnover, poor relations with workers, and job dissatisfaction. Stress has subjective, behavioral and cognitive manifestations (impacts).

The concept of role, and the two role systems (Role space and Role set) have a built in potential for conflict and stress.

Organizational Role Stress and HRD climate have been significant but complex concepts under psychology and organizational behaviour.

The climate of organization or unit sets the tone for the amount of stress experienced by individual members.

Organizational Role Stress and HRD climate are found multidimensional constructs.

Role stress is additive.

In an organization, ORS needs to be analyzed and controlled. In this era of uncertainty, complexity and mercurial change, an important issue worth attention for every organization has been the organizational role-stress which is increasingly becoming a critical problem for employees, employers, society and economy of the organization and country at large.

Role, as an integrating point of an organization and the individual. Stress is ingrained in the concept of role.

Role is the primary linkage of an employee with the organization. Unless the organizational roles are kept free from stress no motivational policy will yield its desired result.

As organizations become more complex, the potentiality for stress increases. Stress is a consequence of socio-economic complexity. However, to some extent it is a stimulant (Eustress) as well.

Indian public and private sector banks are no exception in the matter of ORS affliction. For their effectiveness in the present era of
liberalisation, privatisation, globalisation, discontinuity, intense competition and constant upheaval of change resulting from internal and external environment a highly congenial Human Resource Developmental Climate (HRDCL) is indispensable.

- Organizational climate, refers to a set of measurable properties of the work environment, that are perceived by the people who live and work in it, and that influence their motivation and behavior by lowered role-stress conflict.

- Climate and culture overlap to a certain extent, with perceptions of culture's patterns of behavior being a large part of what climate research addresses.

- HRD climate refers to the tendency and environment where development of individuals and teams is given the highest priority and where human resources are considered the most important resources.

- Openness and confrontation go together. Autonomy and collaboration go together. Trust and authenticity go together. Proaction and experimentation go together. These four pairs are the four corner stone of a HRD culture. When these values are practiced in an organization, they become a part of life and are likely to get the best out of people. Human potential is likely to be developed to the maximum extent and the people’s competencies are also likely to be utilized to the maximum extent.

- An optimum level of a 'development-climate' is essential for facilitating HRD. HRD climate is the employee perception on the developmental environment of the organization and is an integral part of organisational climate.

- HRD climate is a major determinant factor of organisational success in view of its impact on its internal environment. It influences morale and the attitudes of the individual toward his work and his environment.
➢ HRD process results in more competent, satisfied and committed people who, by their contributions, would make the organization grow and shine.

➢ HRD Climate contributes to the organisations overall health, well-being, and self-renewing capabilities resulting in increasing the enabling capabilities of individuals, dyads, teams and the entire organisation.

➢ The elements of HRD climate can be grouped into three broad categories: 1. General Climate, 2. OCTAPAC Culture, and 3. HRD Mechanisms.

➢ Organizational role stress (ORS) operates in interaction with HRD Climate. Interplay is observed. Explorations, on the "extent" (organization specific) and "modus of relationship" lie in the domain of this research.