Chapter- 5

Findings, Conclusions and Suggestions

"The central challenge of our age has become improving our organizations, both private and public," - W.B. Werther and Keith Davis

5.0 Introduction

After having undertaken extensive "data analysis and interpretations" in the previous chapter, the next important task was to harmonize and collate the research outcomes into meaningful research findings, conclusions and suggestions. This in a figurative sense represents the plucking of the ripe fruits from the tree of research. This chapter synthesizes the qualitative and empirical results of the study in an endeavour to answer significantly the primary research questions viz., to find out the status of “Executive Role Stress and HRD Climate” and also to find out the existence and extent of their inter influences "Interplay" with reference to "Select Public and Private Banks in NCR”.

Some of the pivotal thematic research questions were: Is there any relation between ORS and HRD climate? What is the comparative status of ORS in public and private banks? Is HRD-Climate better in public banks as compared to private banks? Is there any moderating effect of HRD climate on ORS?

As such, this chapter discusses and interprets the outputs obtained from the various analyses that were carried out on the data collected in the study. The research question is addressed in the light of the findings from the fieldwork.

An individual gets integrated with organization through a system of role. Role is based on the expectations of significant others and self. The phenomenon of stress lies ingrained in the concept of role. Stress refers to a feeling of physical or emotional tension and is often a response to change. Role stress is a feeling of being unable to cope with anxiety, discomfort and the demands of a particular change. The organizations are realizing the nature of stress as a new age killer which drains out a lot of human potential. It is also associated with low motivation and morale. The study makes an important revelation that HRD
Climate acts as a moderator and has inverse negative relation with ORS. It is imperative that organizations take stress management and improvement of HRD Climate as their key strategic activity for survival, growth and excellence.

5.1 Summary
This study was conducted to identify and study the inter influences of ORS and HRD-Climate in the domain of public and private banks in NCR, New Delhi. The study has revealed that organizational role stress (ORS) operates in interaction with HRD-Climate, and has empirically established the existence of interplay in these two constructs, in the specific population. This study further explored their extent, nature and modus of relationship.

ORS is an inevitable consequence. It is manageable. Complete eradication or insulation is neither possible nor desirable. Stress, to some extent is a stimulant. To understand this, stress may be considered to function like electricity. It can make a bulb light up and provide brilliant illumination. However, if the voltage is higher than what the bulb takes, and the coping mechanism for higher voltage like regulators are ineffective, it can burn out the bulb. This is referred as "executive-burnout" and definitely is the undesirable disastrous end-result of ORS experienced but not properly coped by the executive.

Stress is a time immemorial concept. But first reference to stress-in-humans was made by Hans Selye in 1956. In 1966 a commonly accepted definition of stress was given by Lazarus. The further refinement of the stress concept, and explorations of stress dimensions took another two decades. The clarity about role, office, role-stress, and organizational role stress concepts was developed by Pareek in 1983. So, the concept of role and ORS is of a recent origin.

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. Organizational roles evolve, grow and change. There are inherent problems in the performance of a role in an organizational work setting, and gives rise to role-stress. The concept of role involves the self, the other roles, the expectations held by the other roles, and the expectations held by the self; which have built-in potential for conflict or stress.

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. 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 and organization, interaction and integration. 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.

The stress reactions include a preparation for fight or flight. Role stress results in emotional, cognitive, behavioural, and physiological manifestations. The manifestations of work related stress, explain that stress is a causative factor of a set of potentially pathogenic (disease-inducing) mechanisms.

It is natural that there can not be complete escape from organizational role stress in modern life. However, ways can be suggested to minimize and reduce the dysfunctional-stress and use it productively. In this context this study has empirically found that HRDCL is an effective moderator of ORS.

It emerges that organizational climate, indicates a set of measurable properties of the work environment, that are perceived by the people who live and work over there, and that influences their motivation and behavior by lowered role-stress conflict; for role acts as an integrating point in organization and individual.

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HRD-climate is an integral part of organisational climate. It relates to the perceptions of the employees on the developmental environment of an organisation. HRD climate is seen as a contributor to the organisation's overall health, well-being, and self-renewing capabilities. This increases the enabling capabilities of individuals, dyads, teams, and the entire organisation.

Empirical evidence has shown a positive correlation between HRD-climate and employee performance, and job satisfaction. HRD processes result in more competent, satisfied, and committed people who would make the organisation grow and shine.

5.2 Research Findings

The research findings of the case study are analyzed and presented under two interlinked broad heads: a) research findings on demographic and socio-economic characteristics, and b) main research findings.

5.2.1 Research findings on demographic & socio-economic characteristics

The demographic and socio-economic characteristics of the sampled bank executives lend substantial help in the study of role stress. They act as indicators and refine ORS perspective. This study has found that:

1. **This research finds a relationship between perceived role stress and gender.** Female executives were found more stressed out than male executives. The mean ORS for female and male executives was 94.02/200 and 89.19/200 respectively. Women revealed more negative perception towards work since they feel weak in physical energy and more stressed out psychologically due to their discharge of family obligations. Consequently, women experience more psychological stress in the workplace as compared to men.
2. There is a relationship between perceived role stress and marital Status. Unmarried executives suffer more ORS as compared to married executives. The study found that married executives suffered a mean ORS index of 89.52/200 whereas, for unmarried executives it was 91.52/200. Hence, unmarried executives evidenced more stressed than married executives. More ORS among unmarried executives may be due to their comparative lack of security, higher self esteem, autonomy or interpersonal conflicts.

3. There is a relationship between perceived role stress and working status of spouse. The study evidenced that "married executives with working spouse" suffered more ORS index than "married executives with non-working spouse". Executives with working spouse exhibited a mean ORS index of 91.00 whereas, married executives having a non-working spouse clocked an ORS index of 88.91. When both spouses are working they are bound to suffer more on Inter-Role Distance (IRD). It is experienced where there is a conflict between organizational and non-organizational (family) roles.

4. There is a relationship between perceived role stress and family type "Nuclear family executives" were more stressed out than the "Joint family executives" They suffered an ORS index of 91.20 and 88.54 respectively. The type of family (Joint/Nuclear) can act as a stress buster or source of stress. In modern nuclear families system Inter-Role Distance conflicts are found in increasing severity. The traditional definition of a nuclear family is a family unit that includes two married parents of opposite genders and their biological or adopted children living in the same residence and sharing the values, duties, and responsibilities of the family unit. There can be any number of children in the family, and one or both parents may work outside the home. Whereas, the Joint family system, can provide the timely and much
needed comfort, guidance, assistance and support to enable and energise executives to combat the ill effects of organizational role stress.

5. **There is a relationship between perceived role stress and age group.**
The study found the existence of a reciprocal relationship between executive 'age' and felt 'ORS'. As the age group increased the perceived mean ORS decreased. For youngest executive (20-30 yrs.) age category it was 92.71. It steadily declined for in between age groups, and for old executives (>50 yrs) it showed 83.12. Whereas, mean ORS for total study sample of 592 executives was 90.06.

6. **There is a relationship between perceived role stress and age group.**
The study has found an inverse relationship between 'education level' and 'ORS'. The study shows that higher the education level of an executive, lesser the perceived mean ORS.

7. **Salary has impetus to brave role stress longer.** Salary is an important socio-economic variable. Low salary can impact employee stress level at work. Large majority viewed salary to be a strong gluing (retention) factor with the job, as it lends a strong orientation to brave role stress for a longer period. It acts as a defence mechanism to organizational role stress invasiveness.

5.2.2 **Main Research Findings**
The research findings of the case study are analyzed and discussed as under:

1) Stress is additive. ORS is an aggregate of all stress dimensions. This research recognizes ten dimensions of ORS as propounded by Pareek in his highly validated research instrument ORS-Scale and investigates its scenario in public and private banks in NCR- Delhi. Each of the ten dimensions have an ORS Index Range of 0 to 20. So, the Total ORS (TORS) has a range of (0 to 200).
2) There is a significant difference between "Total Organizational Role Stress (TORS)" in public and private banks. It was found that the Public Sector Bank Executives were facing overall high-level of Total ORS in comparison to Private Sector Bank Executives. The difference was found significant. The public banks executives were found to have suffered a higher mean Total ORS score of (92.212/200) whereas for private bank executives it was (87.905/200).

3) The study has revealed that public sector bank executives faced higher role stress on all ORS dimensions, and also on total ORS as compared to private sector bank executives. So, comparatively public sector bank executives are found more riddled with role stress.

4) The study has found that public sector bank executives in descending order faced role stress as under: High level stress: 1. IRD, 2. RS, 3. RE and Moderate level stress: 4. PI, 5. RO, 6. SRD, 7. Rin, 8. REC, 9. RI, 10. RA.

5) The study has found that private sector bank executives in descending order faced role stress as under: High level stress: 1. IRD, 2. RS, and Moderate level stress: 3. PI, 4. RO, 5. RE, 6. SRD, 7. Rin, 8. REC, 9. RI, 10. RA.

6) In Public Sector Banks - Senior, Middle, and Junior Levels of Executives found facing three-top ORS as under:
   Senior: 1. IRD (11.5) = 57.5 %, 2. RE (11.19) = 55.93%, and 3. RS (10.75) = 53.75%
   Middle: 1. IRD (11.22) = 56.08%, 2. RE (10.93) = 54.67%, and 3. RS (10.43) = 52.17%
   Junior: 1. IRD (11.282) = 56.41%, 2. RS (10.603) = 53.01 %, 3. RE (9.825) = 49.125%
Senior, Middle, and Junior Levels of Executives faced TORS index of 83.125, 88.869, and 93.568 respectively. This showed decrease in TORS with the rise in executive levels. Junior level executives faced high stress, and senior level the least. This could be due to mismatch of authority responsibility relationship, experience, and age.

7) In Private Sector Banks - Senior, Middle, & Junior Levels of Executives found facing three top ORS as under:

Senior:
1. IRD (11.06) = 55.31 %,
2. RS (9.75) = 48.75 %, and
3. RE (8.87) = 44.35 %

Middle:
1. IRD (10.52) = 52.61 %,
2. RE (10.28) = 51.41 %, and
3. RS (9.98) = 49.89 %

Junior:
1. IRD (10.83) = 54.16 %,
2. RS (10.16) = 50.79 %,
3. PI (9.38) = 46.92 %.

Senior, Middle, and Junior Levels of Executives faced TORS index of 80.125, 83.957, and 89.214 respectively. This showed decrease in TORS with the rise in executive levels. Junior level executives faced high stress, and senior level the least. This could be due to mismatch of authority responsibility relationship, experience, and age. All the three levels of Private sector executives in comparison to Public sector executives registered lower TORS index due to lower ORS and better HRD climate prevalent in the sector.

8) The study has found that public and private sector bank executives significantly differed on 7-indices of organizational role stress namely: (1) IRD, (2) RS, (3) REC, (4) RE, (5) RI, (6) SRD, (7) Rin, as well as on the (8) total-ORS felt by them.
9) The executives of public and private sector banks show non-significant differences on three indices of role stress namely (1) RO, (2) PI, and (3) RA. This shows that role overload is higher in private banks leading to role ambiguity and consequent personal inadequacy.

10) There existed a significant difference between Inter Role Distance (IRD) in public and private banks. Public banks faced higher mean IRD index of 11.284/20 and S.D 2.413. Whereas, Private Banks showed mean IRD index of 10.797/20 and S.D 1.819.

11) It was found that there existed a significant difference between Role Stagnation (RS) in public and private banks. Public banks faced higher mean Role Stagnation index of 10.584/20 and S.D 2.413. Whereas, Private Banks showed mean Role Stagnation index of 10.108/20 and S.D 2.594.

12) The study revealed a significant difference between Role Expectation Conflict (REC) in public and private banks. Public banks faced higher mean REC index of 8.530/20 and S.D 1.571. Whereas, Private Banks showed it was 8.108/20 and S.D 1.473.

13) The study found a significant difference between "Role Erosion (RE)" in public and private banks. Public banks faced higher mean Role Erosion index of 10.071/20 and S.D 2.572 Whereas, Private Banks showed a mean RE index of 8.794/20 and S.D 1.737.

14) No significant difference was found between "Role Overload (RO)" in public and private banks. A look at their mean role overload index and std. dev. shows both practically face similar status of role overload. Public banks faced higher mean RO index of 9.044/20 and S.D. 1.963. Whereas, Private Banks showed mean RO index of 8.899/20 and S.D 1.873.
15) The study found a significant difference between "Role Isolation (RI)" in public and private banks. Public banks faced higher mean Role Isolation index of 8.142/20 and S.D. 1.859. Whereas, Private Banks showed mean RI index of 7.818/20 and S.D. 1.729.


17) There is a significant difference between "Self Role Distance (SRD)" in public and private banks. Public banks faced higher mean SRD index of 8.645/20 and S.D. 1.9078. Whereas, Private Banks showed mean SRD index of 8.3176/20 and S.D. 1.8116.

18) No significant difference was found between "Role ambiguity (RA)" in public and private banks. Public banks faced higher mean RA index of 7.882/20 and S.D. 1.921. Whereas, Private Banks showed mean RE index of 7.770/20 and S.D. 1.714.

19) The study found a significant difference between "Resource Inadequacy (Rin)" in public and private banks. Public banks faced higher mean Rin index of 8.571/20 and S.D. 1.772. Whereas, for Private Banks it was 8.149/20 and S.D. 1.553.

20) The study has found a significant difference in General HRD Climate (GC), experienced by private and public bank executives. GC refers to the importance given to human resource development in general by the top management and line managers. It also concerns good personal policies, positive attitudes towards competence building & development climate. The overall mean and percentage scores for General HRD-Climate were 3.485(62.13%), and 3.731 (68.28%) for the Public and
Private Banks respectively. This show clearly that the general HRD climate prevailing in both the sectors is congenial, although, it is better in the private banks.

21) The research study has found a significant difference in OCTAPAC Culture (OC) experienced by private bank and public bank executives. Octapac culture implies the degree of Openness, Confrontation, Trust, Autonomy, Pro-action, Authenticity, Collaboration and the extent to which these values are promoted in the organization. The overall mean and percentage scores for OCTAPAC culture are 3.804 (70.11%) and 3.324 (58.09%) for Pvt. banks and Public banks respectively. This indicates a higher level of OCTAPAC culture in the private banks as compared to the public banks.

22) The research study reveals a significant difference in HRD-Mechanism (HRDM) experienced by private bank and public bank executives. HRD-Mechanism includes implementation of HRD Sub-Systems namely merit, innovation, quality of work life, performance-appraisal, training needs identification, self-renewal potential-appraisal, career planning, performance rewards, feedback and counselling, training, job-rotation, organizational learning and others. The overall mean and percentage scores for HRD-Mechanisms are 3.86(71.56%) and 3.437 (60.92%) for Private Banks and Public Banks respectively. This indicates a higher level of HRD Mechanism (HRDM) in the private banks as compared to the public banks.

23) There is a significant difference in Total HRD-Climate (HRDCL) experienced by private bank and public bank executives. HRD climate refers the tendency and environment where development of individuals and teams is given the highest priority and where human resources are given utmost importance. The overall mean and percentage scores, for HRD-categories are a 3.80(70.01%) and 3.44(60.69%) for Private-Banks
and Public-Banks respectively. This indicates a higher level of HRD Climate in the private banks as compared to the public banks.

24) There is a significant inter-correlation between all ORS Dimensions (i.e. \( r \neq 0 \)). All the ten dimensions of organizational role stress faced by public and private bank executives were found to be in positive linear inter-relationships with each other.

25) A significant relationship was found between organizational role stress and organizational HRD-climate in public banks (i.e. \( r \neq 0 \)). All the ten dimensions of organizational role stress faced by public banks executives were found to be in negative correlation with the three dimensions of HRD-Climate. It implies ORS impact reduces when HRD-Climate is improved.

26) There is a significant relationship between organizational role stress and organizational HRD-climate in private banks (i.e. \( r \neq 0 \)). All the ten dimensions of organizational role stress faced by public banks executives were found to be in negative correlation with the three dimensions of HRD-Climate. It implies ORS impact reduces when HRD-Climate is improved.

27) Total ORS and Total HRD-climate exhibit significant negative correlation. The study found to subsist a negative and significant correlation between Total ORS and Total HRD-Climate (and also in all ORS and HRD-Climate dimensions).

28) This study has thus revealed that a negative and significant correlation subsists between "Executive role stress and HRD climate interplay (relationship) in the select public and private banks in NCR" and the research supports and claims the finding accordingly.
5.3 Conclusions

On the basis of research findings the conclusions are drawn as under:

- The study concludes that, public sector bank executives are facing higher role stress on all the ten ORS dimensions, and also on total-ORS as compared to private sector bank executives. So, public sector executives were found to be a more stressed category.

- It is concluded that public and private sector bank executives significantly differed on organizational role stress namely: (1) IRD, (2) RS, (3) REC, (4) RE, (5) RI, (6) SRD, (7) Rin, as well as on the (8) total-ORS felt by them.

- It is concluded that there existed a significant inter-correlation between all ORS Dimensions (i.e. \( r \neq 0 \)). All the ten dimensions of organizational role stress faced by public and private bank executives were found to be in positive linear inter-relationships with each other. A positive correlation means that as the value of one variable increases, the value of the other variable increases; and as one decreases the other decreases.

- The study concludes a significant difference in "Total HRD-Climate" (HRDCL) experienced by private bank and public bank executives. Higher level of HRD-Climate existed in the private banks as compared to the public banks.

- The study also concluded significant difference experienced by private bank and public bank executives in all the three categories of Total HRD-Climate namely: i) General HRD Climate (GC), ii) OCTAPAC Culture (OC), and iii) HRD-Mechanism (HRDM).
The study concludes that a significant relationship was found between organizational role stress (ORS) and organizational HRD-climate in public banks as well as in private banks.

The study concludes that a negative and significant correlation subsists between "Total ORS" and "Total HRD-Climate" as well as in all the ORS and HRD-Climate dimensions. HRD-Climate has been found to have a moderating effect on the perceived ORS.

This study has empirically concluded that a negative and significant correlation subsists between "Executive role stress and HRD climate interplay (relationship) in the select public and private banks in NCR".

5.4 Suggestions & Recommendations

The policy and theoretical suggestions of the study are noteworthy.

- **Role Design**: For superb performance, employee motivation and morale it is important to remember that the primary linkage of an employee with his/her organization is only through role. If the roles are not kept free from ORS no motivation policy howsoever good it may be, will yield the desired results. For a motivated, happy and aligned manpower proper role structuring for role-efficacy should be undertaken. Role efficacy is an evaluation of the potential effectiveness of an individual in his role as he perceives it in the constellation of various significant roles appropriately called role-set. Deep understanding of the role perception derived from empirical research is basic for laying emphasis on the normative and developmental aspects of role which are significant building blocks for integrating individuals with organization. It is imperative that the banks should focus on proper role design.
HRD-Climate development: The study has found an inverse negative relationship between all dimensions of ORS and HRD-Climate. The study has thus revealed that the banks should focus on the development of HRD-Climate to mitigate the stress perceptions. Reduction in organizational role-stress is a predictor of improved HRD climate. The climate of an organization is found to set the tone for the amount of stress experienced by individual members. So, the Organizations should focus on the development of HRD climate to moderate ORS influences.

It is suggested that Public banks need to be extra vigilant on role stress management and HRD climate development. This suggestion/recommendation is given in the wake of the study finding that Public sector bank executives are facing low HRDCL and are also suffering higher role stress on all the ten sub-categories of ORS as well as on total ORS index.

Both category of banks have revealed to suffer from 'moderate' to 'high' level of stress. The study suggests that both public and private banks have a real need for role-stress management and HRD-climate development in their organizations.

Develop HRDCL for organisational effectiveness: In ORS riddled public and private banks in the present 'age of anxiety and stress', discontinuity, intense competition, liberalization, globalisation and constant flux of changes resulting from internal and external environmental forces a highly congenial and developmental HRD-Climate is indispensable to moderate, and minimise the perceptions of organizational role stress.