SUMMARY OF THE FINDINGS & RECOMMENDATIONS

6.1 Summary of findings:

Difference in Organizational Role Stress across age groups:
It can be inferred from this study that respondents in the age group of 36-45 years experience higher levels of Organisational Role Stress (ORS) than respondents of other age groups. The types of Role Stress faced at higher levels are: Role Expectation Conflict (REC) i.e. Stress due to conflict in demands made on the role by different persons in the organization. Role Erosion (RE) i.e. a feeling that some important functions which a role occupant would like to perform have been given to other roles. Personal Inadequacy (Pin) i.e. when the respondents feel that he lacks the skills and abilities to perform well in their roles and Role Stagnation (RS) i.e. a feeling that they have few opportunities for learning and growth in their roles, (Refer Tables 2, 3, 4 and 7).

Difference in Coping Mechanism across different age groups: Respondents in the middle age group of 36-45 years also use higher levels of Avoidance Oriented Coping Strategy like escaping, withdrawal, rationalizing, distancing and resignation at higher levels when faced with stressful situation (Refer Table 35). On the other hand, respondents below the age group of 35 years and with a work experience below 10 years, use Approach Oriented Coping Strategy at higher levels like confronting, planning, taking decisions, seeking social support and self control (Refer Table 34).
Effect of age on perceived Organizational Effectiveness: In terms of Organisational Effectiveness, it can be seen that respondents in the age group of 36-45 years have higher levels of Consensus i.e. uniformity in perception and attitudes regarding employee standard setting, scheduling and organizational objectives. Respondents in this age group have higher level of Legitimization of goals i.e. they have better acceptance as subordinates, the superiors' right to exercise control over them. They also think Independently about job problems and act according to their judgement and evaluation without much of superiors' instructions (Refer Tables 43, 44 and 45).

Respondents in the age group of 36-45 have higher Organizational Attachment, i.e. feeling of oneness and commitment to stay with the Organization even in adverse circumstances. They evince higher Organizational Commitment, i.e. respondents care for the prosperity of the organization and are willing to work for the same, they also show higher Job Satisfaction, i.e. satisfaction to various features of the job, work as a whole and organization as a whole. Thus they are an asset to their Organizations, (Refer Tables 48, 49 and 50).

Respondents in the age group above 46 years, have better Self Control, i.e. they feel responsible towards job without being subjected to managerial controls. This is because as age level increases, the maturity of the individual also increases and thus they feel more responsible towards their jobs and the organization (Refer Table 45).
The respondents in the age group above 46 years also claim to have higher levels of Innovation, i.e. they come up with new creative ideas to deal with their jobs. This is because these respondents have adjusted well to their regular jobs and thus they can channelize their energies to do their jobs in a creative and innovative way, (Refer Table 47).

On the whole it was found that respondents in the age group of 36-45 years have higher Organizational Role Stress, use Avoidance Oriented Coping Mechanism than respondents of below 35 years and above 46 years.

Relationship between Stress and Consensus is negative. (refer Correlation Table No. 94) It shows that higher levels of Consensus in the organization regarding standards, schedules, setting of objectives in the organization, lower the levels of Stress. Thus the hypothesis, that higher the Consensus lower the level of stress, is validated.

Relationship between Stress due to Self Role Distance (SRD), Role Isolation (RI), Role Overload (RO) and Organizational Attachment (OA) is negative (refer Correlation Table No. 95). Thus the hypothesis that higher level of Stress leads to lower Organizational Attachment (i.e. feeling of oneness and commitment to stay with the organization in adverse circumstances) is validated.

Relationship between Stress and Job Satisfaction is negative (Refer Correlation Table No. 95). Higher the stress, lower the Job Satisfaction (JS).
Thus the hypothesis in this study that higher the stress, lower the Job Satisfaction is validated.

Higher the **Approach Oriented Coping Strategy**, lower the **Organizational Role Stress (ORS)**. (Refer Correlation Table No. 96). Thus, the hypothesis of Role Stress and Coping is validated whereas higher levels of Avoidance Oriented Coping Strategies lead to lower Organizational Effectiveness (Refer Correlation Table No.97). However, there is no significant relation between Approach Oriented Coping Strategy and Organizational Effectiveness in the study.

Thus the findings of the study have shown a strong correlation with the hypotheses enunciated in this study.

**6.2 Conclusion:**

The findings of the study lead to a conclusion that the phenomenon of Organizational Role Stress is widely prevalent in industrial organizations. Respondents in the age group of 36-45 years undergo higher levels of Organisational Role Stress as compared to respondents below 35 years and above 46 years. This could be termed as 'middle life crisis.'

People in the age group of 36-45 years form an integral part of the productive workforce in any organization. They have knowledge, skills and abilities, which are of great value to the organization. They are well-versed in their jobs are in a position to perform their roles with ease. But the pressure of performing their organizational roles cause stress.
Further, during the second half of the working life, the physiological cycles tend to slow down and they need more time for recovery. During middle age, people undergo bodily changes which indicate that youth is over. There are changes in skin, hair and general physique, as well as decline in muscular strength, stamina and sensory functioning, changes that are often associated with a deeply-felt loss of physical capability.

As some of these changes are partly result from a lack of movement and physical exercise, as well as unhealthy eating and drinking habits, these can be taken care of accordingly.

Loss of youth also affects career perspective. Middle-aged executives are no longer junior and are supposed to have acquired an established position, if not the summit of their career. At the same time, organizations tend to become flatter, thereby decreasing the number of jobs. But the number of middle-aged employees competing for jobs has increased considerably in developed as well as developing countries. This has been the scenario in India too. As a result, many middle-aged employees see their expectations thwarted: their efforts, adaptations, and hard work, appear to have been in vain. Moreover, they do not get the respect or acknowledgement for past contributions. All these serve to produce stress.
Employees identify with their jobs. The jobs become a part of themselves which they tend to hold on to for as long as possible. As a result, their abilities may develop only within the narrow confines of their jobs, a process called 'concentration of experience' that could lead to serious drawbacks. Career opportunities of persons with concentration of experience tend to diminish. They cannot rise higher than their jobs or, in the best of cases, to the top of their department. This is referred to stress due to Role Stagnation in this study, which is found to be higher among the respondents in the age group of 36-45 years.

For the older age group, the outlook of life changes. Having only a limited time to go, the importance of their work becomes more relative to them. The dreams and goals that used to make work travel along into a seemingly logical route towards a better future, become less compelling. They do not expect substantial increase in income and prestige. Moreover, older employees tend to be more or less satisfied with their present life style. In addition, older employees tend to grow weary of radical or organizational changes and the adaptations to these demands. Thus, they have lower stress.

On the other hand, if younger employees see the advancement of their careers blocked or more stressful, they may opt to leave the organization.

Furthermore, employees in the age group of 36-45 years, use higher Avoidance Oriented Coping Strategies to deal with stress.
This may further aggravate the problems, since avoidance does not remove the stressful situation. This study also leads to the fact that higher use of Avoidance Oriented Coping Strategies lead to higher levels of Psychological and Social symptoms of stress. Stress in the long run could lead to psycho-somatic diseases among the employees which is unhealthy for the organization and society at large. Thus, a series of action plans need to be worked out at individual and organizational levels to alleviate the stress and related problems.

6.3 Implications & Recommendations:

As part of this study, it is hoped that a conductive work environment could be achieved, if we could look at the possible stratagems to have an individual discipline of better habits and behaviour patterns. Also the organization should look out for Kaizen-like improvement in its work environ, which could enhance the performance with least misery to the workforce due to stress.

The following recommendations have been put forth in the above context for salutary result of less stress and organizational effectiveness.

An Individual strategy to deal with stress would include the following:

- Better organizing one’s day so that there is no fire-fighting situations and missed schedules and consequently stress and strain.
• Doing one thing at a time
• Delegating authority, in an organization and working with a team concept
• Engage oneself in leisure activities or pursue some hobby
• Techniques like muscle relaxation, biofeedback, self hypnosis, rhythmic breathing and exercise can relax one's body
• Yoga and Pranayam are a panacea for many psychosomatic problems.

The need of Organizational approach can be established on an ongoing basis through Absenteeism records, counseling referrals, employee turnover rate etc. An Organizational approach could include adapting a conductive work culture, organization structure and informal functioning organization to prevent people from the adverse effect of stressful circumstances. This would include

• Improvement in communication by periodical meetings and team discussions on organizational objectives and strategies, performance, well being, changes, training needs and career. This could include presentation of rewards, prizes and public recognition.

• Redesigning jobs to suit the person – environment fit after the cost – benefit analysis.

• Teleworking, 'flexitime', encouraging people to have a healthy life-work style
• Training to suit the needs of individual and organizational needs.

• Regular employee development program, which includes ‘Stress Audits’ which assess an employee’s Stress Tolerance Limit and how they manifest by creating more self awareness, to improve coping skills.

• Employee Assistance Programe (EAP) wherein the middle age group employees who feel stagnated can take up the role of a mentor of helping and supporting individuals and groups in the organization.

6.4 Limitations of this Study:

• Stress is a phenomenon which occurs not only while performing one’s role in the organization but also due to demands made by other personal roles like in the family and other social roles as well. This study has not covered the conflicts between personal roles and organizational roles in depth.

• This study does not cover industry specific stress such as stress and strain of running a glass factory 24 hours / 365 days. Like-wise it does not cover functional / departmental specific stress i.e. stress faced in performing marketing or finance function etc.

• More number of firms if included the study would offer better reliability to the study.

• Stress, Coping and Organizational Effectiveness is measured on the basis of what the respondents have said
in their specific responses. Thus these are perceived Organizational Role Stress, Coping and Organizational Effectiveness. This has not been verified by any other tests.

6.5 Suggestions for Future Research:

Stress management cannot be a touch and go activity, but a consistent program with regular follow-up.

- Since, causes of stress are multiple i.e. causes emerging not only while performing one's role in the Organization but also other personal roles, research into causes of role conflict between organization role and other roles could be an interesting area of research.

- It would be worth studying stress among the I.T. Industry, which is undergoing severe boom and recession.

- In order to find out the effectiveness of any Stress management action program it is suggested to have a longitudinal research wherein an organization could practice specific remedial measures. One could have experimental teams spanning longer periods to see the effectiveness of these measures on employee stress level.

- Specific areas of stress, which is unique to an industry or function (department), could be further probed and thoroughly investigated. These could be used to develop insights to develop corrective measures.
• An investigation into the Economic impact in real terms due to stress and related problems could be a very vital area. This is especially a need in Indian industrial economics.

Some organizational stress is both inevitable and desirable. The intent of stress management is to maximize eustress and performance, to minimize distress.

Organizational Approaches are more effective since they go deeper, for the basic fact that in an organization, one is responsible not only for ourselves but for each other. Individual approaches don’t work or have a very limited value since it is almost like leaving employees to take care of themselves by giving them a heap of good advice. As our Indian Philosophy invokes:

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\text{सर्वेऽन्त्र सुखिनः सन्तु सर्वेः सन्तु निरामयः ।}
\text{सर्वेः भद्रः परस्यन्तु मा कर्मचः दुःखयानुयात् ॥}
\]

\[\text{May all be happy; May all be free from disease; May all enjoy prosperity; May none experience sorrow}\]

A culture based on the Indian spiritual heritage could bring a paradigm shift in Stress Management. One of the best examples is that of Arjuna whose stress evaporated into thin air when he understood and acted upon the philosophy of Action, of doing the best without undue anxiety for the outcome.

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