CHAPTER – 3

OBJECTIVE & RESEARCH METHODOLOGY

3.1 CONCEPTUAL FRAME WORK OF THE TERMS USED IN THE STUDY

Organisational Role Stress:

An Organisation consists of a series of relationship which is composed of individuals and groups who come together to achieve defined goals by means of differentiated functions. Here in this study the term ‘organization’ refers to an industrial organization.

Role can be defined as set of functions, which an individual performs in response to the expectations or the significant members of a social system and his own expectation about the position that he occupies in it.

Stress in this study refers to psychological stress which may be defined as a state wherein demands made on the individual, threaten to exceed his / her abilities and resources while performing his/her role in the organization. The ten role stress includes:

1. Inter-Role Distance: Conflict between the organizational role and other roles, e.g. an executive not being able to divide his time between work demands and family demands.
3. Role Expectations Conflict: Conflicting demands made on the role by different persons in the organization.
4. Role Erosion: A feeling that some important functions a role occupant would like to perform have been given to some other roles, or a feeling that there is not much challenge in the function given to the role.

5. Role Overload: A feeling that too much is expected from the role than what the occupant can cope with.

6. Role Isolation: Lack of linkage of one's role with other roles in the organization.

7. Personal Inadequacy: Lack of knowledge, skills or adequate preparation to be effective in a particular role.

8. Self-Role Distance: Conflict of one's values and self-concepts with requirements of the organizational role.

9. Role Ambiguity: Lack of clarity about the expectations of others from the role, or lack of feedback on how the performance is regarded by others.


Coping:

Coping refers to what people do in specific situation to avoid or control emotional distress. In this study two forms of Coping have been taken up: Approach Oriented Coping, which are directed towards the management of the problem, Avoidance-Oriented Coping, which leads towards amelioration of the problem.

Constituent Coping Behaviour:

Categories of Coping include Approach Coping Strategy i.e. Behavioural-Approach and Cognitive-Approach and Avoidance-Coping Strategy i.e. Behavioural-Avoidance and Cognitive-Avoidance. These four have been clubbed together into two categories.
Approach oriented strategies and Avoidance oriented strategies, to ascertain the subject’s tendency for Approach and Avoidance coping behaviour. The constituent coping behaviour under this two categories is as follows:

<table>
<thead>
<tr>
<th>Coping Strategies</th>
<th>Constituent Coping Behaviours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Behavioural &amp; Cognitive</td>
<td>Behavioural Approach includes Confronting; Planning; Taking decisions; competing activities;</td>
</tr>
<tr>
<td>Approach</td>
<td>Seeking social support (instrumental); self-control.</td>
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<tr>
<td></td>
<td>Cognitive Approach includes Intellectualization; Positive reinterpretation; Cognitive reappraisal; Seeking social support for emotional reasons; Negotiation.</td>
</tr>
<tr>
<td>Behavioural &amp; Cognitive</td>
<td>Behavioural Avoidance includes restraint coping; Inhibition of action; Turning towards</td>
</tr>
<tr>
<td>Avoidance</td>
<td>religion; Escaping; Behavioural disengagement; Acceptance; Withdrawal; Feeling helpless.</td>
</tr>
<tr>
<td></td>
<td>Cognitive Avoidance includes Rationalization; Distancing; Cognitive restructuring; Resignation.</td>
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Organisational Effectiveness:

Organisational effectiveness has been defined as “the extent” to which an organization (as a social system, given certain resources and means) fulfils its objective without incapacitating its means and resources and without placing undue strain upon its members.

In this study Organisational Effectiveness covers the nine dimensions, which have been operationally defined in the following ways:
Operational Definitions:

(1) Consensus (Con.): Consensus is the uniformity in perception and attitudes of employees regarding standard settings, scheduling and organizational objectives.

(2) Legitimization (Leg.): Legitimization measures the acceptance by the subordinates of the superiors right to exercise controls.

(3) Self-control (SC.): Self-control refers to member's felt responsibility toward the job without managerial controls.

(4) Need for Independence (N.Ind.): Quality of a person which makes him like to think independently about his job problems and to act (and work) according to his own judgement and evaluations without much of superiors instructions.

(5) Job Involvement (JI): Job involvement is the degree to which a person is identified psychologically with his work, or the importance of work in his total self-image.

(6) Innovation (Innov.): Innovation relates to how often the person comes up with new, creative ideas to deal with the job, without anyone's help.

(7) Organizational Attachment (OA): Organizational attachment means feeling of oneness and a commitment to stay with the organization even in adverse circumstances.

(8) Organization Commitment (OC.): OC measures how much the respondent cares for the prosperity of the organization and how much he is willing to work for this goal.

(9) Job Satisfaction (JS.): Job Satisfaction here means a positive attitude toward various aspects of the job a person holds. This includes job satisfaction to various features of the job, work as a whole and organization as a whole.
3.2 NEED / FOCUS OF THIS STUDY:

This study is essentially exploratory in nature. It finds out the association and relationship among various variables of Role Stress, Coping and various variables of Organizational Effectiveness.

Stress has largely been associated with affluence and western lifestyle. However, broad-spectrum changes such as decline in the traditional family support system, migration and the influence of media are increasing the intensity and frequency of stressful experiences. As a result, India is currently facing the problem of coping with the diseases of underdevelopment as well as the lifestyle diseases. The stresses arising from the rapid changes, competition, scarcity of resources, uncertainties, time pressures etc. are being experienced with increasing frequency and intensity. All this necessitates in-depth scientific studies of stress and related health problems in the Indian context.

Objectives of the Study:

1. To study the nature of role stress experienced by executives, while performing their roles.
2. To study coping strategies used by the respondents in dealing with role stresses.
3. To study personal correlates of role stress such as Age, Education and Type of Family.
4. To study the association of Stress on Organizational Effectiveness.
3.3 RESEARCH METHODOLOGY

The hypothesis of this study are as under:-

1. Higher levels of stress leads to lower Consensus in the Organization.
2. Higher levels of stress leads to lower Organizational Commitment (OC) and Organizational Attachment (OA).
3. Higher the Role Stress lower the Job Satisfaction.
4. Approach strategies of coping lead to better Organizational Effectiveness.
5. Avoidance coping strategies lead to lower Organizational Effectiveness.

The above hypotheses have been framed in the context of the following studies. Researchers have found a statistical correlation between increased stress and reduced commitment, teamwork behaviour, willingness to recommend the company and its products to others and intention to keep working for the Company (Aon Consulting Institute Chicago, Illinois – HBR, 1998).

It has also been found that men who experienced role ambiguity had low job satisfaction (Khan et al 1973). No participation in decision-making, lack of effective consultation are organizational features, which have viewed as potentially stressful to employee. Maladaptive coping contributed to stress (Parusuram and Cleck, 1984). Role stress had positive correlation with avoidance and negative correlation with approach, coping style (Rajgopalan & Khandelwal, 1988).
Universe and Sample:

The Universe of this study is the industries based in Gujarat. Among the various industries, that have had a significant position in the state's economy are Engineering, Pharmaceutical and Glass Industries. They make a sizable proportion of the normal economy in terms of organized Industrial presence and engine of Economic Growth. Engineering, Pharmaceutical and Glass Industries form around twenty, forty five and forty percentage respectively of the National output in their respective fields.

The selection of firms from the list of industries has been on the consideration that they are firms who have undergone major changes in terms of technological up-gradation. These firms apart from being representatives in their industries have withstood the strain of economic change. They have undergone major changes due to mergers or and downsizing and have survived through the turbulent times. While mergers may be imperative in terms of technological and economical consideration, it also means induction of a new work culture ambience. The Human Resources have to undergo a cultural shock. Overnight they are expected to work effectively in diverse and new work environment. This brings in a lot of stress on the executives. The Organizations that have been selected for this study are as under:-

1. G M M Pflaudler Limited
2. GE (India) Lighting Ltd.
3. CG Glass Ltd.
The choice of these firms has been from Vadodara, Vittal Udyog Nagar, Nadiad / Limbasi, and Jambusar. These firms are within a radius of 75 kms. This has been done to get better focus, coordination and span of control for my research. If the choice of firms were too far off, the work culture and the industry ambience might have been too varied due to geographical and logistical reasons.

The data have been analyzed in totality to give a broad spectrum of Industrial milieu providing scope for depth of analysis, along with the breadth of various aspects connected with stress and stress related-problems.

The sample for this study is Executives from the selected firms. The term ‘executive’ in this study would entail employees who have a reporting relationship below and above them. All the executives in these firms were selected for the study, of the project thus totaling to 120 executives.

3.4 INSTRUMENTS USED FOR DATA COLLECTION

In consultation with various experts in the field of Organizational Stress research, which included experts from Indian Institute of Management Ahmedabad, Maharaja Sayajirao University of Baroda, Banaras Hindu University Varanasi, the tools for the study were finalized.
To study these variables, structured tools, Questionnaires, with established test-retest reliability and validity levels such as the ORS Scale (Pareek 1982, Retest reliability significant at 0.001 level and Validity of total item being significant at 0.003 level), Coping Strategies Scale (A K Srivatsava 1999 Re-test Reliability 0.97 and Spilt-Half Reliability, Approach Coping Strategies 0.78 and Avoidance Coping Strategies 0.69), OES Scale (C N Daftuar 1984, item-wise reliability ranges from 0.64 to 0.095) was administered. The details of the Instruments administered are as under.

1. The Organizational Role Stress Scale (ORS Scale) developed by Udai Pareek. This tool measures 10 types of Role Stress. The ORS Scale contains five items for each role stresses. It contains five items for each role stress (a total of 50 statements), it uses a 5-point scale from 0 to 4. Thus the total scores on each role stress range from 0 to 20. To get the total scores for each role stress, the ratings given should be totaled horizontally (for five items) and entered on the space given for this purpose.

The ORS Scale is a 5 point scale indicating how true a particular statement is for the role. The respondent is asked to assign “0” to a statement if one never or scarcely feels this way; “1” to a statement if one occasionally feel ‘2’ if sometimes, ‘3’ if frequently and ‘4’ if frequently or always feels this way.

2. Coping Strategy Scale developed by Prof. A.K. Srivastava, Department of Psychology, Banaras Hindu University was used.
The items rated on a five-point scale underlining following four major categories i.e. Behavioral-Approach Coping Strategies, Cognitive-Approach Coping Strategies, Behavioral Avoidance and Cognitive Avoidance. The present measure of coping strategies comprises 50 items, to be rated on five point scale, describing different varieties of coping behavior, underlying following four major categories of coping strategies based on the combinations of ‘Operational’ and ‘orientation’ of the coping behavior.

For this study scores on the items in the two categories for Approach, Coping Strategies (i.e. Behavioural-Approach and Cognitive-Approach) and two categories of Avoidance Coping Strategies (i.e. Behavioural-Avoidance and Cognitive-Avoidance) were clubbed together to ascertain the subject’s tendency for Approach and Avoidance coping behaviour as mentioned in the scale prepared by Prof. A.K. Srivastava.

3. Organizational Effectiveness Scale: A tool developed by Dr. C.N. Daftuar is taken for the study. The Organizational Effectiveness Scale (OES) measures some soft criteria of effectiveness. The scale has nine dimensions spread over 46 items.