

Study on Role Stress among Government officials of Karnataka.

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ABSTRACT

Everyday stress has been observed in employees, which is more in case of employees working in private organization where employees fail to achieve unrealistic targets set by employer. Even in the government sector where employees are struggling to get along with fast growing pace of technology attitude towards learning is decreasing. This can affect the physiological or psychological functioning of an individual. If not managed properly, this will take toll on person's wellbeing. Hence, in this research the researchers are putting efforts to understand the role stress among government employees of Karnataka. This research throws light on role stress among senior government officials working in finance department government. The major objectives of the studies include, finding the different factors (Stressors) which leads to role stress among the government employees, analyzing the impact of Role Stress on Government officials, identifying the Relation between each factors of Role Stress with respect to Age and Compensation. Sample technique used in this research is Census sampling. Overall, from this research we observed employees have inadequate knowledge and skills to perform in present roles, which can be overcome through more training and development. Also observed that serious conflicts between roles and fail to link between the different roles are there among the Government officials.

Key Words : Role Stress, Role conflict, Job Satisfaction

INTRODUCTION

In this fast evolving world, science and technology has drastically changed human life style. Capabilities of thinking has gone beyond the limit, eventually one thought reminds every day to all of us is 'Living in laughter' or 'Last in laughter', very simple reason is *work pressure* or work life unbalance happening in routine life. In simple terms we can name this pressure as "**STRESS**". Advancement of lifestyle has been boon for mankind, but on another hand these advancements are causing side effects. In recent past countless research and studies are conducted to understand different aspects of stress and also effects of stress. Hans Selye introduced the concept of 'stress' for the first time in 1936, on his experiment on living organisms struggle to adapt and cope-up with changing environments. Since then, countless studies have been conducted in all the areas, especially for the employees in various segment. Stress has been become vital part of all employees, where employees fail to achieve unrealistic targets set by employer, work-life balance, working overtime and many more reasons. In India both private and public sector employees are victims of Stress. In recent past, government sector employees are struggling with various issues in terms of technology upgradation, biased opinions, attitude towards learning. This is affecting the physiological or psychological functioning of individual.

Hence, in this research we are putting efforts to understand the role stress among government employees of Karnataka. Below are the major 10 role stress factors analyzed on ORS scale.

1. **Inter-Role Distance (IRD):** Conflict between organizational and non-organizational roles.
2. **Role Stagnation (RS):** The state of being 'stuck' in the same role.
3. **Role Expectation Conflict (REC):** Conflict in expectations and demands between different roles.
4. **Role Erosion (RE):** When some of the important self-role are performed or transferred to others.
5. **Role Overload (RO):** Too many or too high expectations from occupant.
6. **Role Isolation (RI):** Psychological distance between the one's role and other roles of a same occupant.
7. **Personal Inadequacy (PI):** Arises when inadequate or very less knowledge/skills for performing the one's role.
8. **Self-role distance (SRD):** when occupant performing role against to his/her self-interest.
9. **Role ambiguity (RA):** Occurs when lack of clarity on the role, which may be cause of information or understanding.
10. **Resource inadequacy (RI_n):** when the occupant has not provided with adequate resources to perform his/her as per expectation.

This research throws light on analyzing 'role stress' among **senior government officials working in finance department government**. This is a unique study to know the role stress among government employees, usually in India government sector employees are not exposed to advanced technology, training program and role change inside the organization. Hence, this study gives more insights to understand the various aspects of role stress and the impact of the same on the job satisfaction.

LITERATURE REVIEW:

Many researchers and psychologists defined and explained stress in their own manner. Few of the definitions are provided below for the best understanding of "stress". Selye defines stress as "any external event or internal drive which threatens to upset the organismic equilibrium". Wolf and Goodell – "a dynamic state with in an organism in response to a demand for adaptation". Cofer and Appley – "a state of an organism where he/she perceives that is wellbeing is endangered and that he must direct all his energies to its protection". Pestonjee studied the relationship between two variables - role stress and job satisfaction among doctors. The study revealed job satisfaction correlated negatively with all the dimensions of role stress. Irfana Baba, The mean values of total scores of ORS indicate that the doctors in the age group of 50-63 years have highest score of ORS, followed by the doctors within the age group of 22- 35 years. The least scoring group falls under middle aged doctors i.e. 36-49 years. Role Overload, followed by Role Isolation contributes to the higher stress level among the doctors within age group of 50-63 years. Spreitzer, 1995, Conger & Kanungo 1988, Chiles & Zorn, 1995 in the empirical study they established a negative relationship between role stress (ambiguity and conflict) and empowerment. The greater perceived empowerment is lesser the role stress. Seema A. Suryawanshi & Vishal J. Mali found stress dimensions will have significant variance with gender, age and grade of the employee. Negative correlation exists between the Stress and Job satisfaction.

Supran Kumar Sharma and Jyoti Sharma Arti Devi's analysis has found heterogeneity in the predictors of role stressor in commercial banks employees. Substantial differences exist in the three segments

employees. Overloaded, unclear and underutilized are the different role stress. Yasir Arafat Elahi and Mishra Apoorva's conducted analysis on ten underlying role related factors which represent the different variables (considered in the present study). They found tenure (length) of service plays a vital role in the reduction of role stress in an organization. B Nagaraju and Nandini H.P in their study revealed job satisfaction level of female employees (Insurance industry) is dependent on education level, age and is independent of the company name, marital status and nature of job. Jyoti Sharma, Arti Devi, in the analysis on Public and Private sector bank employees, found there is no significant difference in the experience of various dimensions. It also reveals there are eight underlying role related factors influence the employees.

NEED FOR RESEARCH

Government sector employees are considered as most neglected sector of in India. Very less efforts have been made to enhance the role and or missing employee's mindset to understand issues in productivity. Hence, we are putting efforts to understand the different role stress facing by government employees of Karnataka. we are conducting research on senior finance and treasury district officers. Thereby we can know the current stress level and the factors where the employees are lacking by applying 10 role stress factors.

OBJECTIVES OF THE STUDY

1. To find out the different factors (stressors) which leads to role stress among the government employees.
2. To analyze the impact of Role Stress on Government officials.
3. To identify the Relation between each factors of Role Stress with respect to Age and Compensation.

HYPOTHESIS

H1: There is significant variance of Role Stress with gender.

H2: There is significant correlation between the ORS with age and compensation of employees.

METHODOLOGY ADOPTED FOR THE STUDY

- **Approach:** Quantitative approach will be adopted as concerned for human values and commitment in this research.
- **Data Collection:** Questionnaire will be used to collect primary data.

Formulation of Questionnaire

- Udai Pareek has designed fifty statements (questionnaire) that highlight the major ten organizational role stress factors based on ORS Scale. Questionnaire contains six statements on 'Role Stress' which are based on a Five Point Likert Scale ranging from 0 (Strongly Disagree) to 4 (Strongly Agree).

Target samples:

We have collected data from senior government officials attend training program conducted by Government of Karnataka.

- Sample technique: Census sampling

Results of Analysis

Findings 01

Objective 1: To find out the different factors (Stressors) which leads to role stress among the government employees.

Standard Deviation

		Inter role Distance	Role Stagnation	Role Expectation Conflict	Role Erosion	Role Overload	Role Isolation	Personal Inadequacy	Self role Distance	Role Ambiguity	Resource Inadequacy
N	Valid	35	35	35	35	35	35	35	35	35	35
Mean		1.4571	1.2286	1.2857	1.7714	1.3714	1.4857	1.8857	1.4857	1.0286	1.1143
Std. Deviation		0.7005	0.80753	0.75035	0.5983	0.94202	0.74247	0.86675	0.91944	0.857	0.796

Analysis:

There are few factors has higher standard deviation. Which illustrates *Role Overload -0.94, Self-role distance -0.91, Role Ambiguity - 0.85* has significantly noted among Government Officials. These factors may be the reasons for role stress, Further to investigate impact, relation and variance we are using different statistical methods.

Findings 02

Objective 2: To analyze the impact of Role Stress on Government officials.

H1: There is significant variance between Role Stress with compensation and age.

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Inter role Distance	Between Groups	0.215	1	0.215	0.43	0.516
	Within Groups	16.471	33	0.499		
	Total	16.686	34			
Role Stagnation	Between Groups	0.054	1	0.054	0.08	0.779
	Within Groups	22.118	33	0.67		
	Total	22.171	34			
Role Expectation Conflict	Between Groups	1.702	1	1.702	3.22	0.082
	Within Groups	17.441	33	0.529		
	Total	19.143	34			
Role Erosion	Between Groups	0.613	1	0.613	1.75	0.195
	Within Groups	11.559	33	0.35		
	Total	12.171	34			
Role overload	Between Groups	1.936	1	1.936	2.26	0.142
	Within Groups	28.235	33	0.856		
	Total	30.171	34			
Role Isolation	Between Groups	2.272	1	2.272	4.55	0.04
	Within Groups	16.471	33	0.499		
	Total	18.743	34			
Role Inadequacy	Between Groups	0.808	1	0.808	1.08	0.307
	Within Groups	24.735	33	0.75		
	Total	25.543	34			
Self role distance	Between Groups	2.272	1	2.272	2.83	0.102
	Within Groups	26.471	33	0.802		
	Total	28.743	34			
Role Ambiguity	Between Groups	1.089	1	1.089	1.51	0.229
	Within Groups	23.882	33	0.724		
	Total	24.971	34			
Resource Inadequacy	Between Groups	1.278	1	1.278	2.08	0.159
	Within Groups	20.265	33	0.614		
	Total	21.543	34			

If we consider 0.90 as level of significance then there is a significant variance in *Role Isolation*, value of significance of RI is 0.04 which is less than 0.10.

Role Isolation: There is significant Variation among the government employees attended the training program, this might be because of poor demonstration of role in government offices and also owing to unclear expectations. Usually this type of role stress refers to the psychological distance between the self-role and other roles in the same role set, which mean role isolation (RI) is characterized by the feelings of the absence of strong linkages of one’s role with other roles .

To investigate further on Role isolation, we are using crosstabs methodology.

Role Isolation * gender Cross tabulation				
		Male	Female	Total
Role Isolation	Rarely feel this way	2	1	3
	Occasionally feel this way	14	0	14
	Sometimes feel this way	16	0	16
	Frequently feel this way	2	0	2
Total		34	1	35

Above table depicts, the variation in responses between the gender, this clearly explains, irrespective of gender, out of 35 respondents only 2 – Male and 1 – Female rarely feel the interaction between different roles. Which is more evident of Role Isolation. Overall, this results prove rampant variation exists with Role Stress among the officials, specifically Role Isolation has major impact.

Findings 03

Objective 03: To identify the Relation between each factors of Role Stress with respect to Age and Compensation.

H2: There is significant correlation between the ORS with age and compensation of employees.

Correlations

		Age	Income
Inter role Distance	Pearson Correlation	-0.248	-0.29
	Sig. (2-tailed)	0.151	0.091
	N	35	35
Role Stagnation	Pearson Correlation	-0.06	-.341*
	Sig. (2-tailed)	0.733	0.045
	N	35	35
Role Expectation Conflict	Pearson Correlation	-0.234	-0.161
	Sig. (2-tailed)	0.175	0.356
	N	35	35
Role Erosion	Pearson Correlation	-0.176	-0.287
	Sig. (2-tailed)	0.311	0.094
	N	35	35
Role oeverload	Pearson Correlation	-0.063	-0.278
	Sig. (2-tailed)	0.719	0.106
	N	35	35
Role Isolation	Pearson Correlation	-0.009	-0.203
	Sig. (2-tailed)	0.96	0.242
	N	35	35
Personal Inadequacy	Pearson Correlation	-0.238	-.357*
	Sig. (2-tailed)	0.168	0.035
	N	35	35
Self role distance	Pearson Correlation	-0.007	-.380*
	Sig. (2-tailed)	0.967	0.024
	N	35	35
Role Ambiguity	Pearson Correlation	0.015	-.461**
	Sig. (2-tailed)	0.93	0.005
	N	35	35
Resource Inadequacy	Pearson Correlation	-0.127	-0.236
	Sig. (2-tailed)	0.467	0.173
	N	35	35
*. Correlation is significant at the 0.05 level (2-tailed).			
**. Correlation is significant at the 0.01 level (2-tailed).			

Correlation 1: There is a significant negative correlation of -0.462 between *Role Ambiguity* and *Income of employees* at 0.01 significance level i.e. the probability of this not being true is 1 % or less. That is over 99% of the time we would expect this correlation to exist. And also we have observed correlation of 0.015 between Role ambiguity and age of employees.

Correlation 2: There is a significant negative correlation of between *Role Stagnation (RS)*: -0.341 , *Personal Inadequacy (PI)*: -0.357 , *Self-Role distance (SRD)*: -0.380 with *Income of employees* at 0.05 significance level. i.e. the probability of this not being true is 5 % or less. That is over, 95 % of the time we would expect this correlation to exist.

Conclusion:

In this study, researchers found RO, RA and SRD factors of role stress noticed significantly (Demonstrated using standard deviation) among government employees, to understand more on organizational role stress further analysis has been conducted.

Researchers were able to find that RI has significant variance with gender, Cross tabulation methodology helped to demonstrate only 3 officials out of 35 has interactions among their different roles. This shows Role Isolation has significant variation among the officials.

When correlation analysis was undertaken by the researchers, they came to know *Role Ambiguity* is negatively correlated with *Income*. Which explains *Role Ambiguity* increases if *income level* decreases. And also RS, RI, SRD exhibits negative impact on government employees.

Overall, from this research we observed employees has *inadequate knowledge and skills* to perform in present roles, which can be overcome through more training and development. Then observed, serious conflicts between roles and fail to link between the different roles.

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