



## INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE AND MANAGEMENT

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**STUDY ON THE RELATIONSHIP OF WORK RELATED STRESS ON ORGANISATIONAL EFFECTIVENESS**

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**ABSTRACT**

*Stress depends on the individual and the organizational management dealing with the problem and targeting towards organizational effectiveness. Role stress effects the organizational effectiveness. Role erosion, role overload, Role stagnation and Inter role distance are the most common role stressors in an organization. Stress can be Eustress or distress. Eustress can motivate an employee to work with full potential or can distress an employee or demotivate him and thus effect on the organization Effectiveness. Role Efficacy improves the organizational effectiveness. There is a need for the companies to sustain in this competition. However, it is important to remember that individuals have finite mental and physical resources, and cannot always deal appropriately with the challenges they face. Employees, from time to time, need support and training which has faced a tremendous setback due to recession. Organisation excellence and individual success are achieved through well managed stresses.*

**KEYWORDS**

Dimensions, Organizational effectiveness, role efficacy, role stress, role stressors.

**INTRODUCTION**

Stress is a part of modern life; with increasing complexity of life, stress is likely to increase. Various events in life cause stress, starting with the birth of a child and ending in the death of a dear one. Stress is a dynamic condition in which an individual is confronted with an opportunity demand related to what he/she desires and for which an outcome is perceived to be important. Stress in organization is becoming an increasingly important concern in both academic research and organizational practices.

According to Selye (1956), any external or internal drive which threatens to upset the organism equilibrium is stress. He has defined stress as the non-specific response of the body to any demand made upon it. Some of the reasons of stress in organization is changes in the Environment, Economic Changes, Technological changes, Management challenges in the changing scenario, Changing Gender roles, Job Conditions That May Lead to Stress, Rethinking Companies Reaching the limits, Cultural differences

Thus, organizational stress is defined as the organizational state or condition when organizational demands exceed organizational capability.

Job stress may be caused by a complex set of reasons. Organized workplaces are going through metamorphic changes under intense economic transformations and consequent pressures. Reorganizations, takeovers, mergers, downsizing and other changes have become major stressors for employees. Role is defined as the position a person occupies from the expectations from significant persons, including the persons himself

Role Efficacy is the role that integrates a person with the role that ensures a person's effectiveness in an organization. If the role does not allow the person to use his competence, the effectiveness is likely to be low. Role efficacy is the potential effectiveness of an individual occupying a particular role in an organization.

Organization effectiveness has attained considerable attention during the past few years. Some has defined it in terms of productivity, some in terms of attainment of organizational goals and exploitation of its potentialities in proper direction. Organizational effectiveness is the maximization of return to the organization by all means.

**RATIONALE OF THE STUDY**

Organizational stress occurs as the individual level is caused by Organizational demand placed upon the individual. Therefore, the proper management of stress involves working to arrive at this optimum stress level for different individuals and organizations. Effective stress management will result in Eustress and the various benefits in performance, satisfaction and functioning.

The most serious consequences of employee stress.

(a) Absenteeism. (b) Grievances (c) Accidents (d) Errors of judgment and action (e) Conflict and interpersonal problems (f) Violence (h) Customer service problems (g) Resistance to change (h) The loss of Intellectual Capital By helping their employers recognize the cost of employee stress, risk managers can help their organizations take the first step in dramatically reducing their exposures and operating costs, while at the same time cultivating a happy, healthy, productive work force.

**OBJECTIVE OF THE STUDY**

The Objective of the study was

1. To explore the experience of role stress among the executive level of employees of the organization.
2. To determine the relationship between role stress and role efficacy
3. To investigate the coping measures of individuals and organization in this regard.

**HYPOTHESIS**

To accomplish the objectives of the study, the following hypothesis were formulated

1. There is a negative correlation between role stress and role efficacy
2. There is a relation of role stress and role efficacy with Organizational Effectiveness.

**RESEARCH METHODOLOGY**

Universe of the study were two manufacturing Public Ltd companies in Delhi NCR. 250 Middle management and Executives of both the companies were taken as sample for the study. Both Primary and secondary data has been used during the course of the research. Three Structured questionnaires were used in the study questionnaire based on likert scale was used to measure the job stress of employees towards the main aspects that is organizational effectiveness which are as follows:

In order to study role stress, role efficacy, organizational effectiveness and their interrelationships, the data obtained were statistically analyzed.

**A. ORGANISATIONAL ROLE STRESS (ORS) SCALE**

ORS developed by Dr. Udai Pareekh was administered among the respondents. ORS scale is a five-point scale indicating how true a particular statement is for the role. Thus, the score for each role stress range from a minimum 0 to a maximum of 20. ORS Scale have 50 items. The score of each role stress may range from 0 to 20, and the total organizational role stress score may range from 0 to 200. The ratings of the respondents can be added row wise to give the scores as the ten role stress dimensions. A high score on particular dimensions indicates that more role stress is experienced in that area. ORS scale measures the role stress experienced by an individual in a work situation on the following ten dimensions:

The following are the role stressors defined by Dr. Udai Pareek

- (1) Inter-role distance (IRD): It is experienced when there is a conflict between organizational and non-organizational roles.
- (2) Role stagnation (RS): It is the feeling of being stick in the same role.
- (3) Role expectation conflicts (REC)
- (4) Role erosion (RE)
- (5) Role overload (RO)
- (6) Role isolation (RI)
- (7) Personal inadequacy (PI)
- (8) Self-role distance (SRD) (9) Role ambiguity (RA) (10) Resource inadequacy (RI)

**B. ROLE EFFICACY SCALE (RES)**

According to Udai Pareek (1980), the performance of people working in an organization depends on their own potential effectiveness. The closer that role taking (responding to the expectations of various other people) moves to role making (taking the initiative in designing the role creatively so that the expectations of others as well as of the role occupant are integrated), the more the role is likely to be effective. Pareek calls this potential effectiveness "efficacy." This Scale was designed by Udai Pareek to determine how much role efficacy a person has, the strengths of the ten aspects of role efficacy. It is a structured instrument consisting of twenty triads of statements. These three alternatives are pre-weighted. There are two statements for each dimension of role efficacy and the scoring pattern (+2,+1, or -1) is followed. The ten dimensions of Role efficacy are

- (1).Centrality ( C),(2.) Integration ( I)(3.)Proactivity ( PR)(4). Creativity ( CR)(5.) Inter Role Linkage ( IRL)(6).Helping Relationships( HR)(7).Super ordination ( SU)(8).Influence (INF)(9).Growth ( GH)(10)Confrontation ( CONF)

The higher the individual's role efficacy, the more likely that the role and the individual are effectively integrated.

**C. ORGANISATIONAL EFFECTIVENESS (OE) SCALE**

This is used to measure the nine dimensions / soft criteria of organizational effectiveness. The main 46 item Likert's type scale, measures dimensions-organizational commitment, job involvement, innovation, organizational attachment, self control, Independence, legitimatization, consensus and satisfaction of organizational effectiveness. This questionnaire was developed by C.N Daftuar.

**STATISTICALLY ANALYSIS OF DATA**

In order to study Role stress, role efficacy, organizational effectiveness and their interrelationship, the data obtained were statistically analyzed. Mean and standard deviations for each role stress factors, role efficacy factors and organizational effectiveness factors were calculated. Paired "t" value of Role Stress factors, Role Efficacy factors and organizational effectiveness factors were also calculated. Correlation coefficients were worked out for the total sample to determine the relationship between Organizational Role Stress and Role Efficacy, Organization Role Stress and Organizational Effectiveness, Role Efficacy and Organizational Effectiveness.

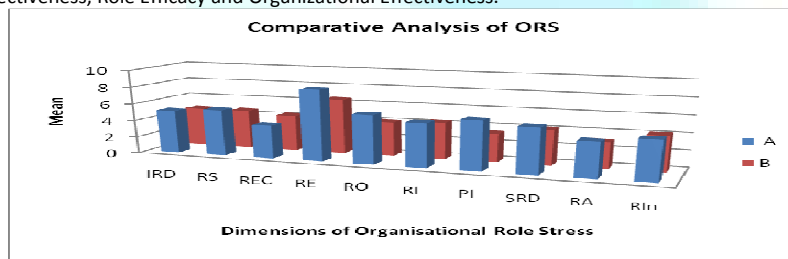


Figure 1- Comparative analysis of Mean of the dimensions of Organization Role Stress of the Employees of Company A and B. X axis represents the dimensions of role stressors and Y axis is the mean.

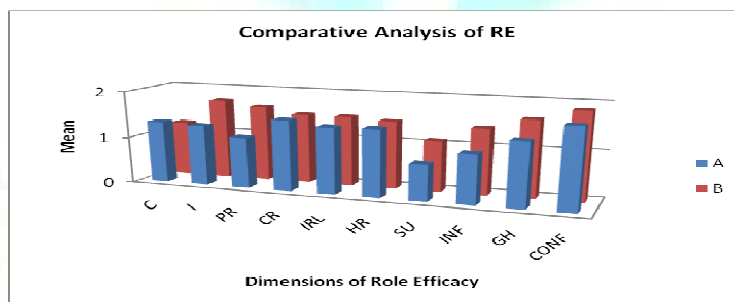


Figure 2- Comparative analysis of Mean of the dimensions of Role Efficacy in the Employees of Company A and X axis represents the dimensions of Organizational effectiveness and Y axis is the mean

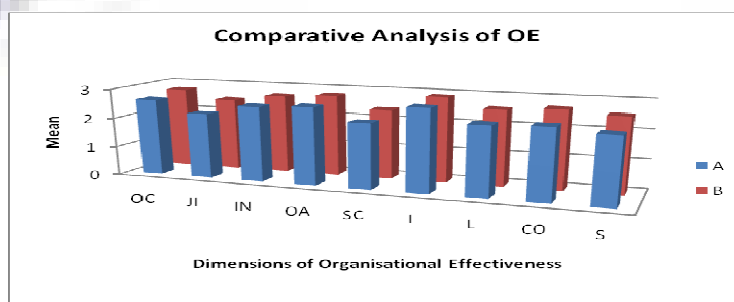


Figure 3- Comparative analysis of Mean of the dimensions of Organizational Effectiveness of the Employees of Company A and B .X axis represents the dimensions of Organizational effectiveness and Y axis is the mean

## RESULT AND DISCUSSION

It was observed that Role Stagnation, Role erosion, Role Isolation, Role Overload, and Personal Inadequacy and Self Role Distance more frequently than other role stressors of ORS.

Analysis of the study in the two organizations depicted that employees of both the organization had Organization role stress but the organization having higher Role Efficacy showed higher Organizational effectiveness. This depicts that with higher role efficacy in the organization, the employees were more effectively integrated and there is better potential effectiveness of the employees.

To observe the relation between Role Stress, Role Efficacy and Organization Effectiveness a correlation between dimensions of Organization Role Stress and Organization Effectiveness of total sample of both employees were taken. It was found that there is a negative correlation between most of the dimensions of role stress and dimensions of Role Efficacy which supports the hypothesis1.

- Role Efficacy has positive relation with Organizational effectiveness
- Role stress effects the organizational effectiveness .Role erosion, role overload, Role stagnation and Inter role distance are the most common role stressors in an organization.
- Role Erosion, Role Overload, Role Ambiguity has positive correlation with Helping relationship. The analysis proves that a strong social support network can be critical to help through the stress of tough times. Whether one had a bad day at work or a year filled with loss or chronic illness. This is being cultivated into important relationships. Cobbs, (1976) defines social support as information "leading the subject to believe that he is cared for and loved..... that he is esteemed .... (and) that he belongs to a network of communication and mutual obligation". Thus important components of social support are Ego Support/ emotional support which enhance self worth and raise morale.
- Role Isolation also has negative correlation with proactivity .This is seen that where there is an absence of strong linkages of one's role with other roles, the employee does not initiate himself in the role. This has an affect on the initiative one takes for the job. Stress can be Eustress or distress. Eustress can motivate an employee to work with full potential or can distress an employee or demotivate him and thus effect on the organization Effectiveness.

The employees' of company who had opportunity to be effective in the role ,they feel that their roles allow them to use their knowledge, technical competence, skills, managerial experience the role efficacy was higher. Role efficacy is the potential effectiveness of an individual occupying a particular role in an organization. Role efficacy was found to reduce role stress ( Pestonjee) It was also observed that correlation between most of the role efficacy dimensions and role stress factors were found to be weak negative and positive as per the data collected and not significant in some cases. However Creativity decreases with stress. Some kind of stressors are essential for creative work and growth , each individual needs a moderate amount of stress to be alert and capable of functioning effectively in organization within tolerance limit and help in creating healthy environment (Kets de Vries).ppportunities in the role may decrease role stress.

As noted each individual needs a moderate amount of stress to be alert and capable of functioning effectively in an organization. This may prove as it is within the tolerance limits and helps in creating healthy competition

- Role Expectation conflict was positively correlated with Organization Commitment. This can be related to loyalty with the company. When individuals are loyal to the company, whenever there is a problem they collaborate and work towards organizational commitments.
- Positive stress also helps in Organizational effectiveness. It depends on the degree of anxiety, which depends not only on the type of stress but also on the personality structure of an individual, that shapes the pattern of anxiety. The tolerance limit to cope with the anxiety varies from person to person and as a result under the same environment, different individuals may behave differently. Their coping strategies may be different, even the categorizations of stresses may be distinctly different. Selye (1974, 1978) uses two separate "Eustress" and "Distress" to distinguish between positive and negative life consequences of stress for the individual, even though chemically the two forms of stress are exactly the same. Eustress, he says is the stress of achievement, triumph, and exhilaration. According to Norfolk (1977), when stress is handled effectively it provides the motivation, which provides encouragement to overcome the obstacles that separate an individual from his hopes and goals.

The attitude of employees can definitely affect the productivity and growth of the organization. It was also to be observed from the findings that Integrations in role has moderately positive correlation with Consensus. With integration in the job there is consensus decision making for all the major projects in the organization. Employees are given central positions and integration in jobs for the betterment of the organization and consensus decisions are taken for collaborative efforts and higher achievements of target.

- Personal Inadequacy arises when the occupant does not have necessary skills and training to perform effectively. This inadequacy is bound to happen in organizations were periodic training on technical and management is not provided to them in this fast changing within and outside the organization.
- Centrality (dimension of Role Efficacy)has positive correlation with Organizational Commitment and Job Involvement(dimensions of Organizational Effectiveness ) individuals are in the central position and provided secured jobs, their commitment and job involvement increases which is observed within the two organization of study. This shows that employees perceive they are important on job and want power through central positions in job and integration of roles.
- Integration (dimension of Role Efficacy)has negative correlation organizational Attachment, positive correlation with Consensus and Legitimization(dimensions of Organizational Effectiveness) which is found to be significant. Proactively (dimension of Role Efficacy) has negative correlation with Legitimization (dimension of Organizational Effectiveness) which is found to be significant.

Disciple/ force can help employees be proactive and productive for organizational excellence. Modernist organizational learning is a result of the legitimating power of the person who describes an organizational change event as learning --to impose his or her reality on others and falsely claim that he or she can represent the whole.

The major influence on effectiveness is the employee themselves. In fact, the members of an organization probably represent the most important influence on effectiveness because their behavior is over the long term that either facilitates or inhibits organizational goal attainment. An awareness of the nature of individual differences among employees is essential because different employees respond in different ways to attempts by management to secure goal – directed efforts. Knowledge of these differences allows managers to tailor their approaches to organize and leading people at work, thereby improving the chances of cooperation and mutual support for organizational objectives. Organizations need their managers to readily adapt their organizations to changes in the environment. In fact, adaptation and innovation have been seen by many as the hallmark of effectiveness itself (Bennis, 1962)

## CONCLUSION

The aforesaid findings of the study have several implications for the organization interested in enhancing their effectiveness. The results clearly indicated that employees are experiencing various level of stresses produced by different factors and by and large they are left to their own devices to cope with stresses. Employee's assistance programs must be initiated in order to provide employees with the constructing way of dealing with job stress. Teaching stress related skills such as the instant calmness techniques can also help employees to reduce job stress and consequently enhance organization effectiveness. The findings emphasized the need for role interventions needed so that they could relate more meaning fully with the organization in their own capacity.

## RECOMMENDATIONS TO ORGANIZATION WHERE EMPLOYEES ARE UNDER STRESS ARE AS FOLLOWS

- *Integration of Self goals with Organisational Goals.*



- *Communication Processes*
- *Encourage Job Rotation and Job Enrichment and Enlargement*
- *Encourage Interpersonal Feedback*
- *Employee Counseling*
- *Collaboration*
- *Develop Self Effectiveness Training*
- *Encourage Mentor and Mentee Relationship*

Training and counseling is recommended in bringing the required change in role perception. The process-oriented method is also suggested for the future research to understand more about the problem. Continuous refinement, updating and learning new technical competencies and continuous training is needed. An integrated program has to be initiated in all seriousness for creating a spirit of self awareness, motivational development for inculcating motive in particular, value clarification and assertion and helping the individual to analyse his conceptual system in a positive light and reinterpret his and others actions accordingly. Integration of self goals with the organisation goals will lead to better Organisation commitment thus effectiveness. Open communication should be fostered and developed over time through the use of a variety of upward, downward and horizontal communication strategies and techniques. Job Rotation and Job Enrichment and Enlargement should be regularly taken up by the superiors and the HR department. Proper Interpersonal feedback can reinforce and strengthen measures to increase motivation.

All the aspects mentioned above converge on collaborative action. Which satisfies achievement; affiliation / extension and influence (power) needs of the individual for betterment of the organization, and denotes participative management against rule bound, authoritarian management. Its main focus is on role efficacy and effective role behavior by joint action (approach style), thus stimulating self actualization needs also.

## RECOMMENDATIONS TO ALL CORPORATES FOR PREVENTIVE ACTION

### STEPS TOWARD PREVENTIVE ACTION

Step 1 Identify the Problem

Step 2 Design and Implement Interventions.

- Target source of stress for change.
- Propose and prioritize intervention strategies.
- Communicate planned interventions to employees.
- Implement interventions.

Step 3 - Evaluate the Interventions.

- Conduct both short- and long-term evaluations.
- Measure employee perceptions of job conditions, stress, health, and satisfaction.
- Include objective measures.
- Refine the intervention strategy

### APPROACH IS TO CONSIDER VALUE OF THE FIVE "I'S"

- Interesting Innovative work
- Information
- Involvement
- Independence
- Increased visibility

### SUGGESTION TO EMPLOYEES

- Continually be prepared for changes to avoid stress and survive in the competitive world.
- Develop positive attitudes towards stressful situations in life
- Find and protect whatever time you get to refresh, re-energize and re-motivate yourself.
- Avoid giving in to alcohol, smoking and other substance abuses while under constant stress.
- In case of chronic stress consult a health professional
- Try creative visualization
- Re-evaluate your goals and prioritize them

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