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## ROLE OF DEMOGRAPHICS IN ORGANISATIONAL ROLE STRESS

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**ABSTRACT**
*This paper has attempted to measure different types of organisational stresses and the overall role stress with particular reference to the demographic variables of the banking and insurance employees. The ten sub-stresses comprising the ORS have been compared across age groups, genders, qualifications and length of experiences. The impact of demographic variables on stress has been seen by applying f, t and Levene's tests. The study revealed that at the overall level, highest mean value is of inter role distance and the lowest mean value is of personal inadequacy. Organisational stress has positive association with the length of experience, except beyond 20 years of experience. Among the four demographic variables under reference, the length of experience is revealed to have laid highest main effect on the sub-stress variables and the overall stress.*

## KEYWORDS
role stresses, personal inadequacy, inter role distance, self role distance, role erosion, role expectation conflict, role overload.

## INTRODUCTION
The increasing competition in modern organizations has brought a lot of pressure of work on the people working with them. The employees get pay for performance which is based on their capacity and abilities to achieve the targets laid down for them by their bosses from time to time. The variables like people, organisational culture, task structures, systems and technology forming an organisation are required to work in tandem with each other so as to achieve the common goals. But this is not true all the times because a slight change in one variable has its percolating effects, resulting into across the board ramifications for the people working in different functional areas. To withstand such a change in organisational environment, one needs additional skills, knowledge and competency. But the people often develop a feeling of inadequacy about all these things required to perform on a particular job. Some people start feeling that their roles are being played by others while these should have been in their own domain. When people have to assume newer roles, they start feeling insecure because it will require some additional efforts to justify their place in the new position. When people do not get work according to their tastes and aptitude, they are likely to feel distanced from their jobs. The people have to perform multiple roles in homes and in organizations which often conflict with each other. This has become all the more challenging for the working couples.

The deadlines to achieve the targets in given time sometimes make people feel isolated because they get lesser than desired time to interact with their peers and subordinates. Some people are expected by role senders to perform several things simultaneously to come up to their expectations. The executives under such situations start feeling overloaded by their work. The new business strategies, which firms resort to for meeting the challenges of competition, make it imperative to redefine the role of people working with them. But it is not all the time possible to clearly redefine the roles as a result of which the expectations of role senders are not clearly known to the role occupants. People in organizations do not all the times necessarily get all the resources required to perform their duties. Under such circumstances they are constrained to work towards achievement of their targets in the new roles. The situations we have narrated above are of conflicting nature. These and other such conflicting situations in organisations and pressure of domestic responsibilities are sources of stress. All these variables are inter-related and exist as sub-systems within the organization. Change in any one brings some change or adjustments in the other elements.

## LITERATURE REVIEW
According to **Rees (1995),** stress is a significant problem across occupational groups and the stress management solution need to be tailored to the needs of each occupational group. **Thapar (1996)** noted that there are various causes of stress like personal, relational, occupational and external. **Moncrief et. al. (1997)** found that productivity pressures on salespeople, job uncertainties due to corporate restructuring, outsourcing of sales operations, growing international competition and changes in sales strategies have generated extraordinary levels of job stress in sales organizations. **Nhundu (1999)** revealed several demographic characteristics and school variables such as location, status, level of the school, sex and work experience of head teachers that influenced respondents' perceptions of situations which cause stress. **Bhaskar and Vinayak (2000)** concluded that stress is high at the middle level management, executives of finance department, in the age-group of 40 -50 years, executives with diploma qualifications and those belonging to rural background. **Patterson (2002)** found that police officers with more military experience are not significantly different from officers with lesser military experience in terms of exposure to stress reactions. But greater perception of stress was reported by officers with higher education and higher ranks. **Manshor et. al. (2003)** in a study of Malaysian managers in MNCs found

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that demographic variable do influence the level of stress among managers. **Fernandes et. al. (2008)** revealed negative relationship between length of service and role stress among employees of banks in Goa.

Induced by the foregoing revelations by the researchers, this paper is designed to measure different types of organisational stresses and the overall role stress with particular reference to the demographic variables of the banking and insurance employees.

## RESEARCH OBJECTIVE

The objective of this paper is to examine the relationship of independent demographic variables (age, gender, qualification and length of experience) with level of sub-stressors and the overall role stress.

## RESEARCH HYPOTHESIS

The levels of sub-stressors and overall stress are not significantly affected by gender, age, qualification and experience of the respondents.

## RESEARCH METHODOLOGY

The present study is based entirely on the use of primary data. The data were collected from sampled supervisory and executive levels of people working in the banking and insurance organizations of the service sector. The data collection tool was ORS scale developed by **Pareek (2004),** which had 50 statements which were to be assessed by the respondents on a five point Likert scale. These statements led to bringing forth 10 different types of sub-stressors and the total role stress (TRS).

The sample of 422 respondents, which was drawn from the employees of banking and insurance institutions falling in the NCR of India, comprised of 72 percent males and 28 percent females. The highest percentage (44.08) of them falls in the age group of 20-30 years, followed by those falling in the range of 30-40 years (30.81 per cent). The respondents in the age groups of 40-50 and above 50 years are almost equal, i.e. 12.32 and 12.80 per cent respectively. Education-wise, the highest percentage (48.58) of the respondents is post graduates, followed by graduates (36.73 per cent) and others (14.69 per cent). The others include mostly the ones having some diploma or certificate after their graduation or post graduation. The largest percentage (45.2 per cent) of the respondents had up to 5 years of work experience. This is closely followed by those who had 5-10 years of experience (41.47 per cent). Those who had experience of 10-20 years were only 11.85 per cent, while the respondents with more than 20 years of experience were very scanty in number (6) and percentage (1.42).

The 50 statements in the scale were classified into 10 groups each comprising of 5 statements. The sum total of the scores of each set of 5 statements gave the level of a sub- stressor and the sum total of the scores of all ten groups gave the total role stress (TRS) as per the methodology given by Pareek. The ten sub-stresses include inter-role distance (IRD), role stagnation (RS), role expectation conflict (REC), role erosion (RE), role overload (RO), role isolation (RI), personal inadequacy (PI), self role distance (SRD), role ambiguity (RA) and role inadequacy (RI). The statistical techniques used for analysis include means, SDs, ANOVA, F test, Leven's test for equality of variances and t-test.

## RESULTS AND DISCUSSIONS

The means and standard deviations of scale index scores of stress variables are presented in Table 1 to 4 according to age, qualification, gender and length of experience. The descriptions of the results in terms of means and standard deviations for each set of the independent variables and variance analysis to see their impact has also been performed as presented in Table 5.

### *6.1. Age-wise Means and SDs of Stress Variables*:

Table 1 shows that at the overall level highest mean value are of IRD (8.99) followed by RO (7.78), RIN (7.20), REC (7.19) and SRD (7.00) in descending order. The lowest mean value is of PI (4.73), followed in ascending order by RI (5.13) and RA (5.83). The deviation from the mean (SD) is the highest for IRD (4.39) and the lowest for SRD (2.28), which is almost equal to that of RA (2.30). The trends across different age groups are almost akin to those obtaining at the overall level.

Regarding inter age-group differences for each of the stress variable, the table reveals that mean IRD for 20-30 years age group is the lowest (8.66) and less than the mean IRD at the overall level (8.99). With respect to the other age groups, the mean score for IRD is higher than that at the overall level. The trends appear to be almost similar with respect to the other stress variables with exception RI, PI and RIN in the case of which mean scores are lower than that at the over level for the 20-30 years age group respondents.

Further, the mean score for TRS is the highest (70.16) for the respondents falling in 30-40 years age group, followed by 40-50 years (67.23), 20-30 years (66.76) and above 50 years (63.06). It is also worth mentioning that the highest TRS for the 30-40 years age group people is also higher than the mean TRS for the sample as a whole (67.39). From this analysis, it comes out that the role stress is the highest among the respondents falling in the age group of 30-40 years. This is also true of the individual role stress variables.

Analysis of variance (ANOVA), presented in Table 5, has revealed main effect of respondents' age with respect to RE (F=3.67, p<.05), RO (F=3.47, p<.05) RI (F=3.43, p<.05), and TRS (F=3.74, p<.05).

### *6.2. Gender-wise Means and SDs of Stress Variables*:

Table 2 exhibits means and standard deviations of stress variables for males and females. It shows that mean score of TRS among females is higher (68.61) than in males (66.92). As to individual role stressors it can be seen that females have exceeded males with respect to eight such stress variables, while males have an edge over the females with respect to the two variables including IRD and RO with mean scores 9.07 and 7.83, respectively. From amongst the different stress variables, the males have the highest score with respect to the IRD (9.07) and the lowest with respect to PI (4.67). The same holds good in respect of the females. From the analysis it is apparent that females have the higher stress level not only in terms of TRS, but also in the case of as many as eight stress variables out of ten comprising total stress (TRS).

Table 5 shows the results of Levene's test of equality of variance and t-test (two-tailed) for equality of means with respect to each sub-scale variable and the total stress to see the significance of gender-wise mean differences and equality of variances. The table shows that significant gender differences in terms of Levene's test for equality of means exist only in the case of RS, RI and TRS at p<0.05. However, no gender effect has been noted with respect to the mean values as t value for each of the variables is insignificant.

### *6.3. Qualification-wise Means and SDs of Stress Variables*:

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Table 3 presents level of qualification-wise means and SDs of the scores of ten stress variables and their total. The respondents are divided according to the three education levels, i.e. graduates, post graduates and others with diploma or certificate or any other qualification. Here again, the mean score of IRD is the highest (graduates=9.66, post graduates=8.59, others=8.65) with highest SDs (graduates=4.56, post graduates=4.22, others=4.35) and that of the PI is the lowest (graduates=4.88, post graduates=4.74 and others=4.35) irrespective of the level of qualification. However, the scores for stress variables marginally differ as to their minimum levels across different qualifications of the respondents. The graduates have the highest mean TRS (69.04), followed by post graduates (66.83) and the others (65.15). In the case of graduates, it is more than the average of the total sample, while it is less than that of the total sample in the case of the other two categories. The similar results have worked out with respect to the IRD and PI, while the results are mixed with respect to the remaining stress variables.

The SD for TRS is the highest for graduates (15.18), followed by post graduates (13.74) and others (9.04) which is the minimum. When we look at the variable-wise position regarding such trends it emerges that RE, RO, PI, RA and RIN have captured similar trends, while remaining variables constitute the exception with different ordering.

The results of analysis of variance (ANOVA), presented in Table 5, the revealed main effect of respondents' qualification only with respect to RIN (F=4.24, p<.05) and there were no inter-qualification group-wise significant differences with regard to the rest of the stress variables.

### 6.4. Experience-wise Means and SDs of Stress Variables:

The respondents are categorized in four experience classes, viz. 0-5, 5-10, 10-20 and above 20 years. It can be seen from Table 4 that the mean score of total role stress (TRS) is the highest (71.06) amongst those who have 10-20 years of experience; followed by those having 5-10 years experience (68.40) and 0-5 years experience (66.14). It shows that the TRS has positive association with the years of experience up to 20 years. Those above 20 years experience have the minimum mean score (47.33) of TRS. It implies that the people above 20 years experience develop acumen to circumvent the TRS level. This also implies that the people at this age become able to establish a trade of between their aspirations for promotion and what actually they achieve. It is worth noting that the TRS among 5-10 years and 10-20 years experienced people is above the overall average of the sample (67.39).

The respondents with lowest (0-5 years) experience have the highest mean score for IRD (8.65) and the minimum for PI (4.30) with SDs of 4.84 and 2.59 respectively. Almost similar trend holds with respect to those having 5-10 years experience. However, the other two age groups fall apart slightly. The respondents having experience in the range of 10-20 years resulted in highest mean score for IRD (9.12) with SD of 3.40 and minimum for RI (5.42) with SD of 3.36. The respondents with experience above 20 years have emerged distinct from the others in that their highest mean score is with respect to RS (6.83) with SD of 1.47 and the minimum with respect REC (2.50) with SD of 4.18.

The main effect of experience (Table 5) was noted as significant with respect to the REC (F=4.44, p<.05), RE (F=2.85, p<.05), RO (F=4.24, p<.05), PI (F=4.83, p<.05), SRD (F=6.27, p<.05), RA (F=3.99, p<.05) and TRS (F=6.51, p<.05).

## CONCLUSION

The study reveals that at the overall level highest mean value is of IRD, followed by RO, RIN, REC and SRD in a descending order. The lowest mean value is of PI followed in ascending order by RI and RA. The deviation from the mean (SD) is the highest for IRD and the lowest for SRD. The trends across different age groups are almost akin to those obtaining at the overall level. Analysis of variance (ANOVA) has revealed the main effect of respondents' age with respect to RE, RO, RI and TRS. The males have the highest mean score with respect to the IRD and the lowest with respect to PI. The same holds good in respect of the females. From the analysis it is apparent that females have the higher stress level not only in terms of TRS, but also in the case of as many as eight stress variables out of ten comprising the TRS. The results of Levene's test of equality of variance and t test ( two-tailed) for equality of means show that significant gender differences in terms of Levene's test for equality of means exist only in the case of RS and RI. However, no gender effect has been noted with respect to the mean values of other role stresses as t value for each of the variables is insignificant. Education-wise, the graduates have the highest mean TRS, followed by post graduates and the others. The results of analysis of variance (ANOVA) have revealed main effect of respondents' qualification only with respect to RIN and there were no inter-qualification group-wise significant differences with regard to the rest of the stress variables. The mean score of TRS is the highest amongst those who have 10-20 years of experience; followed by those having 5-10 years experience and 0-5 years' experience. It shows that the TRS has positive association with the length of experience up to 20 years. Those above 20 years experience have the minimum mean score of TRS. It implies that the people above 20 years experience develop acumen to circumvent the TRS level. This also implies that the people at this experience become able to establish a trade-off between their aspirations for promotion and what actually they achieve. It is worth noting that the TRS among 5-10 years and 10-20 years experienced people is above the overall average of the sample. The main effect of experience was noted as significant with respect to the REC , RE, RO, PI, SRD, RA, and TRS and the experience is not found to have been affecting the other remaining stresses.

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**Table-1: Age-wise Means & SDs of Stress Variables**

| Age (Years) | | Stress Variables | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | IRD | RS | REC | RE | RO | RI | PI | SRD | RA | RIN | TRS |
| 20-30 | N | 186 | 186 | 186 | 186 | 186 | 186 | 186 | 186 | 186 | 186 | 186 |
| | Mean | 8.66 | 6.72 | 7.34 | 6.62 | 8.01 | 4.97 | 4.48 | 7.04 | 5.90 | 7.02 | 66.76 |
| | S D | 4.72 | 3.39 | 3.66 | 2.21 | 3.31 | 2.45 | 2.68 | 2.28 | 2.27 | 2.56 | 12.00 |
| 30-40 | N | 130 | 130 | 130 | 130 | 130 | 130 | 130 | 130 | 130 | 130 | 130 |
| | Mean | 9.37 | 6.75 | 7.05 | 7.55 | 8.05 | 5.70 | 5.12 | 7.13 | 5.92 | 7.52 | 70.16 |
| | S D | 4.27 | 3.50 | 3.54 | 2.87 | 2.53 | 2.73 | 2.93 | 2.27 | 2.34 | 2.57 | 15.59 |
| 40-50 | N | 52 | 52 | 52 | 52 | 52 | 52 | 52 | 52 | 52 | 52 | 52 |
| | Mean | 9.23 | 6.27 | 7.83 | 6.77 | 7.56 | 4.90 | 4.81 | 7.08 | 5.48 | 7.31 | 67.23 |
| | S D | 4.17 | 2.88 | 3.81 | 3.15 | 3.42 | 2.80 | 2.50 | 2.08 | 2.07 | 2.29 | 13.20 |
| above 50 | N | 54 | 54 | 54 | 54 | 54 | 54 | 54 | 54 | 54 | 54 | 54 |
| | Mean | 9.02 | 6.26 | 6.39 | 6.70 | 6.54 | 4.48 | 4.59 | 6.48 | 5.69 | 6.91 | 63.06 |
| | S D | 3.65 | 2.62 | 4.01 | 2.34 | 3.81 | 2.94 | 2.59 | 2.46 | 2.52 | 2.76 | 14.29 |
| Total | N | 422 | 422 | 422 | 422 | 422 | 422 | 422 | 422 | 422 | 422 | 422 |
| | Mean | 8.99 | 6.61 | 7.19 | 6.94 | 7.78 | 5.13 | 4.73 | 7.00 | 5.83 | 7.20 | 67.39 |
| | S D | 4.39 | 3.27 | 3.69 | 2.60 | 3.21 | 2.67 | 2.73 | 2.28 | 2.30 | 2.56 | 13.77 |

**Source:** Survey

**Table-2: Gender-wise Means & SDs of Stress Variables**

| Gender | | Stress Variables | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | IRD | RS | REC | RE | RO | RI | PI | SRD | RA | RIN | TRS |
| Male | N | 303 | 303 | 303 | 303 | 303 | 303 | 303 | 303 | 303 | 303 | 303 |
| | Mean | 9.07 | 6.50 | 7.17 | 6.92 | 7.83 | 5.01 | 4.67 | 6.87 | 5.70 | 7.18 | 66.92 |
| | S D | 4.23 | 3.10 | 3.69 | 2.64 | 3.37 | 2.55 | 2.68 | 2.31 | 2.24 | 2.52 | 13.09 |
| Female | N | 119 | 119 | 119 | 119 | 119 | 119 | 119 | 119 | 119 | 119 | 119 |
| | Mean | 8.79 | 6.90 | 7.24 | 6.97 | 7.66 | 5.43 | 4.90 | 7.33 | 6.17 | 7.23 | 68.61 |
| | S D | 4.78 | 3.67 | 3.73 | 2.48 | 2.75 | 2.95 | 2.86 | 2.17 | 2.41 | 2.66 | 15.34 |
| Total | N | 422 | 422 | 422 | 422 | 422 | 422 | 422 | 422 | 422 | 422 | 422 |
| | Mean | 8.99 | 6.61 | 7.19 | 6.94 | 7.78 | 5.13 | 4.73 | 7.00 | 5.83 | 7.20 | 67.39 |
| | S D | 4.39 | 3.27 | 3.69 | 2.60 | 3.21 | 2.67 | 2.73 | 2.28 | 2.30 | 2.56 | 13.77 |

**Source:** Survey

**Table-3: Qualification-wise Means & SDs of Stress Variables**

| Qualifications | | Stress Variables | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | IRD | RS | REC | RE | RO | RI | PI | SRD | RA | RIN | TRS |
| Graduate | N | 155 | 155 | 155 | 155 | 155 | 155 | 155 | 155 | 155 | 155 | 155 |
| | Mean | 9.66 | 6.70 | 7.37 | 6.94 | 7.86 | 5.08 | 4.88 | 7.19 | 5.95 | 7.41 | 69.04 |
| | S D | 4.56 | 3.32 | 3.74 | 2.70 | 3.07 | 2.81 | 2.83 | 2.50 | 2.59 | 2.64 | 15.18 |
| Post graduate | N | 205 | 205 | 205 | 205 | 205 | 205 | 205 | 205 | 205 | 205 | 205 |
| | Mean | 8.59 | 6.43 | 7.13 | 6.98 | 7.75 | 5.28 | 4.74 | 6.86 | 5.78 | 7.30 | 66.83 |
| | S D | 4.22 | 3.09 | 3.68 | 2.61 | 3.26 | 2.65 | 2.74 | 2.12 | 2.20 | 2.51 | 13.74 |
| Others | N | 62 | 62 | 62 | 62 | 62 | 62 | 62 | 62 | 62 | 62 | 62 |
| | Mean | 8.65 | 6.98 | 6.94 | 6.81 | 7.66 | 4.73 | 4.35 | 7.00 | 5.69 | 6.34 | 65.15 |
| | S D | 4.35 | 3.74 | 3.68 | 2.30 | 3.40 | 2.36 | 2.48 | 2.20 | 1.82 | 2.37 | 9.04 |
| Total | N | 422 | 422 | 422 | 422 | 422 | 422 | 422 | 422 | 422 | 422 | 422 |
| | Mean | 8.99 | 6.61 | 7.19 | 6.94 | 7.78 | 5.13 | 4.73 | 7.00 | 5.83 | 7.20 | 67.39 |
| | S D | 4.39 | 3.27 | 3.69 | 2.60 | 3.21 | 2.67 | 2.73 | 2.28 | 2.30 | 2.56 | 13.77 |

**Source:** Survey

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**Table-4: Length of Experience-wise Means & SDs of Stress Variables**

| Years of experience | | Stress Variables | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | IRD | RS | REC | RE | RO | RI | PI | SRD | RA | RIN | TRS |
| 0-5 | N | 191 | 191 | 191 | 191 | 191 | 191 | 191 | 191 | 191 | 191 | 191 |
| | Mean | 8.65 | 6.74 | 7.44 | 6.60 | 7.83 | 4.91 | 4.30 | 6.95 | 5.73 | 6.99 | 66.14 |
| | S D | 4.84 | 3.39 | 3.72 | 2.20 | 3.05 | 2.27 | 2.59 | 2.30 | 2.13 | 2.63 | 11.46 |
| 5-10 | N | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 | 175 |
| | Mean | 9.43 | 6.45 | 6.90 | 7.16 | 7.99 | 5.28 | 4.86 | 7.16 | 5.83 | 7.34 | 68.40 |
| | S D | 4.06 | 3.19 | 3.65 | 2.91 | 3.08 | 2.85 | 2.72 | 2.18 | 2.32 | 2.45 | 14.24 |
| 10-20 | N | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 | 50 |
| | Mean | 9.12 | 6.66 | 7.80 | 7.56 | 7.34 | 5.42 | 5.80 | 7.12 | 6.50 | 7.74 | 71.06 |
| | S D | 3.40 | 3.33 | 3.33 | 2.78 | 3.86 | 3.36 | 3.07 | 2.19 | 2.62 | 2.55 | 17.59 |
| above 20 | N | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 6 |
| | Mean | 6.17 | 6.83 | 2.50 | 5.83 | 3.50 | 5.17 | 6.00 | 3.17 | 3.33 | 4.83 | 47.33 |
| | S D | 4.49 | 1.47 | 4.18 | 0.98 | 3.08 | 2.79 | 2.00 | 1.83 | 1.97 | 1.83 | 12.71 |
| Total | N | 422 | 422 | 422 | 422 | 422 | 422 | 422 | 422 | 422 | 422 | 422 |
| | Mean | 8.99 | 6.61 | 7.19 | 6.94 | 7.78 | 5.13 | 4.73 | 7.00 | 5.83 | 7.20 | 67.39 |
| | S D | 4.39 | 3.27 | 3.69 | 2.60 | 3.21 | 2.67 | 2.73 | 2.28 | 2.30 | 2.56 | 13.77 |

**Source:** Survey

**Table-5: Demographic Impact on Stress Variables: f & t test Results**

| Demographic Variables | Stress Variables | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | IRD | RS | REC | RE | RO | RI | PI | SRD | RA | RIN | TRS |
| Age (f) | 0.73 | 0.54 | 1.53 | 3.67* | 3.47* | 3.43* | 1.43 | 1.12 | 0.6 | 1.26 | 3.74* |
| Gender (Levene's Test for Equality of Variances) | 1.38 | 5.34* | 0 | 0.11 | 3.42 | 7.37* | 1.65 | 0 | 1.08 | 1.33 | 3.95* |
| Gender (t- test for Equality of Means) | 0.59 | -1.12 | -0.2 | -0.15 | 0.49 | -1.46 | -0.79 | -1.85 | -1.9 | -0.15 | -1.13 |
| Qualification (f) | 2.9 | 0.76 | 0.36 | 0.1 | 0.1 | 1.05 | 0.81 | 0.96 | 0.36 | 4.24* | 2.12 |
| Experience (f) | 1.82 | 0.25 | 4.44* | 2.85* | 4.24* | 0.83 | 4.83* | 6.27* | 3.99* | 3.09 | 6.51* |

 * Significant at 5 per cent level.

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