Research Paper

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Evaluating The Impact Of Role Stress On Organizational Commitment Among The Sales Persons Employed In Private Sector

Human Resources Management

KEYWORDS : Role Stress, organizational commitment, sales force.

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ABSTRACT

Objectives: To determine sources of role stress and its impact on organizational commitment among the sales person employed in private sector of south India. To examine the stress levels among Male and Female sales preson working in different private sectors.

Methodology: Three hundred and fifty (350) questionnaires were distributed to the sales person among which only two hundred and sixty four (264) were duly completed questionnaires were received. Non probability (convience) sampling method was used to select the sampled units within the prescribed selected area of the study. Statistical treatment included Factor analysis and t-test.

Results: The factors causing role stress among doctors is: (1) Role Overload (2) Self-role distance (3) Role Isolation (4) Inter-role distance (5) Role Stagnation (6) Role expectation conflict (7) Role ambiguity and (8) Role Inadequacy. Roles overload shows 40 percent variance which was found to be a significant factor causing stress among the doctors. t-test indicated that there was no significant difference between the stress levels among male and female doctors except in cases of – Inter-role distance and Role Inadequacy.

Conclusions: The study showed that Role Overload is most significant source or factor causing role stress among the doctors working in the hospital. Male doctors are more stressed than the female doctors in cases of – Inter-role Distance and Role Inadequacy.

Introduction

Stress is a person's adaptive response to a stimulus that places excessive psychological or physical demands on that person. Stress can be caused by many factors. Major organizational stressors are task demands, physical demands, role demands and interpersonal demands. Life stressors include life change and life trauma. Obviously stress has a powerful impact on us. Can we eliminate the stressors of modern work life? Stress results from confronting an opportunity, constraint or demand, when the expected outcome is important and uncertain (Robbins and Sanghi, 2006). It arises from a mismatch between an individual and his/her environment, if there is an inability to cope with the constraints or demands encountered (Harison, 1976). Stress cannot be avoided (Pestonjee, 1999) as events influencing us are often beyond our control, things do not work as planned and unexpected changes take place (Avinash, 2006). Selye (1956) defined stress as a dynamic condition in which an individual is confronted with an opportunity, constrain, or demand related to what he or she desires and for which the outcome is perceived to be both uncertain and important. High level of unchecked and unmanaged stress not only undermines the quality, productivity and creativity of the employees but also employee's health, well-being and morale (Cooper 1989).

Organizational commitment was found to be related to the work related attributes of role conflict and role ambiguity (Joanne Brandt, 2008). The effect of role overload , role ambiguity, role conflict have an reflection on organizational commitment in organizational setting is not well understood. Universities have placed emphasis on reputation, image, and the quest for research level status; and collaborative productivity have not been given top priority or advocated as worthwhile (Shulman, 1993). The effect of role conflict and role ambiguity on organizational outcomes such as commitment and retention has received less attention, and was typically conducted in non-academic settings (Meyer & Allen, 1991). This research explores the various role stressors and their effect on organizational commitment to the organizational setting of the sales person.

Organisational Role Stress (ORS)

Organizational role is a position assigned in the organization, which is defined by the expectations of the concerned group of people. The role occupant performs certain functions in the organization in response to his/her role expectation (Pareek, 2004). The concept of organizational role has in-built potential for stress. Stress from occupation of an organization role and performing therein, is known as Organizational Role Stress (ORS). Framework of ORS developed by Pareek (1983) defines ten components of a role stresses. These are

i) Role conflict
ii) Role Stagnation
iii) Role Expectation Conflict
iv) Role Erosion
v) Role Over load
vi) Role Isolation
vii) Personal Inadequacy
viii) Self Role Distance
ix) Role ambiguity; and
x) Resource inadequacy

Organizational Commitment

The concept of organizational commitment has attracted considerable attention as an attempt to understand the intensity and stability of employee dedication to work organizations. Early researchers of organizational commitment (Becker, 1960; Kanter, 1968) identified that commitment is primarily a function of individual behaviour and willingness of individuals to their organization through actions and choices over time. He described commitment as the tendency to engage in consistent lines of activity, such as intent to stay in the organization. Organizational commitment is the relative strength of an employee's attachment or involvement with the organization where he or she is employed. Organizational commitment is important because committed employees are less likely to leave for another job and are not more likely to perform at higher levels. Commitment has recently been defined as " as force that binds an individual towards a course of action" (Meyer and Herscovitch, 2001).Organizational commitment is important to researchers and organizations because of the desire to retain a strong workforce.

Research Model

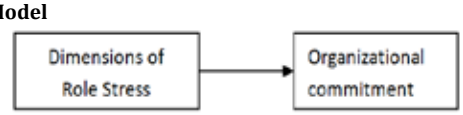

FIGURE 1

Objectives

Based on the research model, the study covers the following objectives:

i) To identify the various role stress dimensions among the sales persons.
ii) To evaluate the influence of role stress dimensions on the organizational commitment.

Methods

Three hundred and fifty (350) questionnaires were distributed

to the sales person among which only two hundred and sixty four (264) were duly completed questionnaires were received. Non probability (convience) sampling method was used to select the sampled units within the prescribed selected area of the study. Statistical treatment included Factor analysis and t-test.

Results:

Table 1: Representing the factor loading of the role stressors

S.No	Dimensions Of Role Stress	Eigen value
1	Self role distance	2.965
2	Inter role distance	5.879
3	Role stagnation	3.321
4	Role isolation	3.608
5	Role ambiguity	4.611
6	Role expectation conflict	4.802
7	Role overload	5.501
8	Role erosion	4.700
9	Resource inadequacy	3.608
10	Personal inadequacy	2.213

Inference:

The job stress among the employees have been discussed with ten important job stress factor namely, self role distance, inter role distance, role stagnation, role erosion, role overload, role isolation, role ambiguity, role expectation conflict, resources inadequacy and personal inadequacy. From the above table 2 it is concluded that, role overload and inter role distance are most important stress causing factor with the Eigen values 5.501& 5.879. Role expectation conflict, Role erosion and Role ambiguity are the moderately important factors with Eigen value 4.802, 4.700 & 4.611. Role isolation, Resources inadequacy and Role stagnation are the less important factors in causing stress with Eigen values of 3.608, 3.608 & 3.321 respectively. Self role distance and personal adequacy are identified as the last less important job stress factor with Eigen value of 3.321, 2.965 & 2.213 respectively.

Table 2: Representing the t-statistics for role stress and organizational commitment

S.No	Dimensions Of Role Stress	t-value	P significance
1	Self role distance	-2.034	.05
2	Inter role distance	-1.556	.05
3	Role stagnation	0.652	NS
4	Role isolation	0.334	NS
5	Role ambiguity	-4.878	.05
6	Role expectation conflict	-5.356	.05
7	Role overload	-8.561	.05
8	Role erosion	0.684	NS
9	Resource inadequacy	-1.458	.05
10	Personal inadequacy	0.522	NS

H1: Role stress is negatively related to organizational commitment.

From the above table 3, it could be inferred that there is a significant relationship among most of the role stress and organizational commitment. Most of the t-values are resulted with a negative symbol representing that the decrease in role stress would increase in the level of commitment among the sales employees. Among the ten role stress discussed the role ambiguity, role overload, role expectation conflict, inter role distance and recourse inadequacy has the highest impact on the organizaional commitment having t- value greater than 2 and with significance $p < .05$. Hence the Hypothesis H1 is partially proved, as among the ten role stressors identified only four are non significant, but the rest of the six role stressors are significant with organizational commitment proving the relationship with each other. Therefore, H1 is accepted stating that role stress is negatively related to organizational commitment.

Suggestions to reduce stress

The following actions have been suggested to improve the efficiency and to reduce the role stress which would increase the sales representatives: Appoint right number of people to carry out a role and delegate right job to the right person based upon his effectiveness and efficiency. So that the stress due to role overload can be minimized or eliminated. Promotions and performance appraisal can be done with certain intervals of time. In the case of role Ambiguity, in order to reduce or eliminate the stress the scope and responsibilities of the job along with the established procedure might be clearly explained to the employee at the time of induction program. Periodic stress audit programme may be conducted by the management, which may help the management to identify the dominant job stressors.

The management may encourage stress management programme, through which the management may reveal information about the fundamentals of stress and its managing tactics like meditation, exercises, etc. In order to overcome those stresses, social supports like support from supervisor, support from co-workers, support from administration, support from family and personal accomplishment can be provided to them. The employees are facing stress mainly because of inter-role distance. So in order to overcome those stress the employees may be provided with greater involvement and participation of the employees in problem solving and decision making.

Conclusion:

In concluding part we come to know that organizational commitment can be achieved by correlating goal setting, employee engagement, work place optimism in a positive way by reducing the negative role stress among the employees. Future research should also try to explore specifically these factors or constructs for implementation of programs at managerial level by highlighting more particular details on these constructs.

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