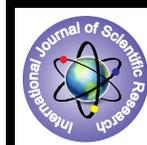


Organizational Stress and its Management: An Empiric Observation



Management

KEYWORDS : Organizational Stress, Stress Management, Analyses of Variance, Correlation Coefficient of Variables, Dimension.

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ABSTRACT

The primary objective of the present study is to examine organizational stress or job-related stress of employees and its management among them working in different administrative and financial organizations at Bhubaneswar, Odisha, India. The study was undertaken in the year 2012. The other purpose is to investigate the job related stress among senior and junior employees. The study adopted a 2 x 2 factorial design where senior and junior employees were crossed with two types of organization (administrative and financial). 100 adult employees participated in this study. There were 25 participants in each of four cells. The participants were individually administered a standardized role-stress questionnaire. The questionnaire included domains such as role ambiguity, role conflict, role overload, work-family conflict, social support, job stress, job satisfaction, self-concept, organizational commitment, supervisor's evaluation and intention to leave. The measure also sought personal information such as participants' age, sex, educational and marital status. The statistical analyses were geared to examine group differences on domains of role stress. The results indicated that employees of administrative organizations experienced greater work-family conflict than employees of financial organizations. Moreover, these employees showed less organizational commitment and greater intention to leave the organization than employees of financial organizations. It was also found that junior employees had greater intention to leave the organizations than senior employees. It was noted that the overall pattern did not suggest significant difference of overall role stress across organizational types and across age levels (senior and junior). The findings were explained in the light of current conceptualization. The implications of this study were also outlined.

INTRODUCTION

Organizational stress or job-related stress is a natural accompaniment of work-experience. Irrespective of job roles, employees in all types of organization experience stress. Although, All individuals and organizations strive to reduce stress, and to maintain an optimum level of work efficiency, the attempts are not always successful. There are various factors that contribute to the accumulation of occupational stress. While there are empirical investigations in the West, very few studies have been directed to understand job-related stress in Indian Organizations.

In an Indian setting, organization climate is entirely different to its counterparts in the West. There is a great deal of carryover from family and other social networks to the organizational settings. In addition to that, the people share a different set of cultural norms. Prior to understanding empirical research, a brief review of the literature relating to job-related stress is necessary.

A 'role' combines the cumulative formal, technical, informal and personal expectations about a job. It is the linking pin between the individual and the organization. An organization is a collective of actors' expectations and behaviours in the pursuit of ends. It is the arena in which occur the processes of verbal, non-verbal, olfactory and tactile signals, of emotions and of decisions. It is an arena where expectations and processes change, some gradually, e.g. formal expectations, and other quite rapidly, e.g., personal or informal expectations. It is an arena where some actors impose their will on others in an endless power game in which the others who are imposed upon all that imposition to continue for reasons of their own (as rewards, money, promotion, love etc). Acquiring role raises problems for some individuals. Living up to other's signaled expectations are often a pleasure as well as pain experience. Pleasure in the recognition we receive for satisfying others' expectations, pain in the sense that we lose some of our independence and freedom. For this reason, roles may never be totally satisfying other than for short periods. This result of that conflict between "them" and "me" is 'stress'.

Ivancevich and Matteson define 'stress' as 'the interaction of the organism with the environment' and with a prominent and detailed voice they uttered this as "an adoptive response, mediated by individual characteristics and/or psychological processes, that is a consequence of any external action, situation or event that places special physical and/or psychological demands upon a person". And Beehr and Newman define the 'job stress' as "a condition arising from the interaction of people

and their jobs and characterized by changes within people that force them to deviate from their normal functioning". Thus, if we columned out the themes from the above definitions then the "stress" may be termed as "an adaptive response to an external situation that results in physical, psychological and/or behavioural deviations for organizational participants".

If we unveil the roots of the history of the phenomenon of stress and its effect then we cannot ignore the "General Adaptation Syndrome (GAS) phenomenon," discovered by Hans Selye. The recognized father of stress H.Selye serendipitously discovered that tissue damage is a non-specific response to virtually all noxious stimuli and after a decade he introduced the term "Stress" in his writing. So this GAS Model of stress remained as a vital dimension of modern stress research and stress management and attention is also being given to the psychological and behavioural dimensions of stress. All three dimensions as psychological, physiological and behavioural are important to understand the "job Stress" and also to cope with the modern organization.

Determinants of Stress

The antecedents of stress, or the so-called 'Stressors', impacting on today's employees are given below. These causes come from both outside and inside the organization and from the groups that employees are influenced by and from employees themselves.

Extra organizational Stressors: Taking an open system perspective of an organization it is clear that job stress is not just limited to things that happen inside the organization, during the working hours. An Ivancevich and Matteson identified those stressors as societal/technological change, the family, relocation, economic and financial conditions, race and class, and residential or community conditions. The phenomenal rate of change in social and technical factors has had a great effect on people's life styles, and this is also carried over into their jobs, e.g., the development in medical science had increased the life spans, had eradicated venomous diseases, and ends with an increase in pace of modern living but decreases the personal wellness, i.e. misbalanced and harmonious and productive balance of physical, mental and social well being brought about by the acceptance of one's personal responsibility for developing and adhering to a health promotional programmes; through the dusty air of rush-rush conditions, mobile, urbanization, crowded life style of today, and those deteriorating wellness gives birth to the stress in any a setting. Besides, the relocation of jobs, families by transfer, the financial constraints (in the early 80's due to the

recessionary economy) has proved to be a great stressor. And this may lead to take a second job or his spouse has to enter into the work force which ends with a less time for recreational and family activities. The overall effect on the employees is more stress on the primary job.

Organizational Stressors: As the organizations are made up of groups and individuals, there are also more macro level dimensions, unique to the organization that contains potential stressors. The macro level stressors can be categorized into organizational policies, structures, physical conditions, and processes. As organizations become larger and more complex, there are more and more accompanying stressors for individual employees in their jobs

Group Stressors: Group influence tremendously on the person's behaviour and is the potential source of stress. The group stressors can be categorized as follows. (a) Lack of group cohesiveness or togetherness. (b) Lack of social support. (c) Intra individual, interpersonal and intergroup conflict.

Individual Stressors: Though there are many possible individual stressors, the three areas as (a) role stressors, including conflict, ambiguity, and under load or over load, (b) personal characteristic including personality dimensions, (c) Personal characteristics or Type A behaviour patterns (Type A personality" which can be defined as "an action-emotion complex that can be observed in any person who is aggressively involved in a chronic, incessant struggle to achieve more and more in less and less time, and if required to do so, against the opposing effects of other things or other persons") and (c) life and career changes.

Rationale and objectives of the study

As discussed earlier, stress constitutes an important aspect of human life. Although stress has different sources, the occupational stress forms an essential component of work-life. There are various approaches to the study of occupational stress. But theoretical models of stress can be supported only with empirical studies to supplement our understanding and control of stress. This particular investigation is directed to fill that important gap.

The present study has conceptualized job-related stress in terms of multiple indicators. The indicators such as role conflict, role ambiguity, work-family conflict, supervisor's evaluation, role overload have been included.

The objectives of this study are:

- (1) To examine and compare the occupational or job related stress across two types of organizations. (It is argued that different types of organizations maintain different kinds of work climate. Accordingly, the level of stress is likely to be different).
- (2) To examine and compare the role stress at two different age levels (Senior and Junior).
(As people with increasing experience may demonstrate differing amounts of role stress).
- (2) To analyze and measure a number of stress-related dimensions among the employees.
- (3) To focus on several stress management strategies by the organizations.

RESEARCH METHODOLOGY

Participants

100 adult employees participated in this study. 50 of them were from administrative organization and 50 of them were from financial organizations. These organizations are located in and around the city of Bhubaneswar in the state of Odisha, India. These participants were in the age group of 20-50 years. Care was taken to sample the participants from similar economic status. Most of them were from middle socio-economic standard.

An overview of Design

The study adopted a 2 x 2 factorial design where two age levels (seniors and juniors) were crossed with two types' organiza-

tions (administrative and financial). There were 25 participants in each of four groups. Two types of organizations were chosen such that employees in one of the organizations (financial organizations) were to deal with public at their work place.

Measure

The data collection tool in the present investigation involved a role-stress questionnaire. The questionnaire is a multipart measure design to scale a numbers of dimensions related with role stress. The questionnaire has been developed and validated by whiley for the cross-cultural use.

The first part of the questionnaire is indicative on role ambiguity, role conflict, role-overload, and work-family conflict. The respondents are asked to indicate on a five-point scale the degree of agreement or disagreement.

The next part of the questionnaire seeks information regarding the participants' social support and they are required to indicate on a four point scale the level of social support they received from immediate supervisors, co-workers, family members and close friends.

The third part of the questionnaire is meant for measuring job. The respondents are asked to indicate on a six point scale, the degree of job stress experienced.

In the fifth part of the questionnaire, the participants are asked to indicate on a five point scale and level of their attitude, opinions and findings about themselves.

In the next part of the questionnaire, the participants are asked to report on a five point scale the extent to which they feel committed to the organization.

In the eighth part of the questionnaire, the respondents are required to indicate on a four point scale the level of supervisor's evaluation and on a five point scale the extent of their intention to leave the organization.

The final part of the questionnaire seeks general information from the participants.

Procedure

The participants of this study were randomly samples. They were contacted at their respective work place. Necessary permission was obtained from their authorities regarding their participation. They were given the test during their leisure hours at their work place. Participants were individually administered the questionnaire. Care was taken to establish necessary rapport prior to testing. The instructions were carefully presented and each participant was given opportunity to clarify his or her doubt prior to responding. Some examples were given to explain the instructions. Each participant was de-briefed after the study was completed.

Each response sheet was scored following the direction of keying. Scores were obtained for each individual with respect to each dimensions included in the questionnaire. Appropriate statistical analyses were carried out to compare 4 groups (senior administrative employees, junior administrative employees, senior financial employees and junior financial employees). Analyses were also directed to examine the relationship amongst dimensions included in this study.

Analyses and Results

These dimensions of analyses include role ambiguity, role conflict, role overload, work-family conflict, social support job stress, job satisfaction, organizational commitment, supervisor's evaluation and intention to leave. The analyses of variance (ANOVA) have been carried out on each of these dimensions to examine and compare on the groups.

Table 1

ANOVA on Role Ambiguity scores of employees

Sources	df	Ms	F
Organization type	1	0.04	0.00
Age level	1	10.24	2.08
Type X Age level	1	2.56	0.52
Error	96	4.93	----

Table II

Mean Role Ambiguity scores of employees

Organization type	Senior	Junior	Combined
Administrative	5.48 (2.44)	5.80 (1.81)	5.64
Financial	5.20 (1.74)	6.16 (2.59)	5.68
Combined	5.34	5.98	----

In the **Table I**, the result does not show significant effect for organization types, $F(1,96) = 0.00$, The examination of mean role ambiguity scores show that employees of administrative organization experience as much role ambiguity as do employees of financial organizations ($M = 5.64$ and 5.68 , respectively). The result show non-significant effect for age levels, $F(1,96) = 2.08$, and 5.68 , respectively). The result show non-significant effect for age levels, $F(1,96) = 2.08$, As shown by **Table II**, senior employees ($M = 5.34$ and 5.98 , respectively). The analysis also does not show Type x Age level effect, $F(1,96) = 0.52$.

Table III

ANOVA performed on Role Conflict scores of employees

Sources	df	Ms	F
Organization Type	1	2.89	0.46
Age level	1	15.21	2.40
Type x Age level	1	4.41	0.70
Error	96	6.34	----

Table IV

Mean Role Conflict scores of employees

Organizational Type	Senior	Junior	Combined
Administrative	9.44 (2.25)	9.80 (2.68)	9.62
Financial	8.68 (2.57)	9.88 (2.34)	9.28
Combined	9.06	9.84	----

In **Table III** the result does not show any significance for organization types, $F(1,96) = 0.46$, The calculation of mean role conflict shows there is no difference between the employees of administrative and financial organizations with respect to the experience or role conflict, ($M = 9.62$ and 9.28 , respectively). The ANOVA shows no significant effect for age levels, $F(1,96) = 2.40$, As shown by **Table IV**, senior employees show no difference in experiencing role conflict from junior employees ($M = 9.06$ and 9.84 , respectively). The analysis also does not show Type x Age level effect, $F(1,96) = 0.70$.

Table V

ANOVA performed on Role Overload scores of employees

Sources	df	Ms	F
Organizational Type	1	1.69	0.47
Age level	1	0.09	0.02
Type x Age level	1	4.41	1.21
Error	96	3.63	---

Table VI

Mean Role Overload scores of employees

Organization Type	Senior	Junior	Combined
Administrative	9.36 (1.60)	9.84 (1.29)	9.60
Financial	9.52 (2.10)	9.16 (2.31)	9.34
Combined	9.44	9.50	---

In **Table V**, the result shows non-significant effect for organization types, $F(1,96) = 0.47$. The examination of mean role overload scores show that employees of administrative organizations experience as much role overload as do employees of financial organizations ($M = 9.60$ and 9.34 respectively). No significance is found for age level when ANOVA is obtained from scores, $F(1,96) = 0.02$. From **Table VI**, it is confirmed that senior employees experience as much role overload as do the junior employees ($M = 9.44$ and 9.50 , respectively). The ANOVA too does not show any Type x Age level effect, $F(1,96) = 1.21$.

Table VII

ANOVA performed on Stress (Job Stress) scores of employees

Sources	df	Ms	F
Organization Type	1	21.16	0.56
Age level	1	1.44	0.04
Type x Age level	1	5.76	0.15
Error	96	38.04	---

Table VIII

Mean Job Stress scores of employees

Organization Type	Senior	Junior	Combined
Administrative	5.84 (5.10)	6.56 (5.23)	6.20
Financial	7.24 (7.07)	7.00 (6.54)	7.12
Combined	6.54	6.78	---

In **Table VII**, the result does not show any significant effect for organization types, $F(1,96) = 0.56$. The mean job stress scores indicate that the administrative organizations' employees experience as much job stress as do the financial organizations' employees ($M = 6.20$ and 7.12 , respectively). The results show no significant effect for age levels, $F(1,96) = 0.04$. As shown in **Table VIII**, senior employees report as much job stress as do junior employees ($M = 6.54$ and 6.78 , respectively). The analysis also shown non-significant effect for Type x Age level, $F(1,96) = 0.15$.

Table IX

ANOVA performed on Job Satisfaction scores of employees

Sources	df	Ms	F
Organization Type	1	19.36	1.00
Age level	1	33.64	1.73
Type x Age level	1	19.36	1.00
Error	96	19.40	---

Table X

Mean Job Satisfaction scores of employees

Organization Type	Senior	Junior	Combined
Administrative	26.76 (3.81)	26.48 (4.61)	26.62
Financial	26.76 (4.38)	24.72 (4.43)	25.74
Combined	26.76	25.60	---

In **Table IX**, the results show non-significant effect for organization types, $F(1,96) = 1.00$. The mean job satisfaction scores show non-significant effect for experiencing job satisfaction among the employees of two types of organizations ($M = 26.62$ and 25.74 , respectively). The age levels do not show any significant effect for age levels, $F(1,96) = 1.73$.

cant effect, $F(1,96) = 1.73$. As shown in **Table X**, senior employees report as much job satisfaction as do the junior employees $M = 26.76$ and 25.60 , respectively). The analysis of variance does not show any significant effect for Type x Age level, $F(1,96) = 1.00$.

Table XI

ANOVA performed on Work -Family Conflict scores of employees

Sources	df	Ms	F
Organization Type	1	139.24	11.52 *
Age level	1	11.56	0.96
Type x Age level	1	1.00	0.08
Error	96	12.09	---

*p /_ 0.01

Table XII

Mean Work-Family Conflict scores of employees

Organization Type	Senior	Junior	Combined
Administrative	10.28 (3.28)	9.40 (3.99)	9.84
Financial	7.72 (2.72)	7.24 (3.37)	7.48
Combined	9.00	8.32	---

In **Table XI**, the results indicate significant effect for organization types, $F(1,96) = 121.52$, $p/_ 0.01$. The mean work-family conflict scores reveal that employees of administrative organizations demonstrate greater conflict than do employees of financial organizations ($M = 9.84$ and 7.48 , respectively). The analyses of age level show no significance in difference, $F(1,96) = 0.96$. In **Table XII**, it is confirmed that, there is no difference between senior and junior employees in experiencing work-family conflict ($M = 9.00$ and 8.32 , respectively). The analysis of variance shows non-significant effect for Type x Age level effect, $F(1,96) = 0.98$.

Table XIII

ANOVA performed on Organizational Commitment scores of employees

Sources	df	Ms	F
Organizational type	1	50.41	4.82 *
Age Level	1	5.29	0.51
Type x Age Level	1	0.09	0.00
Error	96	10.45	---

*p /_ 0.05

Table XIV

Mean Commitment scores of employees

Organization Type	Senior	Junior	Combined
Administrative	18.52 (2.84)	18.00 (3.15)	18.26
Financial	19.88 (3.48)	19.48 (3.16)	19.68
Combined	19.20	18.74	---

In **Table XIII**, the result indicates significant effect for organization types, $F(1,96) = 4.82$, $p/_ 0.05$. The mean organizational commitment scores reveal that employees of financial organizations demonstrate greater commitment than do employees of administrative organizations ($M = 19.68$ and 18.26 , respectively). Analysis computed for age levels do not show any significant effect, $F(1,96) = 0.51$. It is indicated in **Table XIV** that senior employees report as much organization commitment as do junior employees ($M = 19.20$ and 18.74 respectively). Analysis too does not show any significant effect for Type x Age Level effect, $F(1,96) = 0.00$.

Table XV

ANOVA performed on Supervisor's Evaluation scores of employees

Sources	df	Ms	F
Organizational Type	1	0.04	0.02
Age Level	1	1.44	0.77
Type x Age Level	1	1.44	0.77
Error	96	1.88	---

Table XVI

Mean Evaluation scores of employees

Organization Type	Senior	Junior	Combined
Administrative	2.68 (1.38)	2.68 (1.32)	2.68
Financial	2.96 (1.28)	2.48 (1.39)	2.72
Combined	2.82	2.58	---

In **Table XV**, the results show non-significant effect for organization types, $F(1,96) = 0.02$. The examination of mean supervisor's evaluation scores show that employees of administrative organizations report same level of supervisor's evaluations do the employees of financial organization ($M = 2.68$ and 2.72 , respectively). The analysis of variance does not show any significance for age levels, $F(1,96) = 0.77$. From **Table XVI**, it is shown that the senior employees report same level of supervisor's evaluation as do the junior employees = 2.82 and 2.58 , respectively). Analysis on Type x Age level does not show any significant effect, $F(1,96) = 0.77$.

Table XVII

ANOVA performed on Intention to leave scores of employees

Sources	df	Ms	F
Organization Type	1	31.36	5.92 *
Age Level	1	46.24	8.73 **
Type x Age Level	1	1.00	0.19
Error	96	5.30	---

*p /_ 0.05 **p /_ 0.01

Table XVIII

Mean Intention to Leave scores of employees

Organization Type	Senior	Junior	Combined
Administrative	4.04 (1.56)	5.60 (3.116)	4.82
Financial	3.12 (1.82)	4.28 (2.15)	3.70
Combined	3.58	4.94	---

In **Table XVII**, the results indicate significant effect for organization types, $F(1,96) = 5.92$, $p/_ 0.05$. The mean intention to leave scores reveal that employees of administrative organizations demonstrate greater intention to leave than do employees of financial organizations ($M = 4.82$ and 3.70 , respectively). Analysis on Age levels too show significant effect, $F(1,96) = 8.73$, $p/_ 0.01$. From mean **Table XVIII**, it is found that, junior employees report more intention to leave the organization than do the senior employees ($M = 4.94$ and 3.58 , respectively). ANOVA shows no significant effect for Type x Age Level effect, $F(1,96) = 0.19$.

Apart from the analysis of variance, **Pearson Product moment correlation co-efficient** are computed to examine the relationship amongst important variables. The examination of association between dimensions has been undertaken for the **group of administrative organization**. The results show predicted pattern of relationship in a number of cases.

The relationship amongst stressors as role ambiguity, role ambiguity, role conflict, role overload, work-family conflict and overall job stress is examined and it is shown that work-family conflict is positively co-related with role conflict, $r(48) = 0.33$, $p/_ 0.05$. This is in the expected direction. Again work family conflict is positively co-related with role overload, $r(48) = 0.40$,

p/_ 0.01. There is negative correlation between job satisfaction and job stress, $r(48) = -0.31, p/_ 0.05$. On computation, it is emerged from the findings that, organizational commitment is negatively related with work-family conflict, $r(48) = -0.32, p/_ 0.05$. Organizational Commitment is again negatively associated with job stress, $r(48) = -0.27, p/_ 0.05$. Organizational Commitment has got positive association with job satisfaction, $r(48) = 0.52, p/_ 0.01$. All these findings are in the expected direction., The variable, supervisor's evaluation is positively related with job satisfaction, $r(48) = 0.32, p/_ 0.05$. There is positive association between supervisor's evaluation and Organizational Commitment, $r(48) = 0.52, p/_ 0.01$. The relationship of supervisor's evaluation with all these variables is in the expected direction.

Interco- relations among variable measured in the **group of financial organization** is computed, and it shows support in the direction, which are expected.

Work family conflict is positively associated with role conflict, $r(48) = 0.39, p/_ 0.01$. Again work-family conflict has positive relation with the variable role overload, $r(48) = 0.37, p/_ 0.01$. Role overload is positively related with role ambiguity, $r(48) = 0.32, p/_ 0.05$. Role overload too has positive association with role conflict, $r(48) = 0.33, p/_ 0.05$. Job Stress and Role overload are positively related, $r(48) = 0.36, p/_ 0.01$. Negative correlation is found out between job satisfaction and role ambiguity, $r(48) = -0.29, p/_ 0.05$. Role Conflict too has negative association with job satisfaction, $r(48) = -0.30, p/_ 0.05$. When computed it is noticed that job satisfaction is negatively correlated with role overload, $r(48) = -0.28, p/_ 0.05$. Job satisfaction is again correlated negatively with Job Stress, $r(48) = -0.43, p/_ 0.01$. Organizational Commitment has got negative correlation with work-family conflict, $r(48) = 0.44, p/_ 0.01$. It is noticed from the computation that organizational Commitment and Job Stress are negatively correlated, $r(48) = -0.36, p/_ 0.01$. Supervisor's evaluation and job satisfaction are positively related, $r(48) = 0.44, p/_ 0.01$. Intention to leave and job stress are positively correlated, $r(48) = 0.34, p/_ 0.05$. There is positive association between intention to leave and role overload, $r(48) = 0.30, p/_ 0.05$. These findings are in the expected direction.

Table XIX

Intercorrelations of Measures obtained for total group of employees of both the Organizations (Administrative and Financial Organizations)

Variables	1	2	3	4	5	6	7	8	9	10
RA	-	-	-	-	-	-	-	-	-	-
RC	0.17	-	-	-	-	-	-	-	-	-
RO	0.27**	0.17	-	-	-	-	-	-	-	-
WFC	0.09	0.36**	0.37**	-	-	-	-	-	-	-
S	0.19*	0.12	0.24**	0.17	0.28**	-	-	-	-	-
JS	0.21*	0.25**	0.20*	0.17	0.05	0.35**	-	-	-	-
OC	0.05	0.05	0.12	0.41**	0.09	0.30**	0.31**	0.37**	-	-
SE	0.04	0.02	0.06	0.18	0.06	0.24*	0.38**	0.29**	0.36*	-
IL	0.15	0.15	0.20*	0.06	0.01	0.18	0.12	0.06	0.20*	0.03

*p/_ 0.05, ** p/_ 0.01.

Notes: RO- Role Ambiguity, RC- Role Conflict, RO- Role Overload, WFC- Work-Family Conflict, S- Stress (Job Stress), JS- Job Satisfaction, OC- Organizational Commitment, SE- Supervisor's Evaluation, IL- Intention to Leave

In Table XIX, The examination of association between dimensions has been undertaken for the total group which consists of both the administrative and financial organizations. The results show expected pattern of relationship.

On examination, it is noticed that role overload is positively associated with role ambiguity, $r(98) = 0.27, p/_ 0.01$. Positive association between work family Conflict and Role Conflict is computed, $r(98) = 0.36, p/_ 0.01$. Again Work family conflict is positively associated with Role Overload, $r(98) = 0.37, p/_ 0.01$. Job Stress is positively correlated with Role Ambiguity, $r(98) = 0.19, p/_ 0.05$. Positive association is noticed between Job Stress and Role Overload, $r(98) = 0.24, p/_ 0.05$. Job satisfaction and Role Ambiguity are negative correlated, $r(98) = -0.21, p/_ 0.05$. Job Satisfaction has negative association with Role Conflict, $r(98) = -0.25, p/_ 0.01$. Negative correlation is computed between Job Satisfaction and Role Overload, $r(98) = -0.20, p/_ 0.05$. Finally, Job Satisfaction is negatively related with Job

Stress, $r(98) = -0.38, p/_ 0.01$. Organizational Commitment and Work Family conflict are negatively associated, $r(98) = -0.41, p/_ 0.01$. Organizational Commitment is positively related with Job Satisfaction, $r(98) = 0.31, p/_ 0.01$. Supervisor's evaluation is negatively correlated with Job Stress, $r(98) = -0.24, p/_ 0.05$. Positive association between Supervisor's Evaluation and Job Satisfaction is computed, $r(98) = 0.38, p/_ 0.01$. Positive relation was noticed between Supervisor's evaluation and Organizational Commitment, $r(98) = 0.36, p/_ 0.01$. Intention to leave and Role Overload are positively associate, $r(98) = 0.20, p/_ 0.05$. Negative relationship is indicated between intention to leave and Organizational Commitment, $r(98) = -0.20, p/_ 0.05$. Intention to leave is associated with Role Overload and Organizational Commitment in the predicted direction.

ORGANIZATIONAL STRESS MANAGEMENT STRATEGIES

The following should be designed by the management to eliminate or control organizational level stressors in order to prevent or reduce occupational stress for individual employees.

1. *Create a supportive organizational climate*: Most large organizations today tend to be highly formalized bureaucratic structures with accompanying inflexible and impersonal climates, which can lead to job stress. The strategy would be to make the structure more decentralized and organic, with participative decision making and upward communication flows. These structural and process changes would create more supportive climate for employees and would reduce job stress.
2. *Enrich the design of tasks* : Enriching job either by improving job content factors as responsibility, recognition, opportunities for achievement, advancement and growth or by improving core job characteristics such as skill variety, task identity, task significance, autonomy and feedbacks may lead to motivational states or experienced meaningfulness, responsibility and knowledge or results. Thus an effective and careful managing of task design may be an effective way to cope with job stress.
3. *Reduce conflict and clarify organizational roles*: It is up to management to reduce the conflict and clarify organizational roles as that this cause of stress can be reduced or eliminated. Each job should have clear expectations and the necessary information and support so that the employee is not left with conflicting demands or an ambiguous understanding of what he is to do. The role occupants must have with a list of expectations from the role senders. That list will then be compared with the focal person's expectations and if there are any differences, they may be openly discussed to clarify those ambiguities and negotiated to resolve the conflicts.
4. *Plan and develop career paths and providing counseling*: The organization is to set up a career planning and development process. This could range all the way from a total, comprehensive, organizational entry top exit approach at one extreme, to a self-guided work book or one shot annual work-shop, at the other.

DISCUSSION AND FINDINGS

The analysis offered a number of findings. It is found out that there is positive correlation among the stressors. Work-family conflict is positively associated with role-conflict and role overload. It is also clear from the findings that job satisfaction has got negative correlation with job stress. Again organizational commitment is negatively associated with work-family conflict. It was shown that administrative employees, compared with financial employees, demonstrated greater work-family conflict and the employees of financial organization had greater commitment to work compared with the employees of administrative organization. The financial employees had lower intention to leave the organization than their administrative counterparts. Moreover, the juniors expressed greater intention to leave the organization than did senior employees. There were no differences across groups with respect to other dimensions.

The employees of the administrative organizations on the other hand get less salary than that of the financial employees. The fi-

financial constraints and the pressing need associated with other difficulties at family level may accentuate the intensity of work-family conflict and consequently the conflict is likely to assume a greater proportion of administrative employees. It is also observed that the work norms and procedures are better defined and clear for employees of financial organizations than that of financial organizations. Another important finding of the present study has demonstrated greater commitment of financial employees. This finding is in the expected direction. A close examination shows that the financial organizations employees are entrusted with greater responsibility and it is natural that they could have greater commitment to the organization. It is important to note that greater commitment to organization is tied up with lower intention to leave the organization and this, in turn, reduces employees' intention to leave the organization. On the contrary, the employees of administrative organizations were found to indicate less commitment to organization and it can be postulated that these are not entrusted with as much responsibility as shared by financial employees. The junior employees had demonstrated greater intention to leave the organization when better opportunities are offered elsewhere as they go on exploring and examining the attractiveness of various jobs. The study revealed that the dimensions of role ambiguity, role conflict, role overload, work-family conflict, overall job-stress and intention to leave, were included with the rationale that domain-wise differences could be investigated and analyzed. However, no differences are obtained with respect to any of these dimensions except the dimension of work-family conflict and intention to leave. Similarly, in both the organizations the juniors and seniors demonstrated similar pattern of role stress. Apart from the parameters of role-stress, a number of positive aspects of role behaviour were considered. Yet, no difference was indicated across groups except with respect to organizational commitment. The analysis has indicated that employees of both the organizations have demonstrated similar levels of richness on these aspects except with respect to organizational commitment. The juniors and seniors also have indicated similar pattern of positive attributed.

SCOPE FOR FURTHER RESEARCH

Although wide differences were not obtained, the study could be cited as a case of an interesting investigation. First, a number of multi-criteria have been included. Future studies could be addressed to investigate more organizational types. The present investigation has included employees from financial and administrative organizations. There are other types of organizations such as educational and industrial organizations. The study or role stress may be directed to all types of organizations. Moreover, the examination or role stress in the context of pertinent socio-demographic variables is like to offer many useful points. Although, the present study has considered some of the socio-demographic features, other socio-demographic variables such as urban-rural differences have been excluded. It is possible that the investigation of role stress across urban-rural groups would provide significant information. Future studies need to be addressed to this objective.

CONCLUSION

Despite the possibilities of refinements in future, the present study makes an important contribution in the form of empirical investigation of job-related stress. It is quantitative and precise. All the occupational stressors have been analytically and statistically discussed to make the observation understood by the researchers. Though, a brief study regarding management of stress has been elaborated, care has been taken to point out the significant coping strategies to reduce the stress problems. A broad and analytical observation regarding the analyses of occupational stress and its management has been investigated in the present study. Such study leads to a point from where more refined studies could emerge.

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