



A study on Relationship between Organizational Role Stress and Job Satisfaction

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ABSTRACT

The present study is analyzing the various dimensions of Organizational Role Stress like role stagnation, role overload, inter role distance, role ambiguity and role expectation conflict in relation to job satisfaction. In practical implication it can be base for developing HR policies and training & development process. The pace of business market has made job environment competitive. The employees to cope with this pace get caught into role stress in the midst to balance work and personal life. Using ANOVA, correlation and regression study seeks to find out the correlation and causal effect between stress dimension and job satisfaction in addition variance with demographic factors.

Keywords:

1. Introduction:

Stress has always been a part of human existence. Due to the competitive nature of the job environment most of the people are spending their time for job related work purposes resulting ignore the stressor those are influencing their work and life. Usually people are more worry about their outcome of their work that can even affect the way they treat other people and how they communicate with their peers.

The present study is undertaken to analyze the various dimensions of Organizational Role Stress (ORS) like role stagnation, role overload, inter role distance, role ambiguity and role expectation conflict and its correlation with that of the job satisfaction among the employees of Surat region Organization in turn can use the study to evaluate and design its HR functions to control the stress level of employees and there by attain high level of job satisfaction. This will enhance the organizational capability to maintain satisfied employees and provide strategy to improve the satisfaction level of existing employees. The study focuses on analyzing the various Stress dimensions and its impact on Job Satisfaction among the employees of Surat Region.

2. Literature Review:

Role stress, as originally theorized by Katz and Kahn (1966), results from an employee's role conflict and role ambiguity.

A fundamental premise of occupational stress models is that elements of the objective work environment are evaluated by employees through an appraisal process, which then results in a physiological, psychological, or behavioral response (Jex 1998). As Cox (1978) asserts, job strain does not necessarily result from the source of the pressure but rather from the employee's perception of the pressure. It is generally recognized that there is a significant variance in the degree to which salespeople perceive job conditions as stressful (Boles, Johnston, and Hair 1997; Srivastava and Sager 1999). This suggests that the same event (e.g., amount of work) may be perceived as highly stressful by some and not stressful by others.

There is evidence that stress arising from trying to simultaneously resolve the conflicts between the duties of all of these roles can affect an employee's job satisfaction (e.g., Higgins and Duxbury 1992; Kossek and Ozeki 1998). Further, the ambiguity that arises from being uncertain as to how much latitude in behavior a salesperson has in resolving these con-

licts can also reduce job satisfaction (Behrman and Perreault 1984; Fisher and Gitelson 1983).

(K. Chandraiah, S.C. Agarwal, P. Marimuthu, N. Manoharan, 2003) Age can be explained in the terms, that the individuals matured personality disposition related to the attainment of developmental tasks specific to each developmental phase and its influence on individuals perception of the situations as stressful or otherwise. The Occupational Stress Index (OSI) developed by Srivastava and Singh (1981) and Job Descriptive Index (JDI) by Smith Kendal (1963) were used to assess the level of job stress and job satisfaction of the sample. The study found that the age found to be negatively correlated with occupational stress and positively with job satisfaction.

Extreme stress is so aversive to employees that they will try to avoid it by withdrawing either psychologically (through disinterest or lack of involvement in the job etc.) Physically (frequent late coming, absenteeism, lethargy etc.) or by leaving the job entirely (Beehr and Newman, 1978).

Researchers have found that the low job satisfaction was associated with high stress (Hollingworth et al., Abdul Halim, 1981; Keller et al., 1975; Leigh et al, 1988).

(Jay Prakash Mulki, Felicia G. Lassk, and Fernando Jaramillo, 2008) investigated the effect of work overload and self-efficacy on important job outcomes—capability rewards and pay satisfaction. Utilizing social cognitive theory, the job demands control model, and the psychological contract notion and this paper provides evidence that role stress and work overload mediate the effect of self-efficacy on capability rewards and pay satisfaction.

Sales research views self-efficacy as a critical variable that can influence salespeople's perceptions and responses to challenges and negative situations in the job (Dixon and Schertzer 2005).

(Nilufar Ahsan, Zaini Abdullah, David Yong Gun Fie, Syed Shah Alam, 2009) investigated the relationship between job stress and job satisfaction. The determinants of job stress that have been examined under this study include, management role, relationship with others, workload pressure, home-work interface, role ambiguity, and performance pressure and

found significant negative relationship between job stress and job satisfaction.

(Boles, James S. Wood, John Andy Johnson, Julie, 2003)The effects of role conflict, role ambiguity, and work-family conflict on overall salesperson job satisfaction have been examined in previous studies across work settings. Less attention has been given to the interrelationships between role conflict, role ambiguity, and work-family conflict with various facets of job satisfaction. The moderating role of gender has also received relatively little attention in the sales force management literature than it may warrant. There were significant differences among these relationships between male and female salespeople.

3. Methodology

3.1 Conceptual Framework for the study

As per literature review studied stress dimensions shown below are considered to be appropriate and taken up for this correlation study between Role stress and Job Satisfaction among the various levels of employees in Surat Region.

3.2 Objectives of the study:

- o To find out the different factors (Stressors) which leads to role stress among the various level of employees Surat Region
- o To identify the correlation between each identified factors of Role Stress with respect to Job Satisfaction.

3.3 Hypothesis:

Statement 1: There is a negative correlation between Organizational Role Stress and Job Satisfaction.

3.4 Sampling and Method of Analysis

The Population of the study is the employees of different organization of Surat region. The consumers have been selected by simple random sampling technique through structured questionnaire. The questions are measured by using Likert five point scales. The data & Information have been collected from 250 employees and limited to year 2011-2012. The results were reliable and were satisfactory as cronbach's alpha exceeds .70 being standard limit.

4. RESULTS AND DISCUSSION

Figure-1: Mean values of various stressors prevailing among the employees of Surat Region

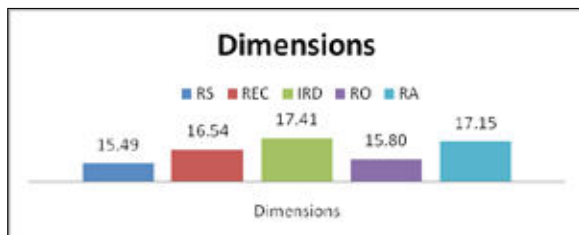


Table-2 Correlation Analysis- Variables (RS, REC, IRD, RO, RA, Stress, JS)

		RS	REC	IRD	RO	RA	JS	Stress
JS	Pearson Correlation	-.023	-.006	-.026	-.049	-.015	1	-.035
	Sig. (2-tailed)	.722	.925	.691	.451	.811		.585
	N	244	244	244	244	244	244	244
Stress	Pearson Correlation	.738(**)	.762(**)	.620(**)	.674(**)	.696(**)	-.035	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.585	
	N	244	244	244	244	244	244	244

The figure-1 depicts that most of the employees have low Inter Role Distance. It means they think that they handling their both life i.e. personal life & work life very well. Whereas most of the employees have good Role Stagnation. It means they think that they are not stick on the same job and they have more growth opportunity.

Table 1: ANOVA- relationship between RS, REC, IRD, RO, RA, Stress and JS with different demographic factors.

		Experi- ence	Educa- tion	Age	Grade	MRTS	Gen- der
RS	Between Groups	.228	.163	.001**	.018*	.324	.783
	Within Groups						
	Total						
REC	Between Groups	.001	.531	.001**	.113	.627	.043*
	Within Groups						
	Total						
IRD	Between Groups	.245	.885	.000**	.592	.329	.007**
	Within Groups						
	Total						
RO	Between Groups	.526	.109	.022*	.884	.776	.369
	Within Groups						
	Total						
RA	Between Groups	.389	.944	.863	.743	.491	.169
	Within Groups						
	Total						
JS	Between Groups	.095	.043*	.249	.607	.144	.320
	Within Groups						
	Total						
Stress	Between Groups	.359	.350	.443	.153	.673	.043*
	Within Groups						
	Total						

Table-1 exhibits that Role Stagnation has significant variance with the age and grade of the employee. Role Expectation Conflict and Inter Role Distance has significant variance with age and gender. Role Overload shows significant variance with age of the employee i.e. varying experience and maturity. Stress has significant variance with gender.

Table-2 exhibits that there is significant positive correlation between stress and dimension of stress. Job Satisfaction and Stress have negative correlation but it's not significant for the sample of the study.

Table 3: Regression Analysis- Dimensions with the dependant variable Job Satisfaction Coefficients (a)

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		Beta	Std. Error	Beta			
1	(Constant)	12.568	.729			17.239	.000
	Role Stagnation	-.007	.035	-.016		-.201	.841
	Role Expectation Conflict	.010	.038	.021		.251	.802
	Inter Role Distance	-.009	.035	-.019		-.265	.791
	Role Overload	-.018	.029	-.047		-.639	.523
	Role Ambiguity	.003	.039	.006		.075	.940
	R2	.003					
	Adjusted R2	-.018					
	F	.139					
	N	244					

a Dependent Variable: JS

Table 3: Exhibits that the coefficient of regression (R2) is .003 and adjusted R2 is -.018. It is inferred that about 1.8 percent of the negative variation in dependent variable (Job Satisfac-

tion) is explained by the independent variables (stress dimension). The proposed model gives F-statistic equals to .139 but this is not significant for the sample studied. It is inferred that job satisfaction is an effect of other factors like incentive, salary, performance appraisal etc. not only due to stress.

5. CONCLUSION

This study examines the relationship between organizational role stress and job satisfaction with reference to employees of Surat region. The most of the employees believes they have growth opportunities and balance personal as well as work life (good role stagnation and low inter distance role). Stress dimensions have significant variance with gender, age and grade of the employee.

There is negative correlation between the Stress and Job Satisfaction. It means when the stress level increases among the employees it will have a negative effect on Job Satisfaction. Negative effect will be decrease in Job Satisfaction. The reason for increase in the stress level could be many like lack of clarity in their roles, overload of work, assignments, relationship conflict among the employees etc.

Job Satisfaction has negative correlation with stress not reflected significant for sample studied. Stress and Job Satisfaction have no significant causal relationship it may be because job satisfaction may get influenced by other factors like incentive, performance appraisal.

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