

A Study of Organisational Role Stress and Job Satisfaction Among Executives in Punjab

Ritu Lehal

Department of Correspondence Courses, Punjabi University, Patiala

Abstract

The study includes two important variables related to behavioural science viz., Organisational role stress and Job satisfaction. It includes the whole State of Punjab and 200 executives (men and women) from both public and private sector units. The study reveals that in case of ORS and JS both, the results of public sector are better than private sector. Further in public sector, female executives are more stressful than males. But in case of JS, in the same sector, female executives are more satisfied with their jobs. The correlation analysis brings to light that there is a strong but negative relationship between two variables. The t-test also confirms the significance of studying the two variables together.

INTRODUCTION

Until recently, Indian Organisations had never bothered about the issues related with human behaviour. Modern society is organisational in nature. But presently organisational behaviour has become a separate field of study and Indian organisations have also started thinking on the pattern of Multi National Corporations which are successfully running their business in India. Organisational behaviour is basically an interdisciplinary approach. OB focuses attention on people with humanistic point of view. It studies human behaviour at individual level, group level and organisational level. Organisations are moving from theory X to Theory Y of Mc Gregor. It has become very important for management to understand behaviour related problems of people working in the organisations for achieving the predetermined goals. The issues which are gaining importance these days are-- if

the people are under organisational/occupational role stress, if the quality of work life is as per their requirements, if they are satisfied with their jobs and if managerially they are successful or not. The level of these two behavioural issues, Organizational Role Stress & Job Satisfaction will vary from person to person, group to group and organisation to organisation.

Management problems have become more and more complex with the gradual disappearance of traditional systems operated by authoritarian or paternalistic leadership. Human psychology and organisational behaviour are the areas, which are generally ignored in Indian organisations. Unfortunately, in India, organisational behaviour, interpersonal processes, human relations and applied psychology have been given a back seat in comparison with the areas like, finance, accounting, quantitative techniques etc. But with introduction of the concepts like liberalisation and privatisation, these psychological problems are not easy to ignore in Indian organisations also. Even the better facilities provided by MNCs are not able to control the increasing level of stress among the executives.

So, an effort is needed for analysing and removing these issues on humanitarian grounds. This research work is an attempt in this direction. Increasing the level of job satisfaction among managers and developing a stress free climate to work may well be the areas where we can hope, significantly, to raise the level of executive performance, achievement and satisfaction. The two factors taken for study purpose have their own impact and influence on the psychology of human beings. The importance, need and indeed, even relevance of creating a stress free climate for managerial personnel are often overlooked. It is perhaps for this reason that little has so far been done specifically to study and explore the human factor in relation to job satisfaction and in relevance of a tension free climate in this context.

Many of the research efforts, so far have been directed towards problems related to policies and programmes, training and development of employees etc., for improving the productivity of an organisation. Although many studies have been conducted individually either on ORS or on JS, this study is an effort to understand the two concepts jointly along with their relationship.

Till now most social science researches have either totally excluded women from consideration or assumed them to behave in much the same way as men. In this study we have tried to analyse the problems of men and women executives differently. This research is not only an effort to compare the executives of Public and Private sector but also to compare the men and women executives in Punjab.

The comparative nature of the study would help in revealing weak spots and would lay down the ground for working out relevant and remedial measures

to strengthen the system. The suggestions given in this study would try to locate the drawbacks, which affect the satisfaction level and effectiveness of the managers.

REVIEW OF LITERATURE

Mohan, Jatindra and Riar Manpreet (1997) investigated into the job satisfaction of prison officers in relation to eysenckian personality dimensions; self-esteem alienation and quality of work life. The sample size comprised of 80 senior and middle level prison officers of Punjab in the ratio of 10 superintendents, 15 Deputy superintendents and 55 Assistant superintendents. The results showed that job satisfaction was positively correlated with most of quality of working life dimensions. Job satisfaction was negatively correlated to alienation and self-esteem. Hierarchical level analysis showed that superintendent scored highest on alienation and quality of working life dimensions. Assistant superintendents were higher on extroversion. Religion-wise analysis revealed that Hindu officers were higher on extroversion, while Sikh officers were higher on quality of working life dimensions.

Biswas (1998) examines the effects of six life style stressor i.e. performance, threat, boredom, frustration, bereavement and physical or organizational commitment. Job involvement and perceived organizational effectiveness across job levels (managers, supervisors and workers). Data was collected from 160 employees belonging to nine different organization located near Vidalia. Findings suggest that performance; threat and frustration stressors are significant predictors of organization commitment whereas none of stressors predict job involvement than super in forces and works. Workers report significantly higher performance stress than managers and supervisors.

Rutledge, John Edvord (2000) studied organizational role stress in two small law enforcement agencies. A total of 86 officers were surveyed as part of this study. The objectives of the null hypothesis are to examine compare the self reported existence of role stressors that exist within the agencies and between the agencies. The research found that there is a difference between the agencies new questions wise from the study as to the nature and cause of the organizational stress differences that warrant further research.

Nirmala (2002) attempted to identify main sources of occupational stress and the relationship between various sources of occupational stress and job performance. The respondents were 175 cashiers-cum-clerks of nationalized banks of Haryana. The findings show significant negative co relation between the major sources of occupational stress and job performance. The relationship of other occupational variables was also in expected directions, though not significant.

Lehal and Singh (2005) Studied Organisational Role Stress among college

teachers of Patiala district. The study indicated that the level of organisational role stress in government college teachers in Patiala district is significantly low than that being experienced by private college teachers.

OBJECTIVES

This research work includes the following objectives :

- To study Organisational role stress and Job satisfaction among various executives in the whole State of Punjab.
- To compare the executives of Public and private sector on the basis of these two variables in Punjab.
- To compare the men and women executives on the basis of above mentioned two variables.

RESEARCH METHODOLOGY

Scope

The research work includes the whole State of Punjab. Chandigarh being the capital of the State also comes under the purview of this study. The executives from different public and private sector units have been taken for this research work. The Private sector units cover the Multi National Corporations like Quark and Pepsi and also the industries like Kandhari industries, executives from private textile units in Amritsar, executives from Hosiery units in Ludhiana and Sports industry in Jalandhar and Escorts in Patiala etc. The private sector banks like ICICI bank, HDFC bank, Bank of Punjab are also among some organisations from which the data were collected. A few executives from private insurance companies were also consulted like, Max New York Life Insurance, ICICI prudential, Birla Sunlife etc.

The public sector units from which executives were selected are- Punjab State Electricity Board, Bhakhra Beas Management Board, Pollution Control Board and various other Government Departments. The executives from some Public sector banks like State Bank of Patiala, Punjab National Bank, Punjab and Sindh Bank were also covered in this research. A few nationalised Insurance companies do come under the purview of this work. Overall, the researcher has tried her best to include each and every type of units/ companies/Government and non-Government Departments of the Punjab State for the research work.

Sample

To see the present state of ORS and JS among executives, data were

collected from hundred executives of public sector and hundred executives of private sector undertakings from the whole State of Punjab. Out of these hundred, fifty were male and fifty were female executives. For selecting executives, random and convenient sampling techniques were used.

Data Collection

The study is based on primary data. The data were collected from executives on two different questionnaire-cum-scales from different organisations in Punjab. The researcher visited so many places and personally requested the executives to fill the questionnaires as early as possible. It was also a difficult task to get the forms filled from women executives, as the number of women executives is very less in almost all the organisations whether in public or in private sector.

Questionnaire-cum-Scales

Two different questionnaire-cum-scales were used for the two variables. The details have been discussed one by one.

(i) Organisational Role Stress Questionnaire

This scale has been developed by O.N. Srivastava and it consists of 46 items, each to be rated on a five point scale. These items are- Role overload, Role ambiguity, Role conflict, group and politics pressure, persons, underparticipation, powerlessness, poor peer relations, impoverishment, low status, strenuous working condition and unprofitability. Out of these, 28 items are termed as True keyed and 18 are False keyed items. False keyed items are reflected in positive statements. The executives can be divided in following categories-

Category	Score
Less Stressed	Below 122
Moderately Stressed	123 to 155
Highly Stressed	Above 156

(ii) Job Satisfaction Questionnaire

This questionnaire has been developed by B.L. Dubey, C.K. Maini and K.K. Uppal (All from Panjab University, Chandigarh). Job satisfaction questionnaire contains 20 statements regarding different factors, which can affect the satisfaction level of a person. These factors are- Promotion, salary, confidence in management, favouritism, supervision, working conditions, job security, suitability of job, qualification and experience, satisfactory relations, learning opportunities, team spirit, welfare facilities and advancement in job.

The scoring has been obtained on a five-point scale, the possible range of which is 20 to 100. Higher score indicates greater job satisfaction. On the basis

of calculated mean and standard deviation, executives have been divided into three categories :

Category	Score
Highly Satisfied(with the Job)	More than 79.4
Moderately Satisfied	55.3 to 79.4
Less Satisfied	Less than 55.3

This scale has already been used by many researchers and its validity has also been tested. The Higher the score, the higher is the satisfaction from the job.

DATA ANALYSIS

Before going into detail, let us reiterate that the data have been collected from 200 executives working in different organisations in the state of Punjab. The data were collected through separate questionnaire-cum-scales for both the variables selected for this research work. These are ORS questionnaire (by Dr. O.N. Srivastava and JS questionnaire (by Dr. B.L. Dubey).

ORGANISATIONAL ROLE STRESS

Stress is a gift of modern life structure. Even in the organizations, executives are not free from stress attached to their jobs and to the role they play in their organisations. If we analyse Table 1, in Public sector, executives are comparatively less stressful. In Public sector, where overall result is better female executives are more stressful as compare to male executives. (Mean-137.58). But none of them fall in highly stressful category. In Private sector, the level of stress is very high. The male executives are more stressful (mean-149.1) and female executives have a little less stressful job in Private sector. Four/Five female executives are quite near to the first category i.e., highly stressful caetegory. Among Male executives, five executives are in the first category and another five are quite close to the first category. The jobs in private sector, although highly paid, are generally overloaded, and demand longer working hours as compared to public sector. Job insecurity attached to the

Table 1

Organizational Role Stress

	Public Sector		Private Sector	
	Male	Female	Male	Female
Total Score (50 executives each sector)	6670	6879	7455	7268
Mean Score	133.4	137.58	149.1	145.36

job is also a source of stress in Private sector.

JOB SATISFACTION

Job Satisfaction is a concept that directly affects the behaviour of a person at work place. As far as the level of Job Satisfaction in the organisations in Punjab is concerned, Table 2 explains that the executives in Public sector feel their jobs more comfortable and satisfaction level is quite high in Public sector. Among Male executives, except six, all other fall in the category of highly satisfied executives. As far as the results of female executives are concerned these are even more appreciable (mean 85.28). Except four executives, all come under the first category. Female executive in Public sector find that management has confidence in them, salary packages are satisfactory, job is secured and welfare facilities are sufficient in the organisations. It indicates that women executives feel more comfortable in Public sector as compared to men.

Table 2

Job Satisfaction

	Public Sector		Private Sector	
	Male	Female	Male	Female
Total Score (50 executives each sector)	4225	4264	3145	3001
Mean Score	84.5	85.28	62.9	60.02

The results of Private sector are quite different. The overall score is not much appreciable. Among male executive only three come under the Ist category. Even nine executives fall in third category i.e. the category of less satisfied with jobs. Rest all fall in moderately satisfied category. The results in case of female executives (mean 60.02) are even worse than male executives. Only one executive fall in first category and fourteen executives come under the third category. The reason may be long working hours, promotion pattern, less chances of advancement in job, less team spirit etc.

COMPARISON OF THE VARIABLES

A comparison is necessary to be made in such type of studies where we can easily come to know about the actual relationship between the two variables. This comparison will make it convenient for the researchers to find that whether the variables have strong or weak relationship. It will further facilitate that whether

the two variables should be studied simultaneously or separately.

A Study of Inter-Relationships

After analysing the data on the basis of questionnaire-cum-scales, in order to study the relationship, the help of statistical technique i.e, Correlation Analysis has been taken. The coefficient of correlation will vary from -1 (a perfect negative relationship between the variables X and Y) to +1 (a perfect positive relationship between X and Y). If r comes to be closer to +1, it means there is a strong and positive correlation between the two variables and there is a complete association between the two variables. This test has been used to find out the relationship among the two variables.

First of all, by using correlation analysis, we find the coefficient of correlation

$$R = -.5024$$

It indicates that there is a strong and negative relationship between the two variables. It further explains that if a person is having more worries related to his job (like- he is overloaded with work, his role/job is not clearly defined, he is not able to participate fully in organizational activities, his job is monotonous and boring, the work assigned to him is unsystematic and not properly planned, he is under group and politics pressure), he would not be satisfied with his job. We can also say that if an executive is satisfied with the salary structure, promotion pattern working conditions, welfare facilities, career advancement facilities, position and importance of his job in the organization and if he has full confidence in management, his stress level will be very low or just negligible.

If N is 10 or larger, the significance of calculating r , will be tested by applying t -test. This test will show the significance of the relationships. The formula is as follows:

$$t = r \sqrt{\frac{N-2}{1-r^2}}$$

If calculated value of t is greater than table value of t at 5% level of significance, it shows that this relationship is significant and the study of such relationship will serve the purpose of the research.

With the help of above-mentioned formula, we have calculated the t values as follows

Calculated t - value

$$\text{ORS \& JS} \quad t = 8.175$$

The table value of t at 5% level of significance and at 198 degrees of

freedom, is 1.645. In above-mentioned case, table value is less than calculated value, which indicates that this relationship is significant. It further indicates that to study the relationship of these two variables and to find out the correlation coefficients between two variables, is significant from statistical point of view.

PRESENTATION OF DATA

The scores obtained with the help of questionnaire-cum-scales and their keys can be presented in pictorial form. The presentation of data has been carried out with the help of Pie charts which further confirms the same results. Pie Diagram is a good method of presenting the data. For coming out with some conclusions about the data, a person need not to go through the entire tables but the position can be clearly seen at a glance and a comparison can be quickly made.

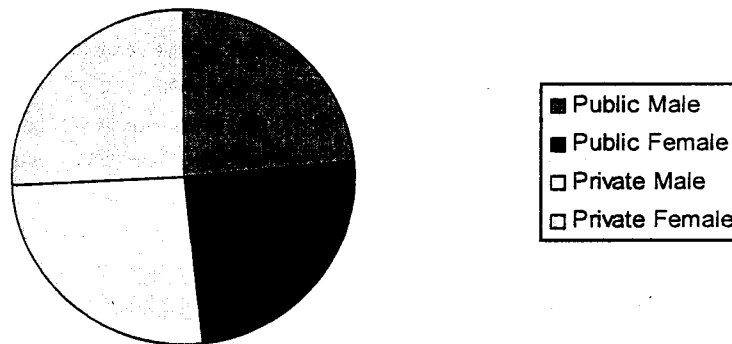


Figure 1 : Pie Chart Showing Comparison of Mean Values of ORS

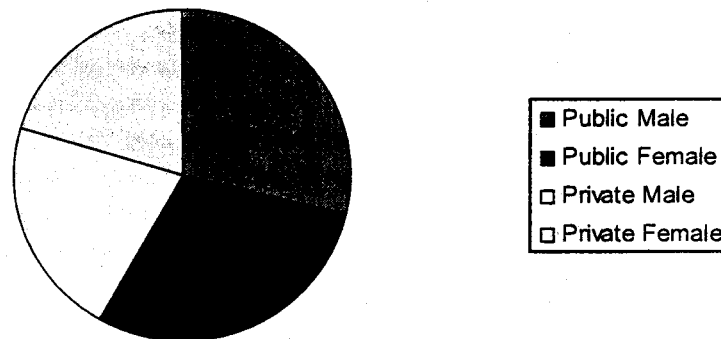


Figure 2 : Pie Chart Showing Comparison of Mean Values of JS

Figure 1 indicates that the male executives in private sector are under maximum stress. The female executives are also under stress but as compared to males they are under less stress. The male executives in public sector are less stressful than female executives.

The position of Job satisfaction can be seen in Figure 2, which indicates that the female executives in public sector find their jobs highly satisfied. Even the male executives of same sector are also satisfied with their jobs. In private sector female executives are less satisfied than the male executives.

The Pie Charts are indicating clearly the position of various male and female executives in public and private sector. The pictorial form of presenting the data is confirming the same results which were obtained by analyzing the data.

MAIN FINDINGS

- In case of Organisational Role Stress, the results of public sector executives are better than private sector executives. It means that the executives in public sector are less stressful in their organisations. In the same sector, female executives are more stressful. In private sector, where overall stress level is very high, male executives are more under stress than females.
- The scores of Job satisfaction explain that the executives in public sector feel more comfortable with their jobs. Even out of the two types of executives, female executives are more satisfied with their jobs. The scores of private sector are not same. Overall the results are not much appreciable in this sector. The female executives do not feel satisfied with the job.
- Overall results indicate that the position of public sector is stronger in case of both the variables viz., ORS and JS. It explains that the unclear and confusing system, which leads to stress is more in private sector and executives are still more satisfied with the job related facilities provided by public sector.
- A study of relationship between two variables, with the help of correlation technique, brings to light that coefficient of correlation between Organisational role stress and job satisfaction indicates a negative relationship and explains that if stress level is high, job satisfaction level will be low or vice-versa.
- To test the significance of coefficient of correlation, t-test is applied. The t-test explains that the relationship between the two variables is significant also. It further indicates that to study the relationship between the variables is significant from statistical point of view.
- The diagrammatic presentation of two variables also confirms the same results, which we have obtained with the help of questionnaire-cum-scales.

The position of men and women executive and a comparison between public and private sector executives can also be clearly seen in various diagrams.

The findings also support the results of some other studies in the related areas. Nirmala (2002) identified the relationship between ORS and job performance among bank employees in Haryana. The findings indicate a significant negative correlation between these two variables. Sadhna Mahajan (2002) also worked in the direction to find the role stress in male and females clerical cadre employees. The results show higher role stress in male employees than female employees. Lehal and Singh (2005) compared ORS among private and government college teachers. This research work also reveals that overall stress level is higher among private college teachers.

RECOMMENDATIONS

- Organisational role stress is a factor, which has a negative role to play especially in private sector. To reduce the stress level in private sector executives, work overload should be controlled, the role clarity should be there, group and political pressure should be reduced, the jurisdiction of authority should not create any uncertainty and ambiguity of the role, the person should not be kept so busy that he is not able to fulfil his social obligations, he should have sufficient time to solve domestic and personal problems. The male executives are more stressful especially in comparison to the female executives, because they have very long working in private sector. So, the organisations must carefully visualise, how much maximum time a person can devote in the organisation and that too by working in an efficient manner. He should not feel exhausted, when he comes out of his office. Even these days some organizations are trying to use the techniques like meditation or yoga etc. These techniques are also helpful in relieving from the tensions, frustrations and stress.
- In case of Job satisfaction, executives in public sector find their jobs more comfortable and satisfactory. In private sector, the management must pay attention to certain factors like- proper promotion system, less favouritism, proper working conditions, job security, proper utilisation of ability and qualification, improving learning skills, high level of team spirit and cooperation etc. Women executives have shown a very low score in private sector. It indicates that, for women executives different factors are responsible for leading towards job satisfaction. The women executives do not feel satisfied with promotion policies, compensation etc. Another factor, which mainly leads to job dissatisfaction, is, insecurity in job. This result indicates

that though high salaries are paid to the private sector executives but it's not sufficient alone for getting full satisfaction from the job.

- Further, Organisational role stress and job satisfaction have a strong, but negative relationship. It will also help the management in taking policy decisions that if they want to achieve high level of satisfaction, the stress level should be kept minimum in executives.
- These days, the executives are not putting more emphasis on salary or promotion, but the issues like affection, belongingness, warmth & friendly atmosphere, recognition, self-growth, self-fulfilment are gaining more and more popularity. So, these issues should be given due attention by the management.
- In general and particularly in Punjab, the organisations in private sector must know the fact that although they are paying very high salaries to executives, but their long working hours, excessive work-load etc. are creating a lot of stress on the employees. This stress affects the working efficiency of an executive adversely. The management of private sector organisations must try to foresee the negative role of stress in present as well as in future.
- Executive development programmes should be well arranged in the interest of all levels of executives. In order to achieve the high level of effectiveness, proper training must be imparted to executives. Conducting one-day seminars for creating awareness about the variables under study viz., Organisational Role Stress and Job Satisfaction, will also work favourably.

SCOPE FOR FUTURE RESEARCH

The results of the present study indicate that there are so many related areas, open to further research. The overall stress level in almost all the organisations has increased so much that separate studies should be conducted on organisational role stress. Even the organisations, at their own levels should also conduct minor research studies on the behaviour of its employees/executives. The study can be conducted again after some gap to find the positive or negative affect in attitude or behaviour of executives. Earlier there were not much private sector companies in India to be compared with the public sector. Before adoption of liberalization by Government of India, Public sector undertakings had never bothered about such psychological issues like stress, Quality of work life, Job satisfaction etc. But now the researchers have ample scope of research to study some psychological problems, that too by comparing public and private sector executives. Some separate studies can also be conducted for women executives because these days they are gaining

more importance in corporate sector. The issues related to women executives were never given much importance by any sector. Now women in India have equal opportunity to get proper education and equal chances for getting good jobs. So, their problems should be analysed and solved separately.

References

- Mohan, Jitendra; and Riar, Manpreet (1997), "A Study of Job Satisfaction and its Correlates in Prison Officers", *Indian Psychological Review*, Vol. 48, No. 2, pp. 67-74.
- Biswas, S.N.; and Tripathi, R.C. (1998), " Organisational Culture and Contextual Culture: A Cross Cultural and Cross Organisational Study," *Prajanan : Journal of Social and Management Science*, Vol. 27(3), Dec., pp. 247-252.
- Rutledge John Edward (2001), "Ph.D. Thesis", *Dissertation Abstract International*, Vol. 62, No.2, August.
- Nirmala (2002), "Occupational Stress and Job Performance: A Study in Banking Industry", *PIMR*, Vol. 6, No. 1-2, April-October.
- Lehal, Ritu; and Singh, Sukhdeep (2005), "Organizational Role Stress among College Teachers of Patiala District: A Comparative Study of Government and Private Colleges," *RIMT Journal of Strategic Management & Information Technology*, Vol. 2, No.1 & 2, Jan.-June.
- Bose, Sudeepa; and Agarwal Manisha (2003), "Work Environment and Perceived Fulfillment of Psychological Contrast: A Study of Private and Public Sector Organisations," *Indian Journal of Industrial Relations*, Vol. 38, No.4, April, pp. 460-479.
- Ciorciari, Fazio, T. (1994), "The Relationship of Supervisory Communication, Characteristics of Job Satisfaction. Job Performance and Royalty to an Immediate Spouse of Public Sector Employee", Ph.D. Thesis, *Dissertation Abstract International*, Vol. 54, No. 7, January.
- Clark, E. Endrew (1996), " Job Satisfaction in Britain", *British Journal of Industrial Relations*, 34 : 2, June, pp. 189-217.
- Farooque A. Shah (2003), "Role Sress in Indian Industry: A Study of Banking Organisations," *Indian Journal of Industrial Relations*, Vol. 38, No.3, Jan.
- Mohammad, Journal; and Jia-ul-Xie (1991), "A Relationship between Managerial Style and Job Involvement, Job Satisfaction and Perceived Job Stress in China", *International Journal of Management*, Vol. 8, Sept.

- Mahajan Sadhana (2002), "Impact of Certain Demographic Variables On Organizational Role Stress" *Indian Management Studies Journal*, Vol.6, April.
- Mamuthy, C. (1990), "Effect of Organisational Culture on Managerial Effectiveness", *Indian Management*, May.
- Mathieu, John E.; Hofmann, David A.; and Farr, James L. (1993), "Job Perception - Job Satisfaction Relations : An Empirical Comparison of Three Competing Theories", *Organisational Behaviour and Human Decision Processes*, 56, pp. 370-387.
- Mc Quarrie, Fiona; Anne Elizabeth (1995), "Professional, Organisational, Personal : The Effect of Ideology on Job Satisfaction and Organisational Commitment", *Ph.D. Thesis*, submitted to University of Alberta, Canada.
- Pandey, Anirudh (1995), "Role Efficacy and Role Stress Relationship", *Indian Journal of Industrial Relations*, Vol. 31, No. 2, October.
- Prasad, Niranjana (2002), "Stress Management : A Vital Issue in Organisations," *Administration and Management Review*, Vol. 14, pp. 11-22.
- Rahman, Tania; Rahman, Tasmina; and Khaleque, Abdul (1995), "Job Facets and Job Satisfaction of Bank Employees in Bangladesh", *Psychological Studies*, Vol. 40, No. 3, pp. 154-156.
- Singh, Mira; and Pestonjee, D.M. (1990), "Job Involvement, Sense of Participation and Job Satisfaction : A Study in Banking Industry", *Working Paper Series*, IIM, Ahmedabad.