

A STUDY ON ASSESSING ORGANIZATIONAL ROLE STRESS LEVEL OF EMPLOYEES - SIGNWARE

Submitted in partial fulfillment of the requirements for the award of

MASTER OF BUSINESS ADMINISTRATION

By

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SCHOOL OF MANAGEMENT STUDIES

SATHYABAMA

INSTITUTE OF SCIENCE AND TECHNOLOGY

(DEEMED TO BE UNIVERSITY)

**Accredited with Grade “A” by NAAC I 12B Status by UGC I Approved by AICTE
Jeppiaar Nagar, RAJIV GANDHI SALAI, CHENNAI - 600 119**

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SCHOOL OF MANAGEMENT STUDIES

BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of **RAICHEL .B 40410135** who carried out the project entitled **A STUDY ON ASSESSING ORGANIZATIONAL ROLE STRESS LEVEL OF EMPLOYEES - SIGNWARE**

under my supervision from November 2021 to January 2022.

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ABSTRACT

The recruitment division of every company lay their emphasis more on closing as many vacant positions as possible in a shorter duration but they are not able to realize what they are losing in the long term.

On the positive side the staffing department is making huge productivity, able to sustain in the market but on the other side they are not able to understand the damage that's happening in the long term by not providing the necessary knowledge and interest in recruitments. This damage is caused because of the high pressure the recruiters going through and the depression of not able to achieve the unrealistic targets also results in lessening the motivational levels. The damage is so strong that in long term the consultancy loses on its reputation and also on its potential. The current study has investigated the various factors which have contributed to the stress experience of Signware Technologies employees. It aims to verify the effectiveness of stress management in improving the level of employee productivity of Signware Technologies to describe their levels of job stress and to discuss the factors that contribute to employees ' stress experience and recommending measures for preventing distress within the organization .

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CHAPTER 1

INTRODUCTION

1.1 ORGANIZATIONAL ROLE STRESS

We generally believe that the stress is caused by the external events and the dynamics of the environment. But we need to emphasize the fact that the Stress is caused by our reaction to the external environment. The manner in which we perceive and understand the changes or the particular event creates same event can bring happiness and cause Stress in two different people depending upon how they react to it. When students are asked to prepare a presentation, some may take it to be an opportunity to reveal their talents and to improve upon their weakness while the other students may be perturbed by it for the fear of his weakness. So, Stress is our reaction to external events and it can be positive or negative depending upon how we react. It is the general wear and tear of the body machine that takes place due to extra demands put on it.

We can define Stress as “body’s non-specific response to any demand made on it”. Stress is not by definition synonymous with nervous tension or anxiety. On one side Stress provides the means to express talents and energies and pursue happiness on the other side it can also cause exhaustion and illness, either physical or psychological. Stress is a condition or feeling experienced when a person perceives that demands exceed the personal and social resources the individual is able to mobilize. Organizational role stress is the stress arising out of the set of functions an individual performs in an organization.

There is no shortage of factors within the organization that can cause stress. Pressures to avoid errors or complete tasks in a limited time, work overload, a demanding and insensitive boss, and unpleasant coworkers are a few examples.

FACTORS CAUSING ORGANIZATIONAL ROLE STRESS

The factors contributing organizational role stress are given below:

1.1.1 INTER-ROLE DISTANCE (IRD)

When an individual occupies more than one role there are bound to be conflicts between them. For example, a lady executive often faces a conflict between her organisational roles as an executive and her family role as a wife and mother.

1.1.2 ROLE STAGNATION (RS)

With the individual's advancement, the changes; and with his change in role, the need for taking on a new role becomes crucial. This problem of role growth becomes acute especially when an individual who has occupied a role for a long time enters another role in which he feels less secure.

1.1.3. ROLE EXPECTATION CONFLICTS (REC)

This type of stress is generated by different expectations by different significant persons, i.e. superiors, subordinates and peers, about the same roles and the role occupant's ambivalence as to whom to please.

1.1.4. ROLE EROSION (RE)

A role occupant may feel that the functions he would like to perform are being done by some other role. Role erosion is the individual's subjective feeling that some important expectations that he has from a role are shared by other roles within the role sets.

1.1.5. ROLE OVERLOAD STRESS (RO)

When the role occupant feels that there are too many expectations from the significant roles in his/her role set, he/she experiences role overload.

There are two aspects of this stress: quantitative and qualitative. The former refers to having too much to do, while the latter refers to things being too difficult and the accountability in the role.

It is more likely to occur where role occupants lack power, where there are large variations in the output and delegation or assistance cannot procure more time.

1.1.6. ROLE ISOLATION STRESS (RI)

This type of role stress refers to the psychological distance between the occupant's role and other's roles in the same role set. It is also defined as role distance which is different from inter-role distance, in the sense that while IRD refers to the distance among various roles occupied by the same individual, role isolation (RI) is characterized by the feelings that others do not reach out easily, indicative of the absence of strong linkages of one's role with other roles. This can be geographic or systemic.

1.1.7 PERSONAL INADEQUACY STRESS (PI)

It arises when the role occupant feels that he/she does not have the necessary skills and training for effectively performing the functions expected from his/her role. This is bound to happen when the organizations do not impart periodic training to enable the employees to cope with the fast changes both within and outside the organization.

1.1.8 SELF-ROLE DISTANCE STRESS (SRD)

When the role a person occupies goes against his/her self-concept, then he/she feels self-role distance type of stress. This is essentially a conflict arising out of a mismatch between the person and his/her job.

1.1.9 ROLE AMBIGUITY STRESS (RA)

It refers to the lack of clarity about the expectations regarding the role which may arise out of lack of information or understanding. It may exist in relation to activities, responsibilities, personal styles and norms and may operate at three stages:

- a. When the role sender holds his/her expectations about the role,
- b. When he/she sends it,
- c. When the occupants receives those expectations.

1.1.10. RESOURCE INADEQUACY STRESS (RIN)

This type of stress is evident when the role occupant feels that he/she is not provided with adequate resources for performing the functions expected from his/her role effectively are not available. Resources may include information, people, material, finance or facilities.

1.2 : INDUSTRY PROFILE

INDIA IT INDUSTRY:

The Indian information technology (IT) industry has played a major role in placing India on the international map. The industry is mainly governed by IT software and facilities for instance System Integration, Software experiments, Custom Application Development and Maintenance (CADM), network services and IT Solutions. According to Nasscom's findings Indian IT-BPO industry expanded by 12% during the Fiscal year 2009 and attained aggregate returns of US\$ 71.6 billion. Out of the derived revenue US\$ 59.6 billion was solely earned by the software and services division. Moreover, the industry witnessed an increase of around US\$ 7 million in FY 2008-09 i.e. US\$ 47.3 billion against US\$ 40.9 billion accrued in FY 2008-09.

IT Outsourcing in India:

As per NASSCOM, IT exports in business process outsourcing (BPO) services attained revenues of US\$ 48 billion in FY 2008-09 and accounted for more than 77% of the entire software and services income. Over the years India has been the most favorable outsourcing hub for firm on a lookout to offshore their IT operations. The factors behind India being a preferred destination are its reasonably priced labor, favorable business ambiance and availability of expert workforce. Considering its escalating growth, IBM has plans to increase its business process outsourcing (BPO) functions in India besides employing 5,000 workforces to assist its growth.

In the next few years, the industry is all set to witness some multi-million dollar agreements namely:

- A 5 year agreement between HCL Technologies and News Corp for administering its information centers and IT services in UK. As per the industry analysts, the pact is estimated to be in the range of US\$ 200-US\$ 250 million
- US\$ 50 million agreement between HCL Technologies and Meggitt, UK-based security apparatus manufacturer, for offering engineering facilities.
- Global giant Walmart has short listed their Indian IT dealers namely Cognizant Technology Solutions, UST Global and Infosys Technologies for a contract worth US\$ 600 million

India's domestic IT Market:

India's domestic IT Market over the years has become one of the major driving forces of the industry. The domestic IT infrastructure is developing contexts of technology and intensity of penetration.

In the FY 2008-09, the domestic IT sector attained revenues worth US\$ 24.3 billion as compared to US\$ 23.1 billion in FY 2007-08, registering a growth of 5.4%. Moreover, the increasing demand for IT services and goods by India Inc has strengthened the expansion of the domestic market with agreements worth rising up extraordinarily to US\$ 100 million. By the FY 2012, the domestic sector is estimated to expand to US\$ 1.7 billion against the existing from US\$ 1 billion.

Government initiative in India's domestic IT Market:

- The Indian government has established a National Taskforce on IT with an aim of formatting a durable National IT Policy for India
- `Endorsement of the IT Act, which offers an authorized structure to assist electronic trade and electronic operations.

Major investments in India's domestic IT Market

- According to Andhra Pradesh Government the state's SEZs and Software Technology Parks of India (STPI) will witness an investment of US\$ 3.27 billion in the next few years.
- VMware Inc, San Francisco-based IT firm is looking forward to invest US\$ 100 million by 2010 in India.
- EMC Corporation's total Indian assets is expected to reach US\$ 2 billion by 2014

Future of Indian IT Industry

The Indian IT sector persists to be one of the flourishing sectors of Indian financial system indicating a speedy expansion in the coming years. As per NASSCOM, the Indian IT exports are anticipated to attain US\$ 175 billion by 2020 out of which the domestic sector will account for US\$ 50 billion in earnings. In total the export and domestic IT sector are expected to attain profits amounting to US\$ 225 billion along with new prospects from BRIC nations and Japan for its outsourcing operations.

1.3: COMPANY PROFILE

Signware Technologies is a software development company based in Chennai established in 2005. We take pride in introducing ourselves as one of the top Software and website development company in Chennai and most creative and ingenious among our peers, in this industry. We provide the latest technology and most innovative solutions, allowing us to give our customers the best service possible. We believe in working with the client, rather than for the client. This gives us an opportunity to understand the exact needs of the client. We provide the most effective and performance oriented company to our customers. In a very short span of time we have been able to make a name for ourselves in our field. We primarily develop a full life cycle software development and engineering services to independent software vendors, systems companies and companies offering enterprise, cloud, web, social networking, media and mobile applications. And also develop web-sites and web based applications, our area of expertise includes Web Design & Maintenance, Flash based Websites, Web application development, 2D-3D animation, Mobile Phone application development, Domain Name Registration, Search Engine Optimization (SEO). Our key technological expertise include, but is not limited to, Database Administration(DBA), Dot Net, PHP, C#, DHTML, CSS, Flash, Photoshop, JAVA & Android.

The company develops markets, sell and support software products, web-sites and offers turnkey solutions to customers. Signware provides offshore programming services, Application Development and Integration Services, Web Design and Development Services. Our development centre focuses on timely delivery of quality and meaningful secured Solutions, at an affordable price, that foster measurable results and satisfaction to our clients.

QUALITY POLICY

Our Quality Objectives:

- To achieve 'Timely' and Zero Error delivery.
- To achieve minimum 30% of business growth every year.
- To provide customer support immediately and within 24 hours.
- To Achieve 100% Customer Satisfaction.
- To deliver minimum 90% orders on time.

SERVICES

- Software Designing & Development
- Web Development
- Social Media Marketing
- Internet Marketing
- ERP/CRM Implementation
- Recruitment

SOFTWARE DESIGNING & DEVELOPMENT:

Our software development process consists of complete Software Development Life Cycle that includes Requirement Analysis, Architecture and Design. We have experienced Project Managers who have undertaken Software development using various methodologies.

Software Application Development Services from Signware are innovative and aimed at providing new trends in the field of software designing and development. This is done in accordance with the software development standards to produce compatible software solutions.

a. Enterprise Application

We design Enterprise applications to interface or integrate with other enterprise applications used within the organization, and to be deployed across a variety of networks (Internet, Intranet and corporate networks) while meeting strict requirements for security and administration management. We understand your business, so our products work in liaison with your existing technology thus making it easier than ever to do your business.

- Customer Relationship Management (CRM)
- Enterprise Resource Planning (ERP)
- HR Management
- Enterprise Application Integration (EAI)

b. Security Application

Your business depends upon the security of your data and software. Secure Application Security provides direct access to subject matter experts who pro-actively manage the organizations security architecture, allowing the organizations internal teams to focus on core business requirements. Signware has developed modules especially for security of data and network. Our experts can do an analysis of your existing system and can point out loopholes in your network and can develop solutions for 24X7 secure environment, such that you can always be worry-free and focus on the more crucial issues of core business.

WEB DEVELOPMENT:

Web designing means planning, creation & updating of a website. It also involves in information architecture, user interface, colors, images, fonts as well as icons designing. The different types of tasks are like: Designing, Creating an icons, Creating banner and some other types of things are also involved in making a web pages are called designing. It is most creative and the enthusiastic work for us. As, we know that any common people cannot design a website pages because it is the work of a high professional people or you can say web development company.

There are different types of companies around the world; they are not taking up responsibilities of web designing because these types of work can be done only with the high professionals, having experience of more than 2 years in development and website designing. While creating a website keep in mind what is the requirement of our client and what types of services they are going to provide to their customer. Different types of website are created with different types of logic, requirement and purposes. It is 100 per cent sure that any types of website are not similar to the other website designing or having article data or other types of data.

a. Web Application

We can program your ideas from simplest web applications to all-encompassing custom business solutions, our experts can solve your problems in the most simple and cost-effective manner. The iBusiness application is a customized ERP tool for various levels of management for corporate. Our expertise over multiple platforms, programming tools has helped us establish ourselves as an all-round web application company.

b. Open Source Solutions

Cost-Effective, simple and fast! Alternative to commercial software, Open-Source solutions are cost-effective and a good developer can develop some very good application using them. Our talented team of developers knows open-source software to their core and can develop excellent products that are reliable, secure and work in most efficient manners.

Our open-source expertise include, but are not limited to: PHP, MySQL, JAVA, Objective C, among others.

SOCIAL MEDIA MARKETING

The Social Media universe expands exponentially and keeping track of its varied nuances requires an in-depth understanding of the logic that drives diverse social media platforms. Take, for instance, the inherent difference between the tonalities of LinkedIn and Facebook. They are two opposite ends of the spectrum and it would be totally disastrous to adopt the tone of one onto the other.

Signware structures result-oriented Social Media Optimization strategies for its clients, which are devised to deliver maximum ROI. We identify points of synergy across the social media platform which creates an engaging conversation between the potential end-user and the product, thereby making your business grow.

INTERNET MARKETING

a. Search Engine Optimization:

Four out of every five web-site visit starts with a search engine query. Unpaid or organic search results, can also improve the web traffic. Our experts understand how search engines work. We provide total makeover to your website, by optimizing it for maximum hits. The page rank of your website improves automatically and thus improves productivity of your website drastically.

b. Social Media Optimization:

Social media marketing improves the value and recognition of a brand by spreading it over social media website. Corporate messages can be easily shared and spread to hundreds of users via social media. We create Social Media marketing programs for almost every major Social Media website, Twitter, Facebook, LinkedIn, Youtube, Instagram, Blogger etc. We do

detailed analysis of trends and, develop ways to improve brand recognition and value on these platforms. **Nothing is better than word of mouth advertisement.**

ERP/CRM IMPLEMENTATION

Successful implementation of any business system demands the adoption of a well-planned and methodological approach. Our professional consultants provide the services needed to manage and integrate your new business systems into the day-to-day operations of your company.

While every enterprise has knowledge of its resources and customer base, very few companies have consolidated a comprehensive enough database of information to achieve a complete view of its business processes. Optimization of this information - channeling, defining, analyzing and using it is the key to achieving organizational efficiency.

RECRUITMENT

Within our diversity of coverage, Signware looks to deliver a tailored and specialized approach to provide a service based upon expertise and market intelligence. Our teams of Consultants are market leaders within their market verticals.

First time in India, an organization has stepped up to provide the “Training in Recruitment skills” to college students. Researchers conducted across India have confirmed that majority (60%) of the jobs available in HR field are basically in recruitment. With the phenomenal growth of IT and Telecom sectors in the last decade, there is a big need for the employable MBA HR students in the recruitment arena.

During this training, students are empowered with the world class manpower staffing processes and the industry endorsed techniques. In addition, the secrets of core recruitment practices are also shared to the young budding HR students. Students are given a practical chance to do the real time recruitment. State of the art classroom provides extra support to the practice sessions.

CHAPTER 2

REVIEW OF LITERATURE

In today's corporate world, with the nature of work changing at whirlwind speed, stress at work and stress-induced ill health has become an a subject with many people, and a matter of concern with many organizations .The number of individuals affected by job stress is growing day by day in almost every industry.

According to Health and Safety Executive (2016, work place stress is now the fastest growing cause of absence from work. The need of the hour is to avoid stress or manage it before it has adverse affects on the individuals. Another important concern is that the poor standards of performance by many employees due to the effects of stress at work represent a substantial financial loss to their organizations and the nation's economy.

Hence, there is an urgent need for the organizations to understand what is job stress, the causes for the same, and to incorporate stress protection for their employees into their management systems. Many organizations, including TCS haven't taken such measures to a considerable extent yet.

Stephen Robbins (2014) “Organisational Behaviour”

Stress is a dynamic condition on which an individual is confronted with an opportunity, constraint or demand related to what he or she desires and for which the outcome is perceived to be both uncertain and important.

Marshall and Cooper (2016) asked managers how they coped with work pressure. The most common technique reported was to work longer hours.

Other method where : delegation(6%),negotiation and compromising with those setting work to produce only what is really needed(8.5%),redistributing work load within the department (6%),planning ahead of annual demand peaks (3%),and balancing the department's internally generated load (3%).

Folkman (2019) have proposed eight coping strategies based on factors analysis of an instrument: confrontive coping, distancing, self – control, seeking social support, accepting responsibility, escape – avoidance, planful problem solving and positive reappraisal.

Rosenzweig (2015) have proposed eight strategies for coping with stress. Avoidance mode is characterized by any one of the following:

- a. Aggression and blame.
- b. Helplessness and resignation.
- c. Minimizing the significance of the stressful situation by accepting it with resignation.
- d. Denying the presence of the stress or stress or finding an explanation for it.

On the other hand, the approach mode is characterised by

- a. Hope that thing will improve.
- b. Effort made by the subject will help to solve the situation.
- c. Expectations that others will help, or asking for help in relation to stress, and
- d. Jointly doing something about the problem.

ORGANIZATIONAL FACTORS AS A POTENTIAL SOURCE OF STRESS

There is no shortage of factors within the organization that can cause stress like;

1. Pressures to avoid errors or complete tasks in a limited time.
2. Work overload.
3. A demanding and insensitive boss.
4. Unpleasant coworkers.

We have categorized these factors around task, role, and interpersonal demands;

1. Organizational structure.
2. Organizational leadership
3. Organizations life stage.

Tasks demands are factors related to a person's job. They include the design of the individual's job (autonomy, task variety, degree of automation), working conditions, and the physical work layout. Assembly lines, for instance, can put pressure on people when the lines speed is perceived as excessive. Similarly, working in an overcrowded room or in a visible location where interruptions are constant can increase anxiety and stress.

Role demands relate to pressures placed on a person as a function of the particular role he or she plays in the organization. Role conflicts create expectation that may be hard to reconcile

or satisfy. Role overload is experienced when the employee is expected to do more than time permits. Role ambiguity is created when role expectations are not clearly understood and the employee is not sure what he or she is to do.

Interpersonal demands are pressures created by other employees. Lack of social support from colleagues and poor interpersonal relationships can cause stress, especially among employees with a high social need.

Organizational structure defines the level of differentiation in the organization, the degree of rules and regulations, and where decisions are made. Excessive rules and lack of participation in decisions that affect an employee are examples of structural variables that might be potential sources of stress.

Organizational leadership represents the managerial style of the organizations senior executives. Some chief executive officers create a culture characterized by tension, fear, and anxiety. They establish unrealistic pressure to perform in the short run, impose excessively tight controls, and routinely fire employees who don't measure up?

Organizations go through a cycle.

They are established, grow, become mature, and eventually decline. An organizations life stage that is, where it is in this four-stage cycle creates different problems and pressures for employees.

The establishment and decline stages are particularly stressful. The former is characterized by a great deal of excitement and uncertainty, while the latter typically requires cutbacks, layoffs, and a different set of uncertainties. Stress tends to be least in the maturity stage, during which uncertainties are at their lowest ebb.

According to the results of a survey conducted by Cubiks which involved 450 organizations across the world of which 5% had their offices in Asia, more than 26% respondents described their average stress levels at work high or very high. Almost 41% expected their stress levels to increase in the next 12 months slightly more than half, 53% described stress as having a negative influence on their performance, and 47% said stress positively had an impact on their ability to perform their role.

A brief history of stress

'**Organizational Stress**' is a broad term for the people and the environment in which stress occurs in the workplace. Far from designating responsibility, the term is used in research and business help literature to outline perspective and offer common and generally agreed upon points of articulation for research, assessment, understanding and action taken to prevent or counteract workplace stress. The issue is of major importance says Jane Cranwell-Ward and Alyssa Abbey, in their 2015 book aimed specifically at corporations, *Organizational Stress*.

Cranwell-Ward and Abbey point to the history of stress over the past 30 years, from "the 80's enterprise culture" to "90's downsizing". They point to a pattern of workplace or organizational stress that has maintained a stubborn presence throughout the 20th and into the 21st century. The authors offer corporate presentations and programs for monitoring and proactively lowering stress in the organization. Though much of our perspective and study of stress has centered on the individual, most organizational and occupational stress researchers agree that working from an organizational standpoint would address roots of the problem.

The misnomer is that there is something deficient in our organization based culture, if the culture is considered the problem. I read this very differently. The workplace and organizational culture is a source of stress, or contentment, or joy, or happiness, or fulfillment, and all of the above at different times and in different ways. Like an individual, there are times when the organization could be considered a potential stressor, like the weather, or traffic, or our spouse or children. Sometimes we are the major stressor, and sometimes we are the ones that are stressed and under pressure to get things done.

Cooper, Dewe and O'Driscoll's perspective for *Organizational Stress* (2011) was constructed after these leading experts in organizational stress research reviewed, compared and contrasted the research on workplace stress from the late 1970's onward. This book intends to come up with a suitable set of assessment categories, as a valuable tool for analyzing stress in the workplace. Analysis is also at the heart of Steve Jex's *Stress and Job Performance* (1998). Another researcher with the intention of offering good analytical tools for stress in the workplace, Jex points to analytics that evaluate drops in job performance in relation to stress.

All of the research based organizational stress literature shares a few aspects in common. What is driving the research is billions of dollars per year lost to stress related performance

problems, millions of days per year lost to stress related absences from the workplace, billions of dollars per year lost to stress related illnesses, productivity losses, workplace harmony deficiencies, customer and client losses. Stress in the workplace is not a small problem by any means.

Organizationally analyzing stress and organizationally offering stress solutions makes good sense. While many of the suggestions for minimizing, reducing, or counteracting workplace stress are aimed at the individual, a strong potential-largely untapped-exists for offering solutions and proactive responses at affordable cost on the organizational level. Moreover, those aspects of the organization that are contributing to stress in the workplace can be witnessed, whether responded to or not, and so integrated into the stress picture of the organization.

One of the main problems found with many organizations is, in order to avoid the thorny issue of responsibility, liability and cost of another program, denial is employed. The problem with employing denial is, the conversation about the issues are squelched, while the emotions-the stress-is turned up, at the very least by denying opportunities for venting that can have beneficial consequences in a stressful situation.

A key to the understanding of the negative aspects of stress is the concept of milieu interieur (the internal environment of the body), which was first advanced by the French physiologist **Claude Bernard**. In this concept, he described the principles of dynamic equilibrium.

In dynamic equilibrium, constancy, a steady state (situation) in the internal bodily environment, is essential to survival. Therefore, external changes in the environment or external forces that change the internal balance must be reacted to and compensated for if the organism is to survive. Examples of such external forces include temperature, oxygen concentration in the air, the expenditure of energy, and the presence of predators. In addition, diseases were also stressors that threatened the constancy of the milieu interieur.

The neurologist **Walter Cannon** coined the term homeostasis to further define the dynamic equilibrium that Bernard had described. He also was the first credited with recognizing that stressors could be emotional as well as physical. Through his experiments, he demonstrated the "fight or flight" response that man and other animals share when threatened. Further, Cannon traced these reactions to the release of powerful neurotransmitters from a part of the

adrenal gland, the medulla. (Neurotransmitters are the body's chemicals that carry messages to and from the nerves.) The adrenal medulla secretes two neurotransmitters, epinephrine (also called adrenaline) and norepinephrine (noradrenaline), in the response to stress. The release of these neurotransmitters leads to the physiologic effects seen in the fight or flight response, for example, a rapid heart rate, increased alertness, etc.

Hans Selye, another early scientist who is known to have studied stress, extended Cannon's observations. He included, as part of the body's stress response system, the pituitary gland, a small gland at the base of the brain. He described the control by this gland of the secretion of hormones (for example, cortisol) that are important in the physiological response to stress by the other part of the adrenal gland known as the cortex. Additionally, Selye actually introduced the term stress from physics and engineering and defined it as "mutual actions of forces that take place across any section of the body, physical or psychological."

In his experiments, Selye induced stress in rats in a variety of ways. He found typical and constant psychological and physical responses to the adverse situations that were imposed on the rats. In rats exposed to constant stress, he observed enlargement of the adrenal glands, gastrointestinal ulcers, and a wasting away (atrophy) of the immune (defense) system. He called these responses to stress the general adaptation (adjustment) or stress syndrome. He discovered that these processes, which were adaptive (healthy, appropriate adjustment) and normal for the organism in warding off stress, could become much like illnesses. That is, the adaptive processes, if they were excessive, could damage the body. This observation, then, was the beginning of an understanding of why stress, really overstress, can be harmful, and why the word stress has earned such a bad name

Relationship between Organizational Stress and Job Satisfaction

Most of the research on organizational stress has focused on its relationship with job satisfaction. Much of this research has been correlation studies that have used role ambiguity and role conflict to operationalise stress. These studies generally indicate that job stress and satisfaction are inversely related (e.g., Hollon Chesser, 1976; Miles, 1976; Miles & Petty, 1975). Because the relationships between role conflict and ambiguity, and organizational outcomes have been meta-analyzed (Fisher & Gitelson, 1983; Jackson & Schuler, 1985) reviewed (Van Sell, Brief, & Schuler, 1981), and critiqued (King & King, 1990) elsewhere, our analysis does not include these previously examined areas. Instead we focus on newer

methods of data analysis and other operationalizations of job stress and research completed since these meta-analyses.

In addition to these co-relational studies, more sophisticated techniques, such as Lisrel and path analysis, have been used to examine the stress-satisfaction relationship. For instance, Kemery, Mossholder, and Bedeian (1987) employed Lisrel to test three models, (e.g., Beehr & Newman, 1978; Locke, 1976; Schuler, 1982) that postulate causal relationships among role ambiguity, role conflict, and organizationally valued outcomes such as job satisfaction, physical symptoms, and turnover intentions. Using 370 employees, (e.g., faculty, administrators, staff), from a large southeastern university, Kemery and associates found that role conflict and ambiguity exert a direct influence on job satisfaction and physical symptoms, which in turn influence turnover intentions.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 : NEED OF THE STUDY

In Signware Technologies, the management found an increase in the Absenteeism, sickness leaves and attrition rates among the employees. This study was proposed by the management as a part of its effort to assess the organizational role stress (ORS) level of the employees.

3.2 OBJECTIVE OF THE STUDY

PRIMARY OBJECTIVES

To assess the organizational role stress level of employees at Signware Technologies

SECONDARY OBJECTIVES

- To assess the various factors which have contributed to the stress experience of Signware Technologies employees.
- To assess the inter-role distance (IRD) and Role stagnation (RS) stress
- To assess the Role expectation conflicts (REC) and Role erosion (RE) stress
- To know the Role overload stress (RO) and Role isolation stress (RI)
- To identify the Personal inadequacy stress (PI) and Self-role distance stress (SRD)
- To evaluate the Role ambiguity stress (RA) and Resource inadequacy stress (RIN)
- To assess the different stress in various departments of Signware
- To suggest measures for preventing distress within the organization.

3.3 SCOPE OF THE STUDY

The project includes determining the stress level of all the employees at Signware Technologies, Chennai.

3.4 PERIOD OF THE STUDY

The Period of study is from November 2021 to January 2022 3 months.

3.5 ANALYTICAL TOOLS

Percentage analysis

Research questions are always answered with a descriptive statistic. Generally either percentage or mean. Percentage is appropriate when it is important to know how many of the participants gave a particular answer. Generally, percentage is reported when the responses gave discrete categories.

3.6 LIMITATION OF THE STUDY

This study confines to only the employees of Signware Technologies.

3.7 DESCRIPTIVE RESEARCH DESIGN

Descriptive research is a study designed to depict the participants in an accurate way more simply put, descriptive research is all about describing people who take part in the study

3.8 POPULATION

The population for the study consists of all the employees of Signware Technologies, Chennai.

3.9 SAMPLING TECHNIQUE

The sampling method used is:

Purposive sampling

The researcher chooses the sample based on who they think would be appropriate for the study. This is used primarily when there are a limited number of people that have expertise in the area being researched.

3.10 SAMPLE SIZE

The sample size is 110. Whole population is taken in sample due to the limited number of employees in the company. The sample size was decided in consultation with the management based on the access to the population.

3.11 SOURCE OF DATA

Data Collection is the term used to describe the process of preparing and collecting data.

Primary data is used for the study which was collected using questionnaires.

3.12 STRUCTURE OF QUESTIONNAIRE

Questionnaire was divided into two sections. First part was designed to know the general information about customers and the second part contained the respondent's opinions about conflict management in an organization.

3.13 STATISTICAL TOOLS

The statistical tool used for analysis is as follows

3.13.1 CHI- SQUARE TEST I – (χ^2)

Chi-square is the sum of the squared difference observed (o) and the expected (e) data (or the deviation, d), divided by the expected data in all possible categories.

Null hypothesis (H₀):

There is a relationship between the experience and work load.

Alternate hypothesis (H₁):

There is no relationship between the experience and work load.

3.13.2 ONE-WAY ANOVA CLASSIFICATION

Null hypothesis (H₀):

There is a significance difference between the gender and Job does not allow the employees to spend enough time for their family.

Alternate hypothesis (H₁):

There is no significance difference between the gender and Job does not allow the employees to spend enough time for their family.

CHAPTER 4
DATA ANALYSIS AND INTERPRETATION

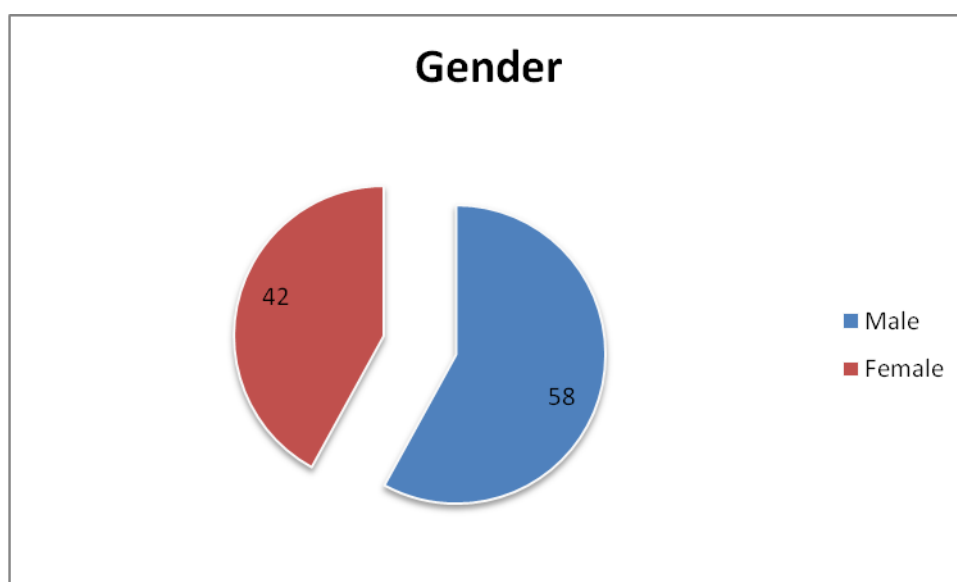
DATA ANALYSIS AND INTERPRETATION

PERCENTAGE ANALYSIS

Table-4.1

GENDER-WISE CLASSIFICATION OF RESPONDENTS

S.No	Gender	No of Respondents	Percentage of Respondents
1	Male	64	58
2	Female	46	42
	Total	110.00	100.00



INFERENCE

From the above table it is found that 58% of the respondents are Male and 42% of the respondents at Signware Technologies are Female. Most of the respondents in the company are Male

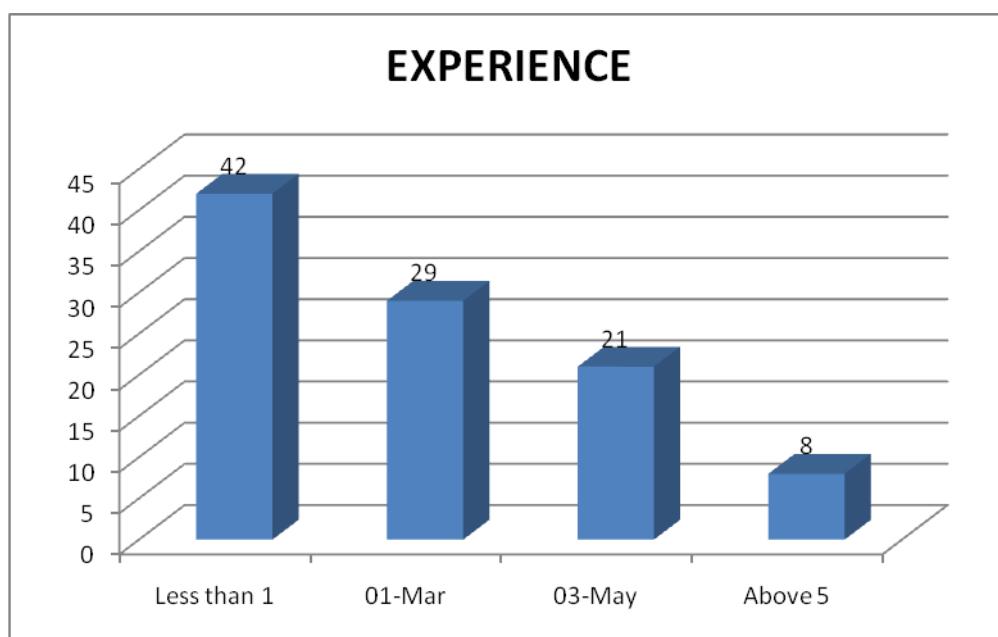
Table-4.2

EXPERIENCE-WISE CLASSIFICATION OF RESPONDENTS

S.No	Experience(yrs)	No of Respondents	Percentage of Respondents
1	Less than 1	46	42
2	1-3	32	29
3	3-5	23	21
4	Above 5	9	8
	Total	110	100

Chart-.2

EXPERIENCE-WISE CLASSIFICATION OF RESPONDENTS



INFERENCE

Majority of the respondents (42%) have less than 1 year of experience and 29% of the respondents have 1-3years of experience. Most of the respondents have less than 1 year of experience.

My role tends to interfere with my family life.

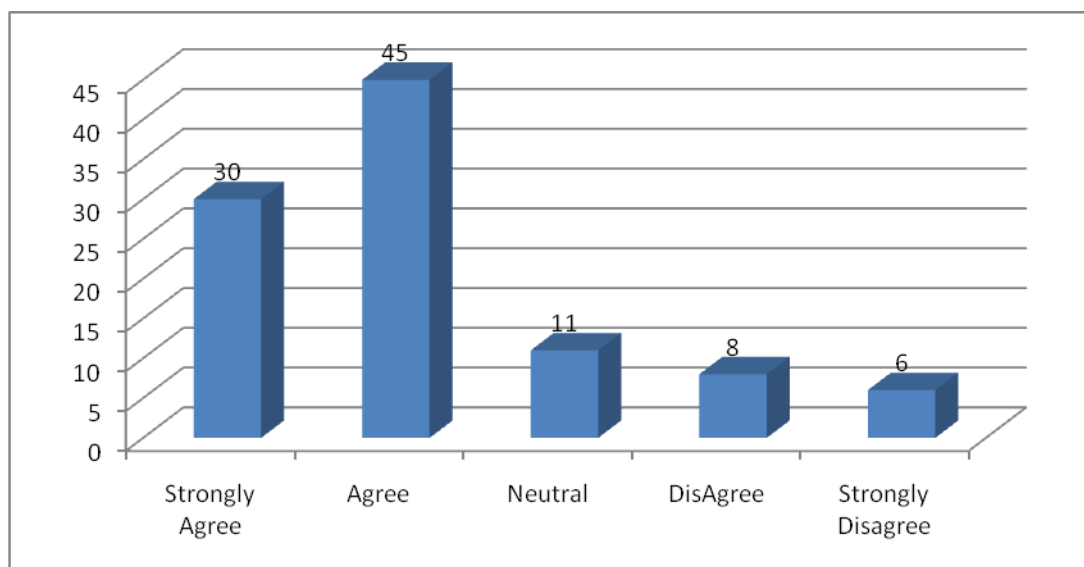
Table-3

Inter-Role Distance-1

S.No	Interference Of Personal life over Professional Life	No Of Respondents	Percentage of Respondents
1	Strongly Agree	33	30
2	Agree	49	45
3	Neutral	12	11
4	DisAgree	9	8
5	Strongly Disagree	7	6
	Total	110.00	100.00

Chart-3

Inter-Role Distance-1



INFERENCE

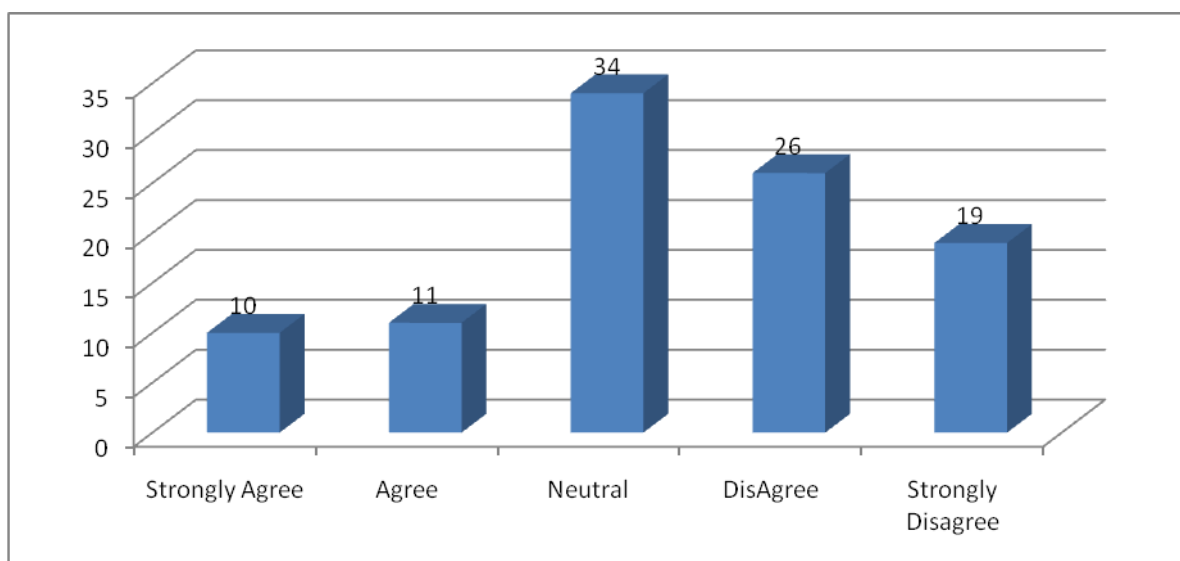
Majority (45%) of the respondents agree that there is some interference of personal life over professional life. This shows the high level of Inter-Role distance stress among the employees.

I am afraid I am not learning enough in my present role for taking up higher responsibility.

Table-4
Role Stagnation -1

Not Learning	No Of Respondents	Percentage of Respondents
Strongly Agree	11	10
Agree	12	11
Neutral	37	34
DisAgree	29	26
Strongly Disagree	21	19
Total	110.00	100.00

Chart-4
Role Stagnation -1



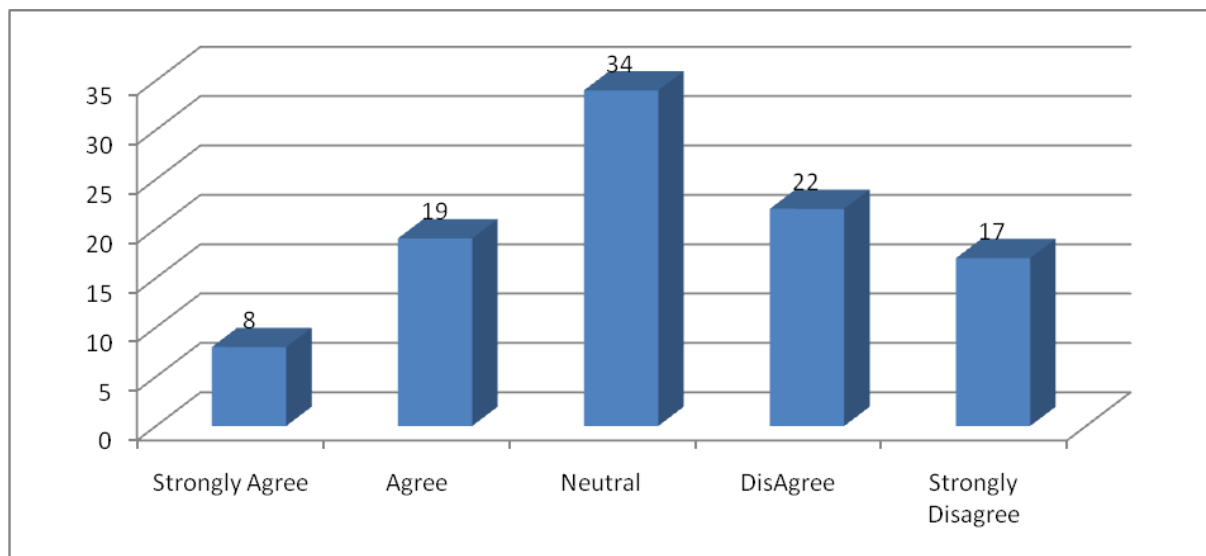
INFERENCE

Majority (34%) of the respondents are neutral with the statement they are not learning enough in their present role for taking up higher responsibility. Only significant number of respondents (10%) feels that they are not learning enough. Thus a reduced level of Role Stagnation stress is seen with the employees.

I am not able to satisfy the conflicting demands of various people above me.

Table-5
Role Erosion-1

S.No	Inability of satisfying Higher officials demands	No Of Respondents	Percentage of Respondents
1	Strongly Agree	9	8
2	Agree	21	19
3	Neutral	37	34
4	DisAgree	24	22
5	Strongly Disagree	19	17
	Total	110.00	100.00



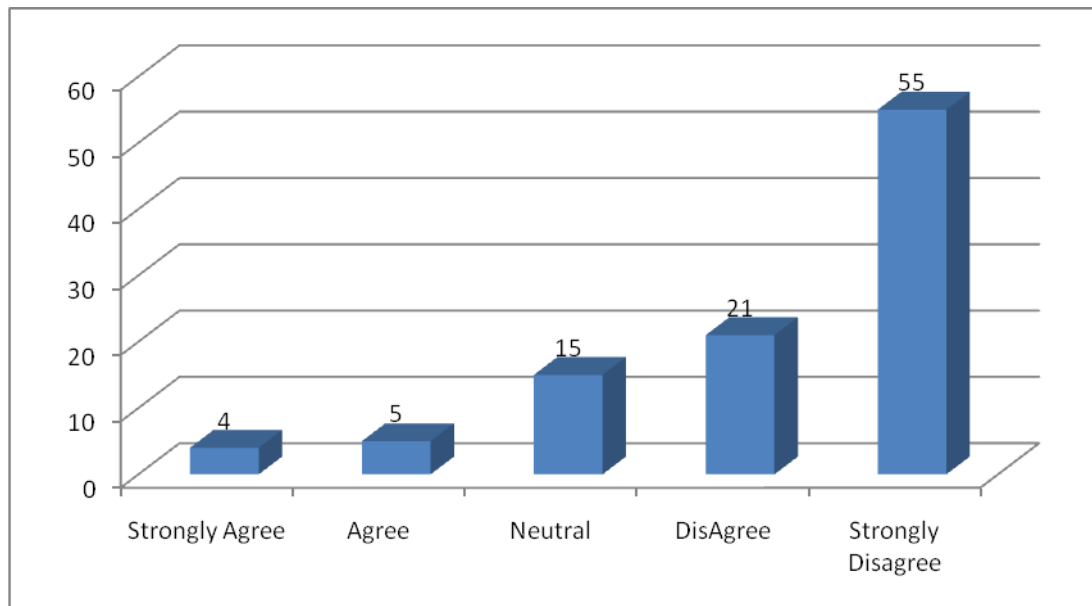
INFERENCE

Majority of the respondents (34%) are neutral with the statement that they are not able to satisfy the demands of higher role occupants with their current Role. Since there is no such Role Erosion Stress among respondents.

My role recently been reduced in importance.

Table-6
Role Expectation Conflict-1

S.No	Role reduced its importance	No Of Respondents	Percentage of Respondents
1	Strongly Agree	4	4
2	Agree	5	5
3	Neutral	17	15
4	DisAgree	23	21
5	Strongly Disagree	61	55
	Total	110.00	100.00



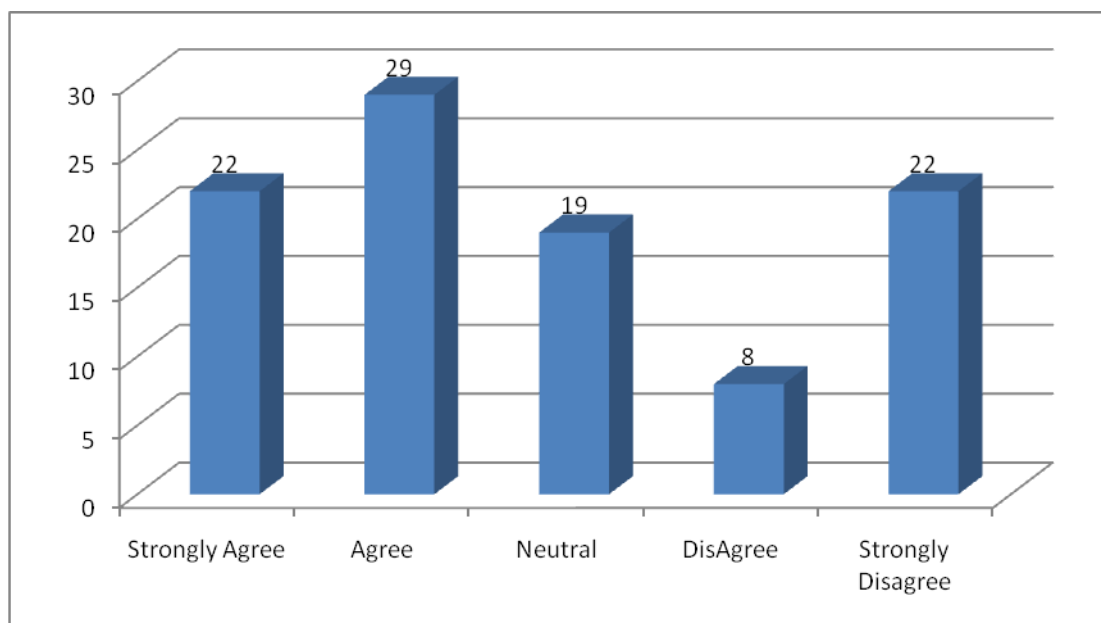
INFERENCE

Majority of the respondents (55%) strongly disagree with the statement that there role reduced its importance. Since there is no such considerable Role Expectation Conflict stress among the respondents.

My work load is too heavy.

Table-7
Role Overload-1

S.No	Heavy Workload	No Of Respondents	Percentage of Respondents
1	Strongly Agree	24	22
2	Agree	32	29
3	Neutral	21	19
4	DisAgree	9	8
5	Strongly Disagree	24	22
	Total	110.00	100.00



INFERENCE

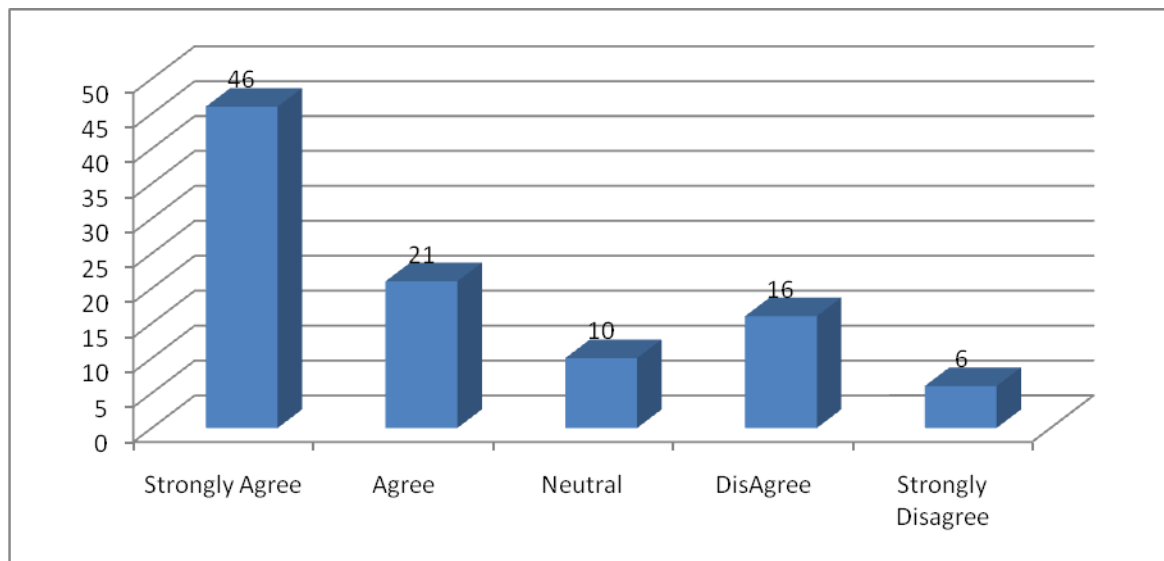
Significant numbers of respondents (29%) agree that their work load is not too heavy. Mean time equal ranges (22%) of respondents strongly agree and disagree that their work load is too heavy. This shows the considerable presence of Role Overload Stress.

Other role occupants do not give enough attention and time to my role.

Table-8

Role Isolation-1

S.No	Inadequate attention from other roles.	No Of Respondents	Percentage of Respondents
1	Strongly Agree	51	46
2	Agree	23	21
3	Neutral	11	10
4	DisAgree	18	16
5	Strongly Disagree	7	6
	Total	110.00	100.00



INFERENCE

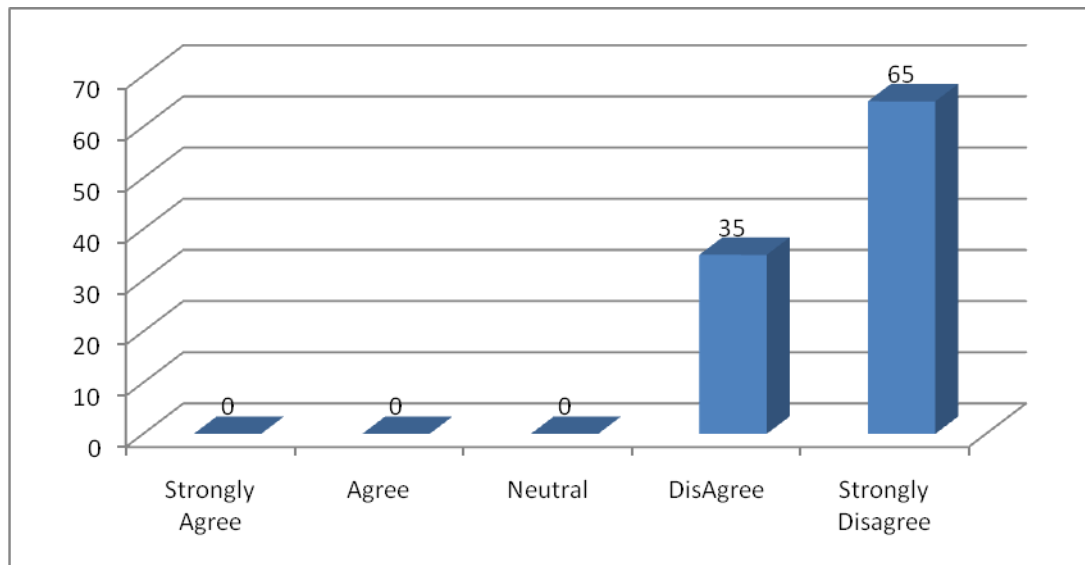
Majority of respondents (46%) feel that there is inadequate attention from other roles. Thus the role Isolation stress is high among the respondents.

I do not have adequate knowledge to handle the responsibilities in my role Table-9

Personal Inadequacy-1

S.No	Having Inadequate Knowledge	No Of Respondents	Percentage of Respondents
1	Strongly Agree	0	0
2	Agree	0	0
3	Neutral	0	0
4	DisAgree	39	35
5	Strongly Disagree	71	65

	Total	110.00	100.00
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INFERENCE

All the respondents feel that they are having adequate knowledge to handle the responsibilities in their role. Therefore there is No such Personal Inadequacy Stress among respondents.

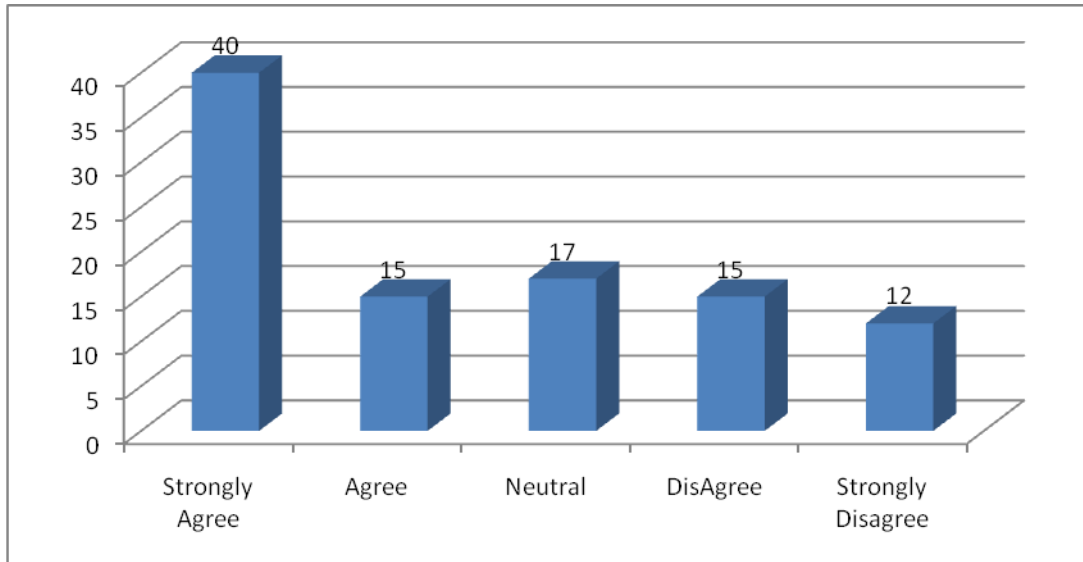
I have to do things, in my role, that are against my judgments.

Table-10

Self-Role Distance-2

S.No	Doing things against own Judgement	No Of Respondents	Percentage of Respondents
1	Strongly Agree	44	40
2	Agree	17	15
3	Neutral	19	17
4	DisAgree	17	15

5	Strongly Disagree	13	12
	Total	110.00	100.00



INFERENCE

Majority of the respondents (40%) strongly agree that they are doing things against own judgment. Only significant amounts (12%) of people don't have the Self-Role Distance Stress.

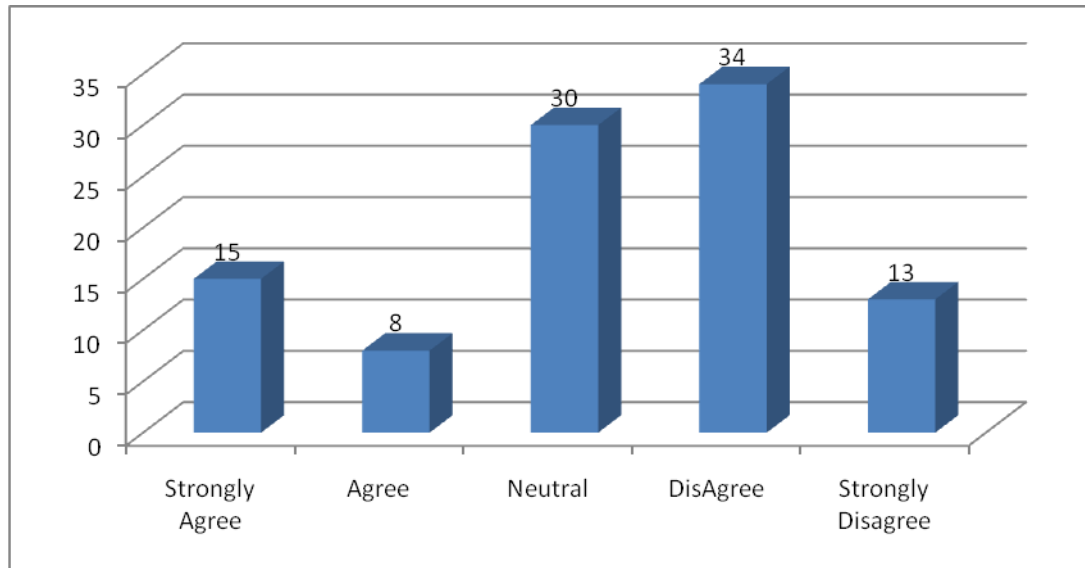
I am not clear on the scope and responsibilities of my role (job)

Table-11

Role Ambiguity-2

S.No	Unclear about Job Responsibility	No Of Respondents	Percentage of Respondents
1	Strongly Agree	17	15
2	Agree	9	8
3	Neutral	33	30
4	DisAgree	37	34
3	Strongly Disagree	14	13

	Total	110.00	100.00
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INFERENCE

Majority of the respondents (34%) disagree on the statement that they are unclear about the Job Responsibilities of their current role. Only significant (15%) having clear idea about their scope responsibility of their current role. Since the Role Ambiguity Stress is very high among the respondents.

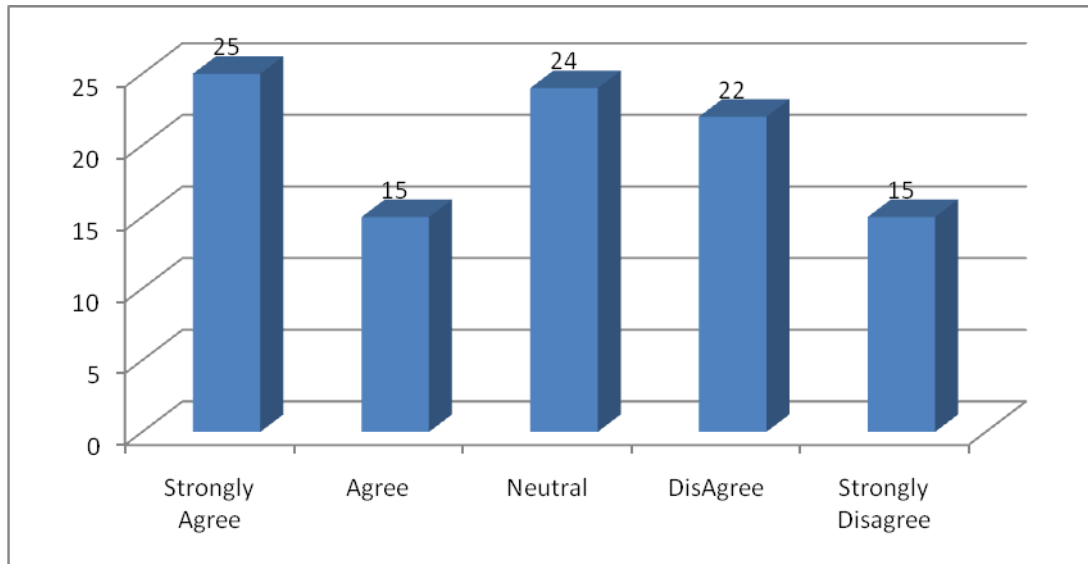
I do not get the information needed to carry out responsibilities assigned to me.

Table-12

Resource Inadequacy-2

S.No	Lack of Needed Information	No Of Respondents	Percentage of Respondents
1	Strongly Agree	27	25
2	Agree	17	15
3	Neutral	26	24

4	DisAgree	24	22
5	Strongly Disagree	16	15
	Total	110.00	100.00



INFERENCE

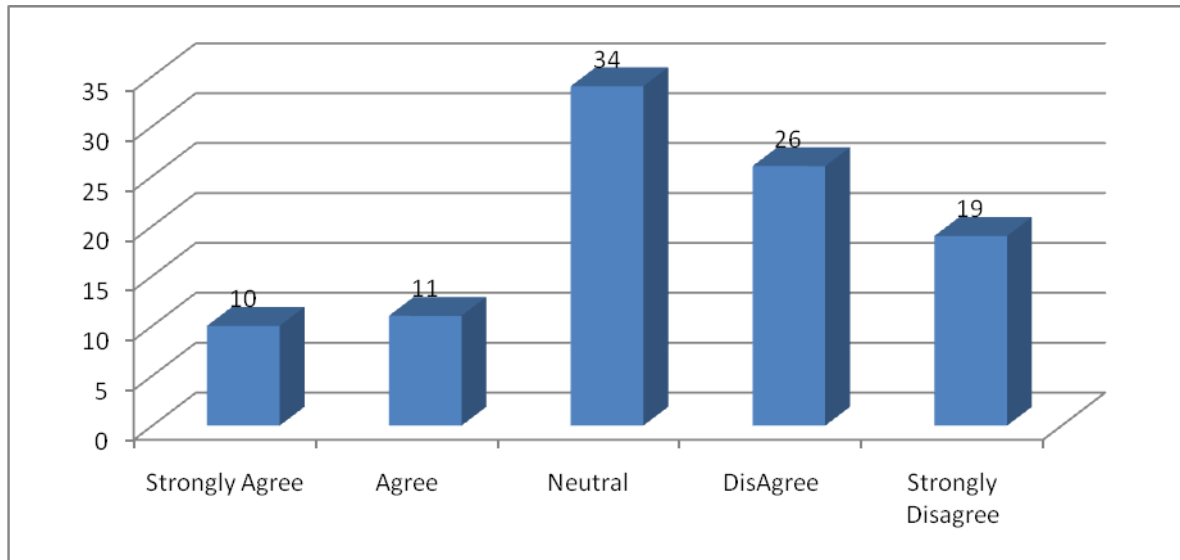
Majority of the respondents (25%) feel that they are getting adequate information needed to carry out responsibilities assigned to them. Since no such Resource Inadequacy Stress among Respondents.

I have various other interests like social, religious, etc., which remain neglected because I do not get time to attend to these.

Table-13
Inter Role Distance-2

S.No	My various other interests are neglected	No Of Respondents	Percentage of Respondents
1	Strongly Agree	33	30
2	Agree	49	45

3	Neutral	12	11
4	DisAgree	9	8
5	Strongly Disagree	7	6
	Total	110.00	100.00



INFERENCE

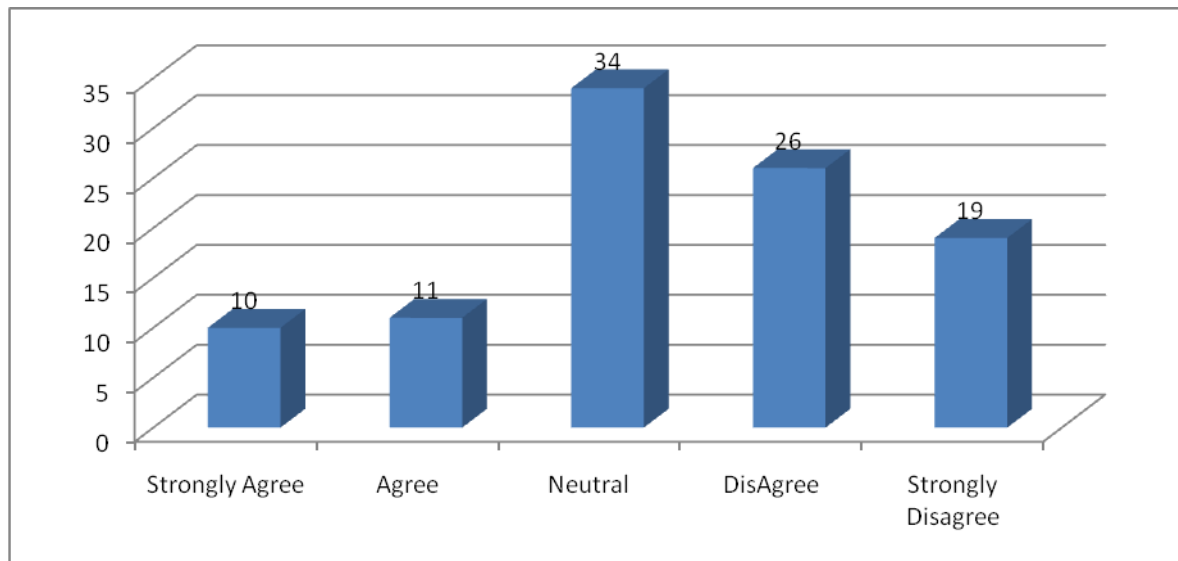
Majority of the respondents (34%) are neutral with the statement that their various interests are neglected. Since we can infer that considerable amount of Inter-Role Distance Stress is prevailing among respondents.

I am too preoccupied with my present role responsibility to be able to prepare for taking up higher responsibilities.

Table-14
Role Stagnation-2

S.No	Too preoccupied with present role	No Of Respondents	Percentage of Respondents
1	Strongly Agree	11	10
2	Agree	12	11
3	Neutral	37	34
4	DisAgree	29	26
5	Strongly Disagree	21	19

	Total	110.00	100.00
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INFERENCE

Majority of the respondents (34%) not obsessed with the thoughts of preparing themselves for higher responsibilities.

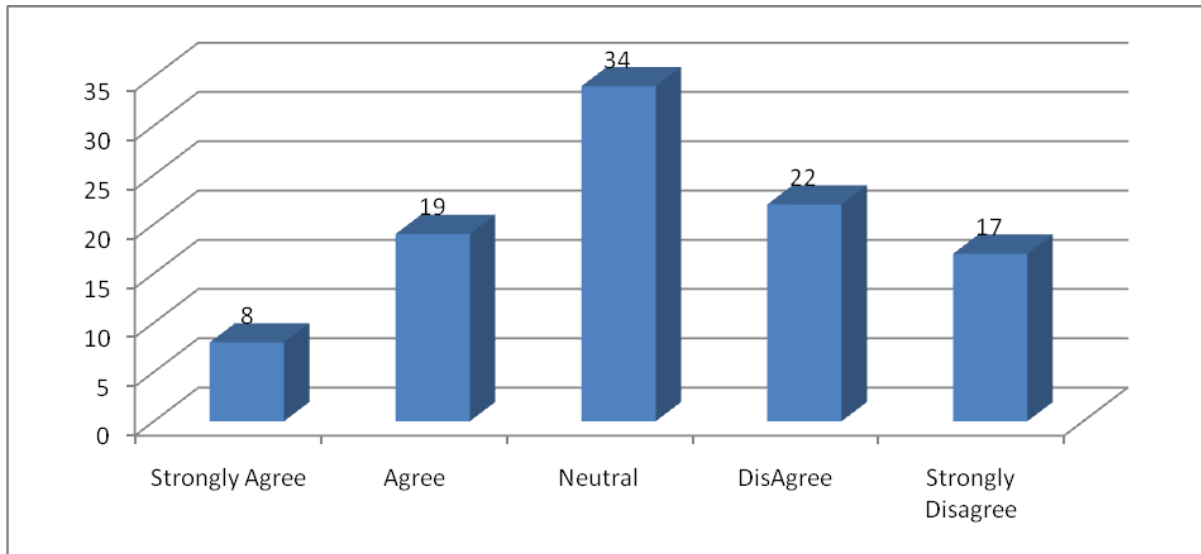
I am not able to satisfy the conflicting demands of my peers and juniors.

Table-15

Role Erosion-2

S.No	Inability to satisfy peers	No Of Respondents	Percentage of Respondents
1	Strongly Agree	9	8
2	Agree	21	19
3	Neutral	37	34
4	DisAgree	24	22
5	Strongly Disagree	19	17

	Total	110.00	100.00
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INFERENCE

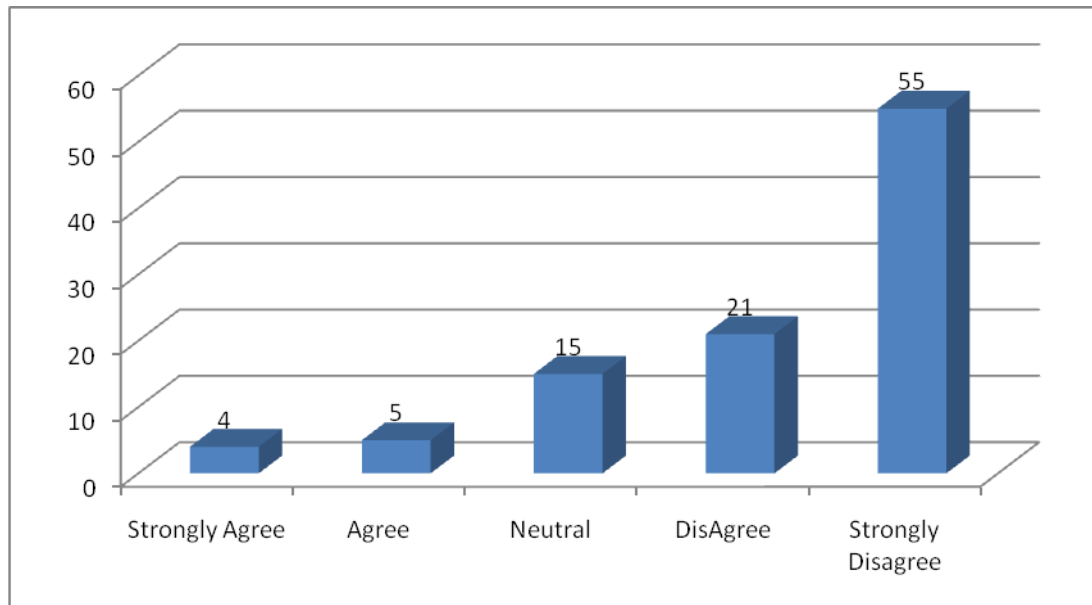
Majority of the respondents (34%) are satisfied with their role that they can able to satisfy the conflicting demands of their peers and juniors. Only significant amount of people are not satisfied.

Many functions that should be part of my role have been assigned to some other role.

Table-16
Role Expectation Conflict-2

S.No	My Role's functions assigned for other's role.	No Of Respondents	Percentage of Respondents
1	Strongly Agree	4	4
2	Agree	5	5
3	Neutral	17	15

4	DisAgree	23	21
5	Strongly Disagree	61	55
	Total	110.00	100.00



INFERENCE

Majority of the respondents (55%) are strongly disagree that their current role and functions are assigned to other's role. Only significant amount of people are agreed. Since there is **a such considerable Role Expectation Conflict stress among the respondents.**

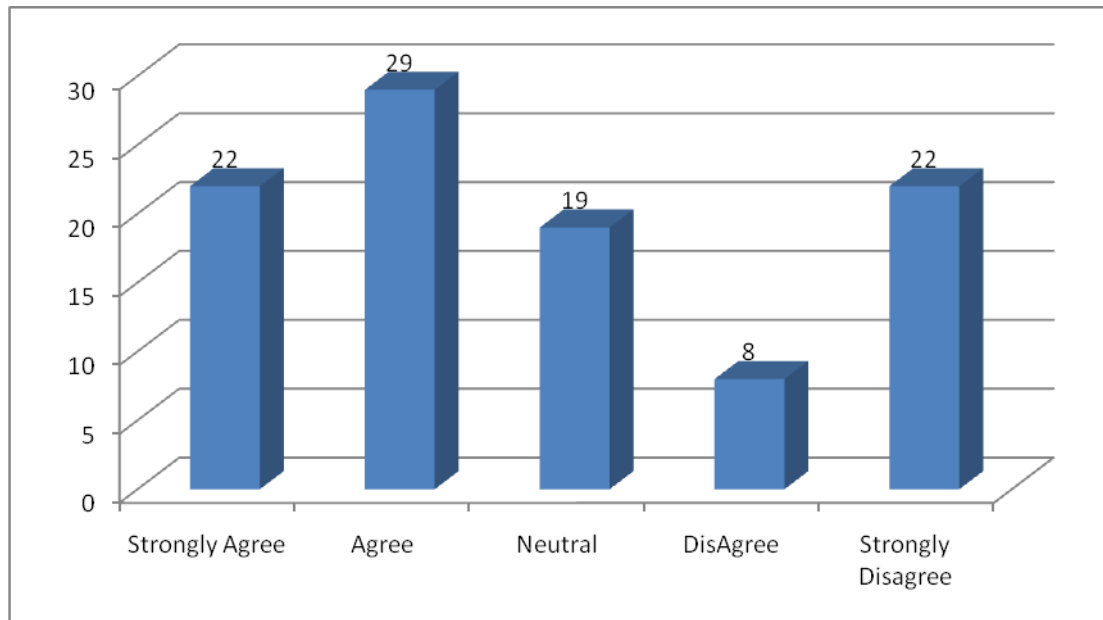
The amount of work I have to do interfere with the quality I want to maintain

Table-17

Role Overload-2

S.No	Conflict with the Quantity and Quality of the work	No Of Respondents	Percentage of Respondents
1	Strongly Agree	24	22
2	Agree	32	29

3	Neutral	21	19
4	DisAgree	9	8
5	Strongly Disagree	24	22
	Total	110.00	100.00



INFERENCE

Majority of the respondents (29%) agree that there is Conflict between the Quantity and Quality of the work which they are doing. This shows that the respondents are preoccupied with Role Overload Stress.

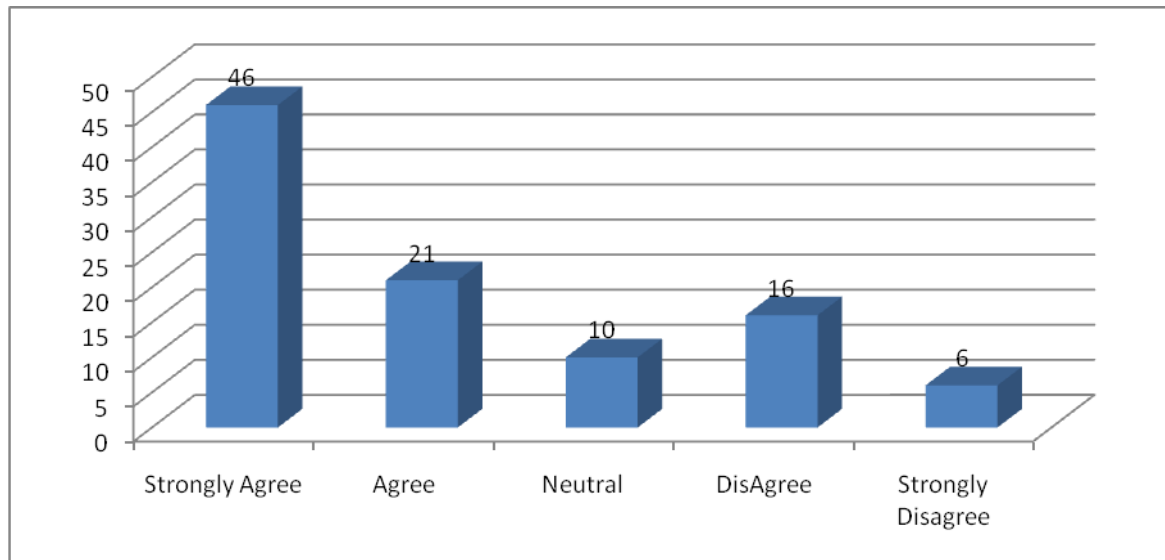
There is not enough interaction between my role and other roles.

Table-18

Role Isolation-2

S.No	Not enough interaction with other roles	No Of Respondents	Percentage of Respondents
1	Strongly Agree	51	46
2	Agree	23	21
3	Neutral	11	10

4	DisAgree	18	16
5	Strongly Disagree	7	6
	Total	110.00	100.00



INFERENCE

Majority of respondents (46%) strongly agree that there is Lack of interaction between their roles with other roles. From this, we infer that the role Isolation stress is high among the respondents.

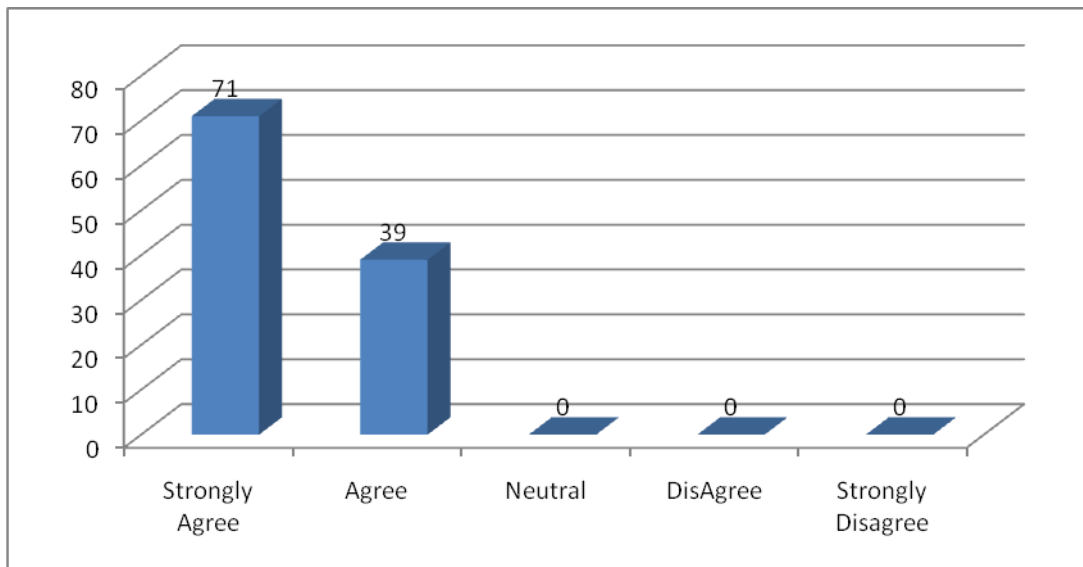
I wish I had more skills to handle the responsibilities of my role.

Table-19

Personal Inadequacy-2

S.No	Thinking over lacking skills.	No Of Respondents	Percentage of Respondents
1	Strongly Agree	71	65

2	Agree	39	35
3	Neutral	0	0
4	DisAgree	0	0
5	Strongly Disagree	0	0
	Total	110.00	100.00



INFERENCE

Majority of respondents (71%) feel that they have enough skills to handle the responsibilities of their role. Since there is no such considerable Personal Inadequacy Stress prevailing among respondents.

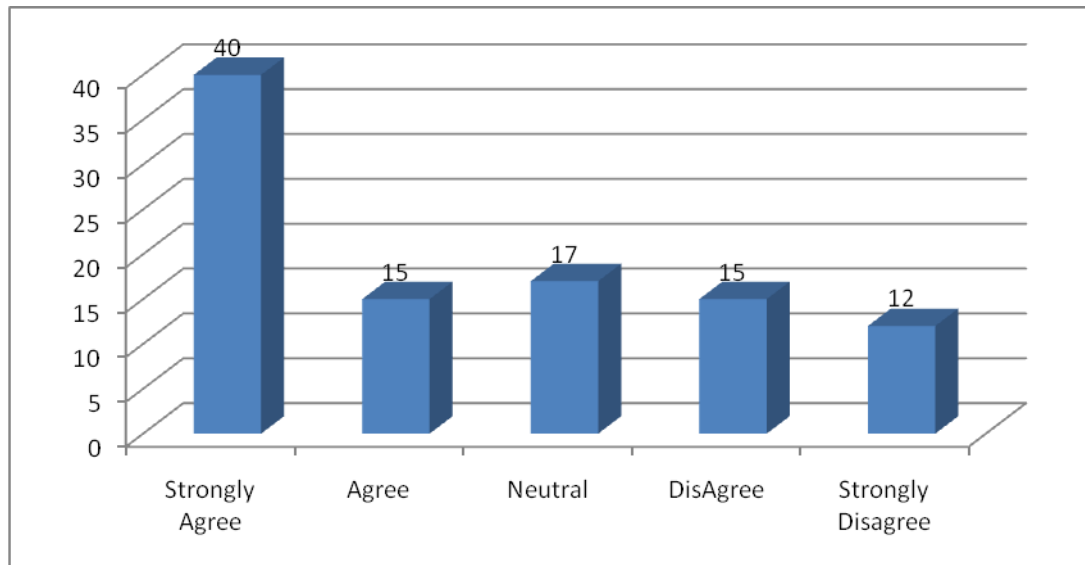
I am not able to use my training and expertise in my role.

Table-20

Self-Role Distance-2

S.No	Unable to use Training expertise.	No Of Respondents	Percentage of Respondents
1	Strongly Agree	44	40

2	Agree	17	15
3	Neutral	19	17
4	DisAgree	17	15
5	Strongly Disagree	13	12
	Total	110.00	100.00



INFERENCE

Majority of the respondents (40%) strongly agree that they can able to use their training expertise in their role and only significant amount of respondents(15%) feel that they are unable to use their training expertise in current role allowing the Self-Role Distance Stress.

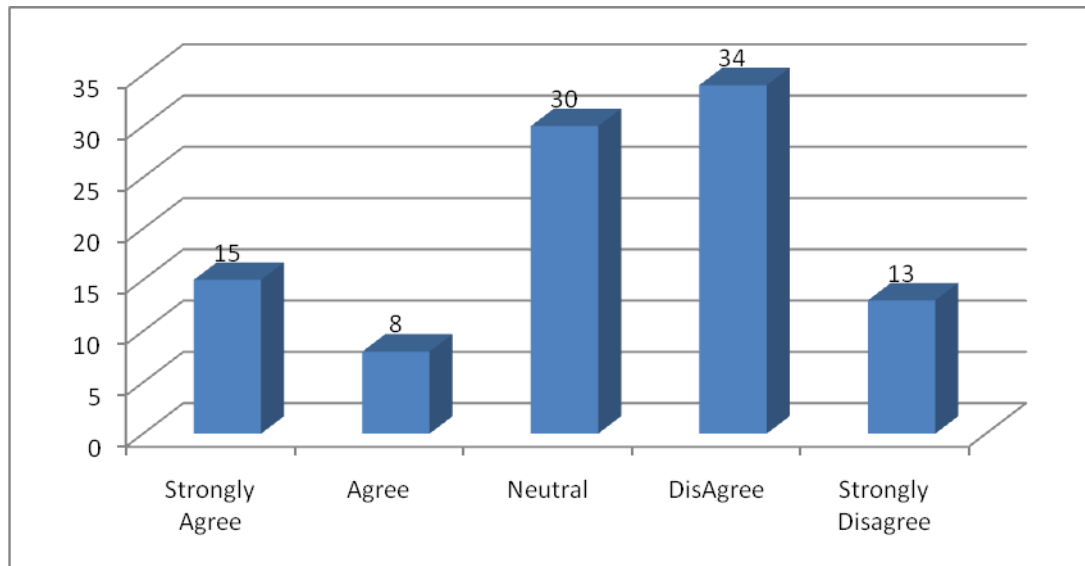
I do not know what the people I work with expect of me.

Table-21

Role Ambiguity-2

S.No	Other roles expectations are unknown	No Of Respondents	Percentage of Respondents
1	Strongly Agree	17	15
2	Agree	9	8

3	Neutral	33	30
4	DisAgree	37	34
5	Strongly Disagree	14	13
	Total	110.00	100.00



INFERENCE

Majority of the respondents (34%) disagree that they are unaware of the expectations of other people in their work. It is inferred that they have Role Ambiguity Stress.

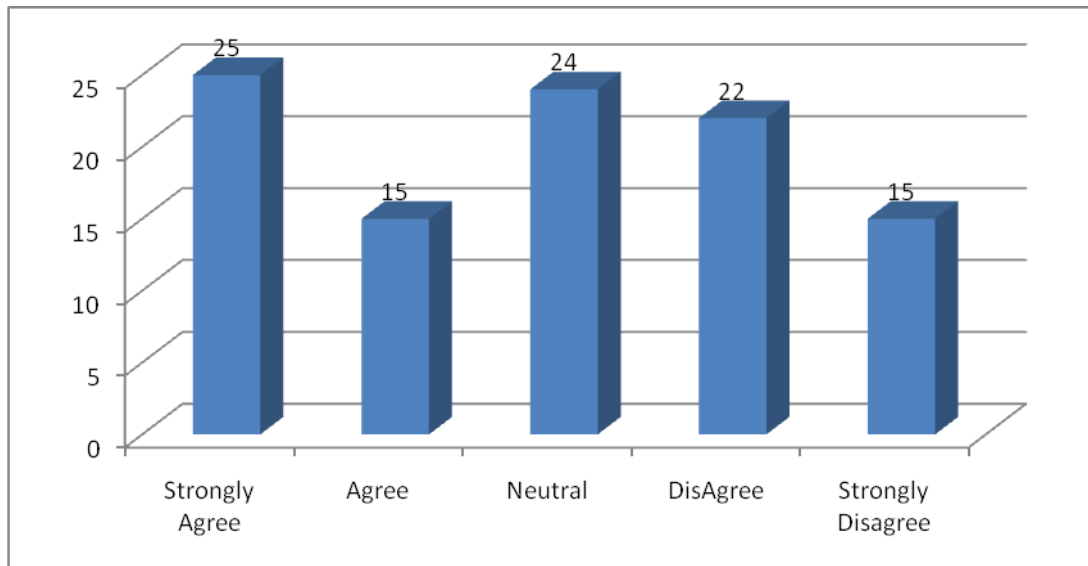
I do not get enough resource to be effective in my role.

Table-22

Resource Inadequacy-2

S.No	Not getting enough resource	No Of Respondents	Percentage of Respondents
1	Strongly Agree	27	25
2	Agree	17	15

3	Neutral	26	24
4	DisAgree	24	22
5	Strongly Disagree	16	15
	Total	110.00	100.00



INFERENCE

Majority of the respondents (25%) strongly agree that they are not getting enough resources in their work. Only significant amounts (22%) of people have available resources and don't have the Resource Inadequacy Stress.

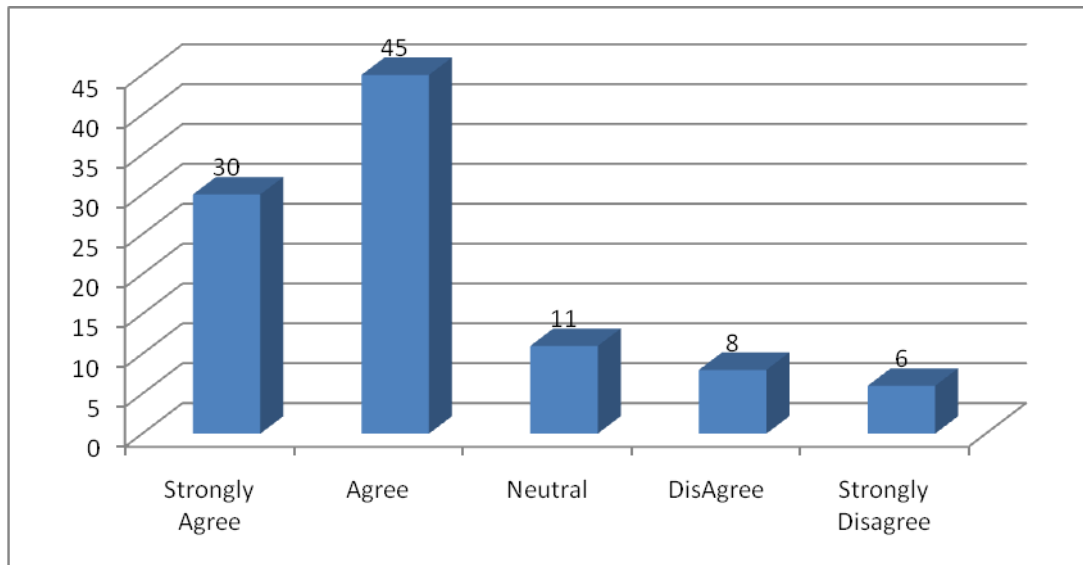
My role does not allow me enough time for my family.

Table-23

Inter Role Distance-3

S.No	Unable to spend time With family	No Of Respondents	Percentage of Respondents
1	Strongly Agree	33	30

2	Agree	49	45
3	Neutral	12	11
4	DisAgree	9	8
5	Strongly Disagree	7	6
	Total	110.00	100.00



INFERENCE

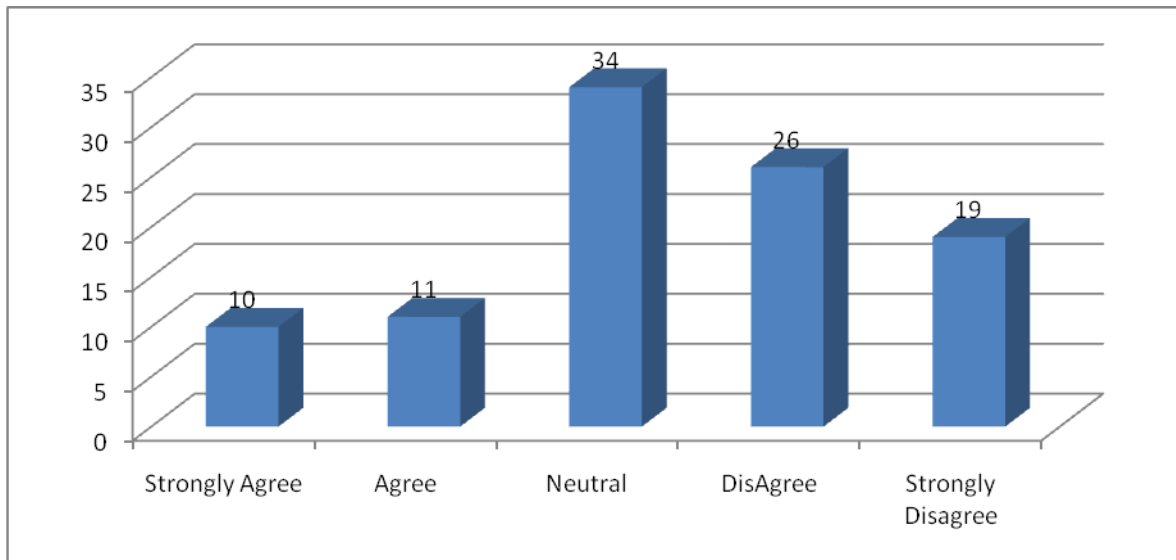
Majority (45%) of the respondents agree that they are unable to spend time with their family. This shows the high level of Inter-Role distance stress among the employees.

I do not have time and opportunities to prepare myself for the future challenges of my role.

Table-24
Role Stagnation-3

S.No	No time and opportunities	No Of Respondents	Percentage of Respondents
1	Strongly Agree	11	10

2	Agree	12	11
3	Neutral	37	34
5	DisAgree	29	26
4	Strongly Disagree	21	19
	Total	110.00	100.00



INFERENCE

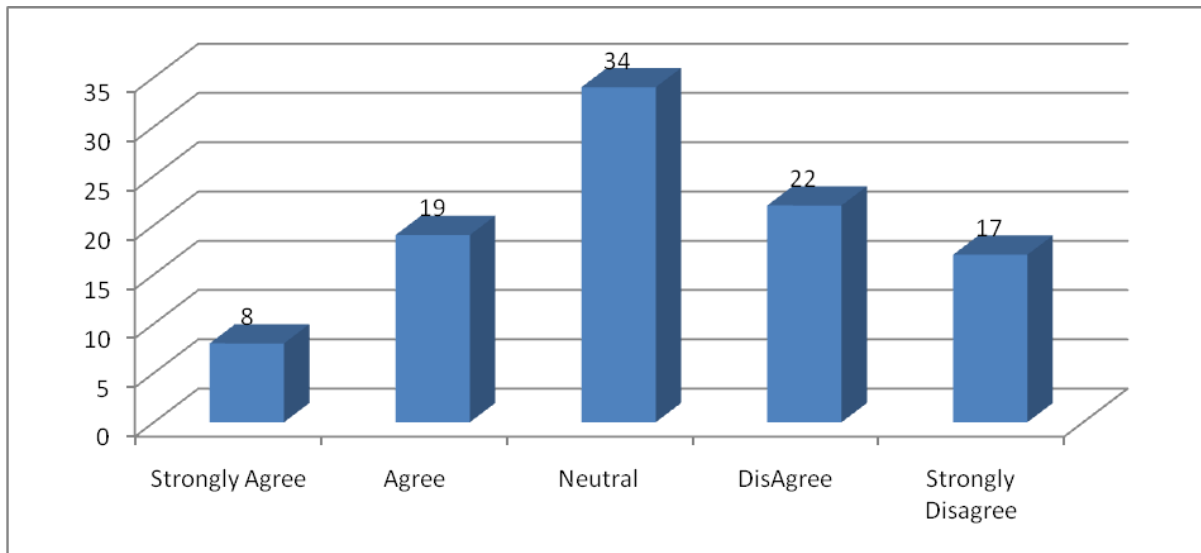
Majority (34%) of the respondents are neutral with the statement that they do not have enough time and opportunities to prepare themselves for the future challenges of their role. This shows the high level of Role Stagnation Stress prevails in the concern.

I am not able to satisfy the demands of the clients and the others, since these are conflicting with each other.

Table-25
Role Erosion-3

S.No	Inability to satisfy Clients and others.	No Of Respondents	Percentage of Respondents
1	Strongly Agree	9	8

2	Agree	21	19
3	Neutral	37	34
4	DisAgree	24	22
5	Strongly Disagree	19	17
	Total	110.00	100.00



INFERENCE

Majority of the respondents (34%) feel that they are unable to satisfy the conflicting demands of clients with others in their current Role. Since there is high amount of Role Erosion Stress among respondents.

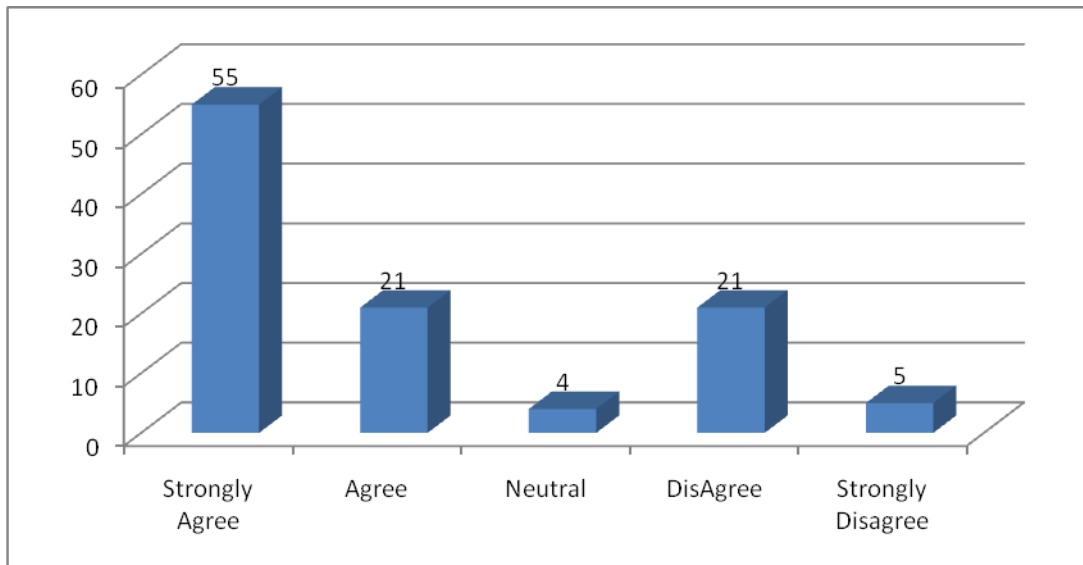
I would like to take on more responsibility than I m handling at present.

Table-26

Role Expectation Conflict-3

S.No	Expect to take additional responsibility	No Of Respondents	Percentage of Respondents
1	Strongly Agree	61	55

2	Agree	23	21
3	Neutral	17	4
4	DisAgree	4	21
5	Strongly Disagree	5	5
	Total	110.00	100.00



INFERENCE

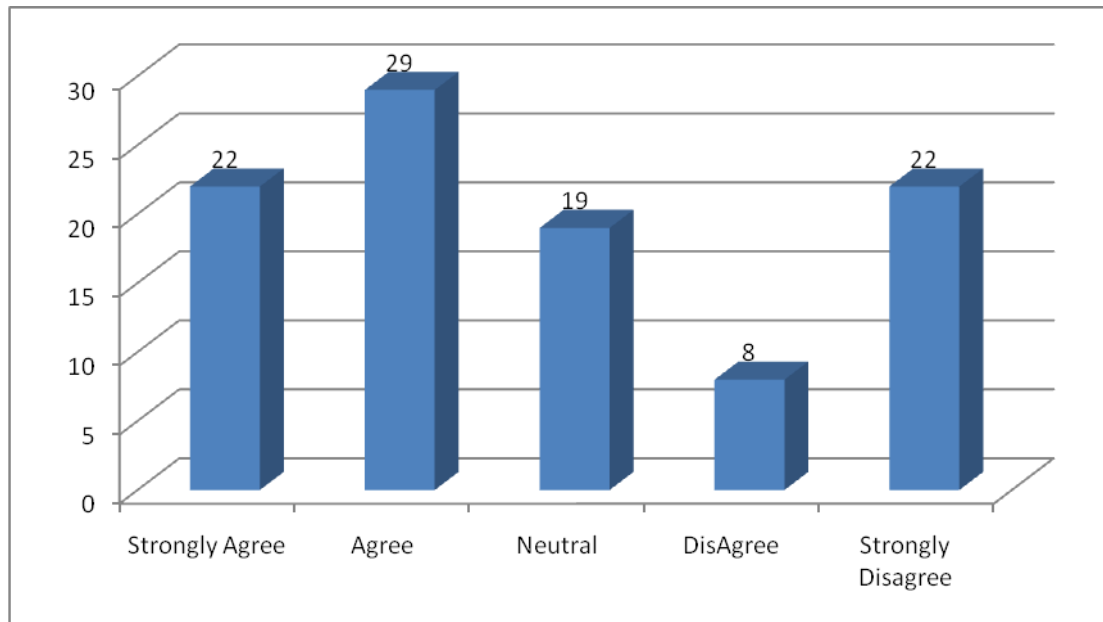
Majority of the respondents (55%) strongly agree that they expect to take additional responsibility. Since there is a considerable amount of Role Expectation Conflict stress among the respondents.

I have been given too much responsibility.

Table-27
Role Overload-3

S.No	Having too much responsibility.	No Of Respondents	Percentage of Respondents
1	Strongly Agree	24	22
2	Agree	32	29

3	Neutral	21	19
4	DisAgree	9	8
5	Strongly Disagree	24	22
	Total	110.00	100.00



INFERENCE

Majority of respondents (29%) agree that they are loaded with too much responsibility in their current role. **This shows the considerable presence of Role Overload Stress.**

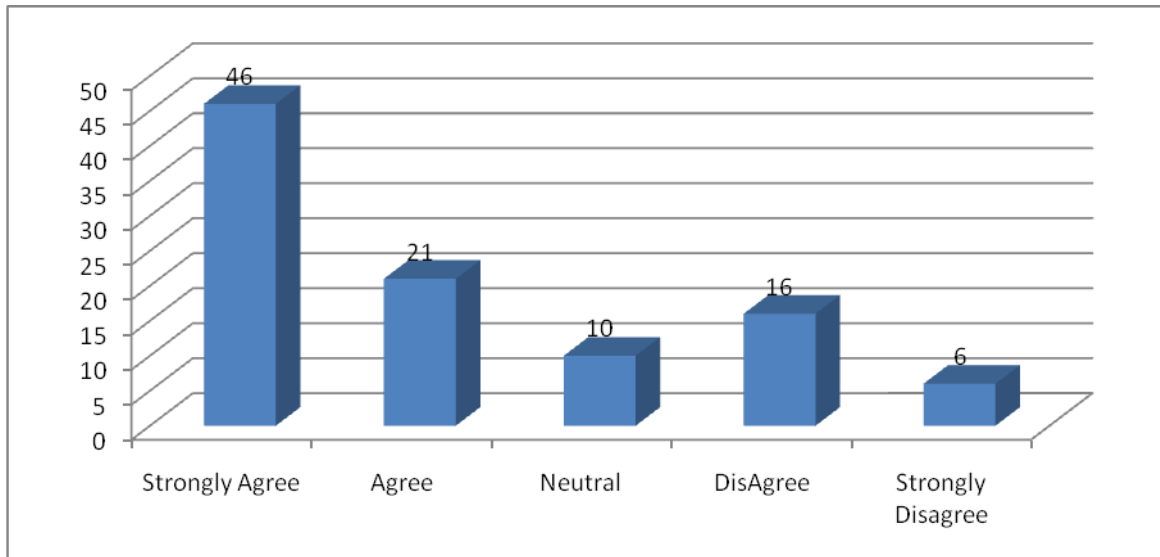
I wish there was more consultation between my role and other's roles.

Table-28

Role Isolation-3

S.No	Lack of Consultation	No Of Respondents	Percentage of Respondents
1	Strongly Agree	51	46
2	Agree	23	21

3	Neutral	11	10
4	DisAgree	18	16
5	Strongly Disagree	7	6
	Total	110.00	100.00



INFERENCE

Majority of respondents (46%) strongly agree that they expect more consulting between their roles with other roles. Since we infer that the role Isolation stress is high among the respondents.

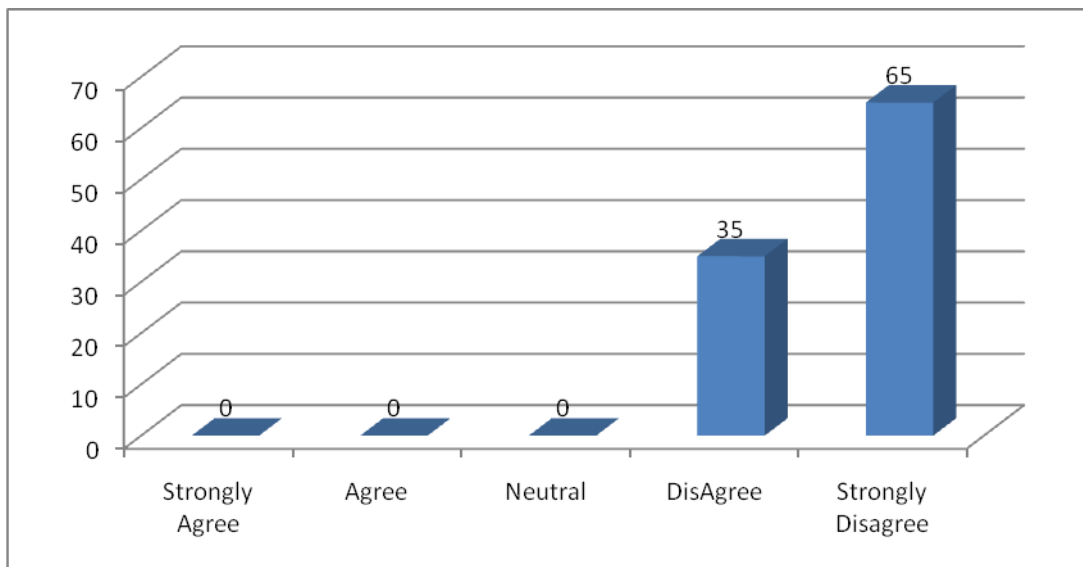
I have not had right training for my role.

Table-29

Personal Inadequacy-3

S.No	Lack of needed training	No Of Respondents	Percentage of Respondents

1	Strongly Agree	0	0
2	Agree	0	0
3	Neutral	0	0
4	DisAgree	39	35
5	Strongly Disagree	71	65
	Total	110.00	100.00



INFERENCE

Majority of respondents (65%) strongly disagree with the statement that they do not have right training for their own role. All respondent's have right training for their own role. Since there is considerable amount of Personal Inadequacy Stress exists in the concern.

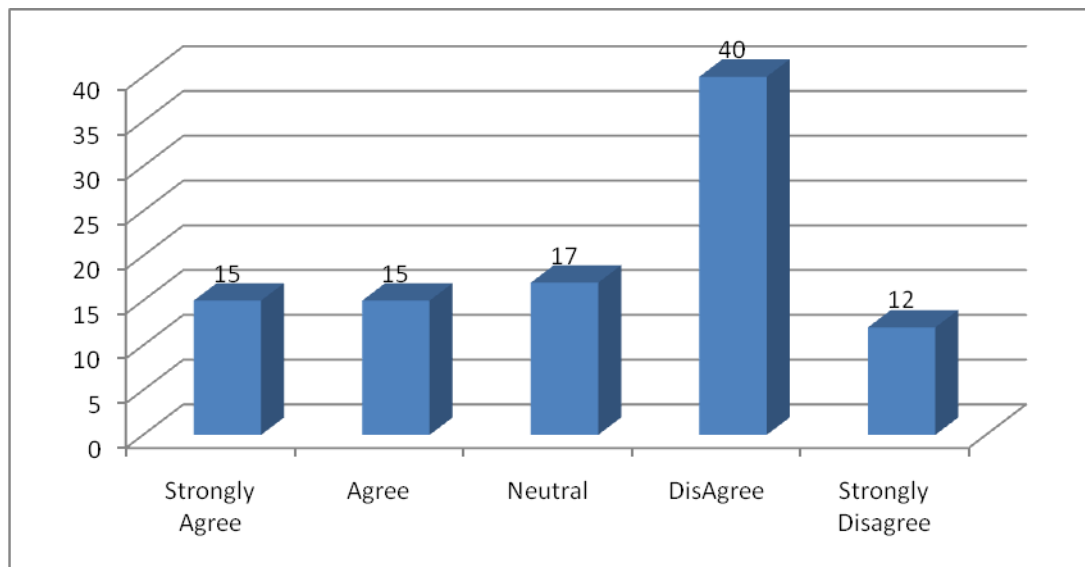
The work I do in the organization is not related to my interests.

Table-30

Self-Role Distance-3

S.No	Mismatch between my interest and work.	No Of Respondents	Percentage of Respondents
------	--	-------------------	---------------------------

1	Strongly Agree	17	15
2	Agree	17	15
3	Neutral	19	17
4	DisAgree	44	40
5	Strongly Disagree	13	12
	Total	110.00	100.00



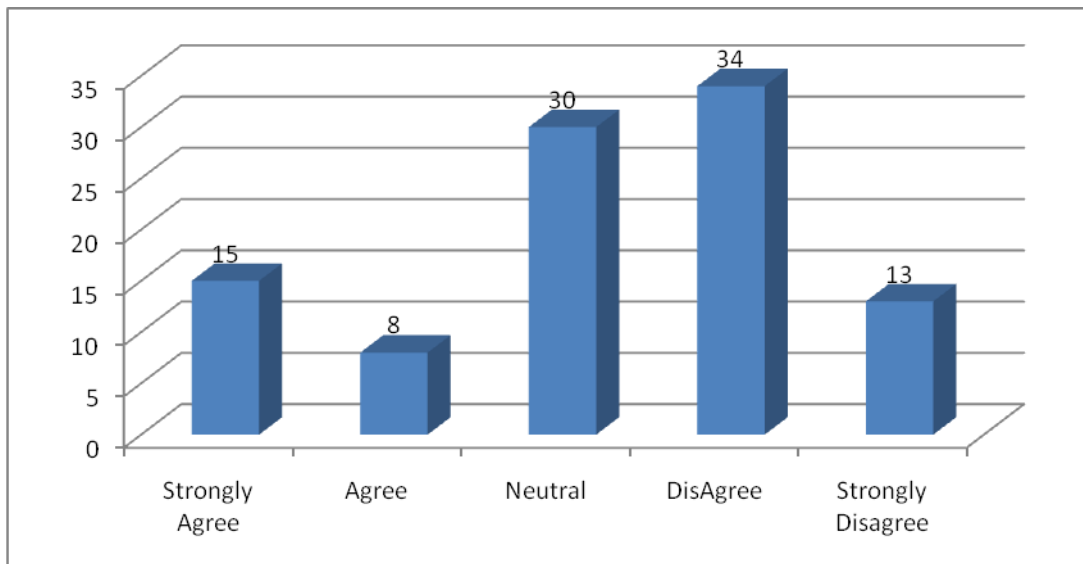
INFERENCE

Majority of the respondents (15%) do not find more Mismatches between their interest and their work and so there is less Self-Role Distance Stress in their current role.

Several aspects of my role are vague and unclear.

Table-31
Role Ambiguity-3

S.No	Role aspects are vague and unclear	No Of Respondents	Percentage of Respondents
1	Strongly Agree	17	15
2	Agree	9	8
3	Neutral	33	30
4	DisAgree	37	34
5	Strongly Disagree	14	13
	Total	110.00	100.00



INFERENCE

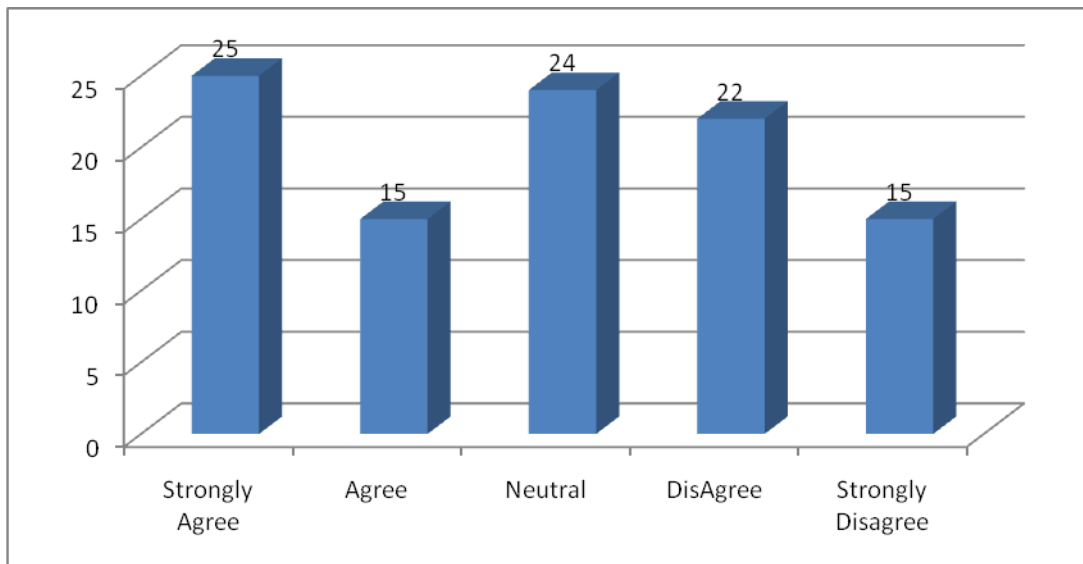
Majority of the respondents (34%) disagree with the statement that several aspects of their role are vague and unclear. Only significant amount of respondents (15%) having clear idea about their current role. Since the Role Ambiguity Stress is very high among the respondents.

I do not have enough people to work with me in my role.

Table-32

Resource Inadequacy-3

S.No	Not getting enough people to work with.	No Of Respondents	Percentage of Respondents
1	Strongly Agree	27	25
2	Agree	17	15
3	Neutral	26	24
4	DisAgree	24	22
5	Strongly Disagree	16	15
	Total	110.00	100.00



INFERENCE

Majority of the respondents (25%) strongly agree that they are not getting enough people to work along with them in their current role. Since no such Resource Inadequacy Stress among Respondents.

STATISTICAL TOOLS AND ANALYSIS

CHI- SQUARE TEST I – (ψ^2)

Chi-square is the sum of the squared difference observed (o) and the expected (e) data (or the deviation, d), divided by the expected data in all possible categories.

Null hypothesis (Ho):

There is a relationship between the experience and work load.

Alternate hypothesis (H1):

There is no relationship between the experience and work load.

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Employees work load is too heavy * Experience of the employees	110	100.0%	0	0.0%	110	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	13.641 ^a	12	.324
Likelihood Ratio	16.156	12	.184
Linear-by-Linear Association	.079	1	.778
N of Valid Cases	110		

a. 11 cells (55.0%) have expected count less than 5. The minimum expected count is .74.

Employees work load is too heavy * Experience of the employees Crosstabulation

			Experience of the employees				Total
			Less than 1 yr	1-3years	3-5 years	Above 5 years	
Employees work load is too heavy	Strongly Agree	Count	8	12	2	2	24
		Expected Count	10.3	7.0	4.8	2.0	24.0
	Agree	Count	10	11	6	2	29
		Expected Count	12.4	8.4	5.8	2.4	29.0
	Neutral	Count	5	0	3	1	9
		Expected Count	3.8	2.6	1.8	.7	9.0
	Disagree	Count	12	4	6	2	24
		Expected Count	10.3	7.0	4.8	2.0	24.0
	Strongly Disagree	Count	12	5	5	2	24
		Expected Count	10.3	7.0	4.8	2.0	24.0

Total	Expected Count	10.3	7.0	4.8	2.0	24.0
	Count	47	32	22	9	110
	Expected Count	47.0	32.0	22.0	9.0	110.0

INFERENCE:

Since the calculated value is greater than the tabulated value, we accept the null hypothesis and hence there is no relationship between the Experience and work load.

ONE-WAY ANOVA CLASSIFICATION

Null hypothesis (Ho):

There is a significance difference between the gender and Job does not allow the employees to spend enough time for their family

Alternate hypothesis (H1):

There is no significance difference between the gender and Job does not allow the employees to spend enough time for their family

Descriptives

Job does not allow the employees to spend enough time for their family.

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Male	64	2.34	.930	.116	2.11	2.58	1	5
Female	46	1.91	1.347	.199	1.51	2.31	1	5
Total	110	2.16	1.138	.108	1.95	2.38	1	5

Test of Homogeneity of Variances

Job does not allow the employees to spend enough time for their family.

Levene Statistic	df1	df2	Sig.
2.152	1	108	.145

ANOVA

Job does not allow the employees to spend enough time for their family.

				Sum of Squares	df	Mean Square	F	Sig.
(Combined)				4.965	1	4.965	3.940	.050
Between Groups	Linear Term	Unweighted		4.965	1	4.965	3.940	.050
		Weighted		4.965	1	4.965	3.940	.050
Within Groups			136.090	108	1.260			
Total			141.055	109				

INFERENCE:

The calculated value of F is greater than the tabulated value. Hence, we reject the null hypothesis and conclude that there is no significance difference between the gender and Job does not allow the employees to spend enough time for their family

CHAPTER 5

FINDINGS OF THE STUDY

5.1 FINDINGS

F1: Through this research, we can find that the following types of stresses are major factors contributing to Organizational Role Stress among the employees

- Inter –Role Distance Stress

64% of the people feel that their professional lives interfere with their family life.

61% of the respondents feel that they have various other interests like social, religious, etc., are being neglected because they do not get time to attend these besides their work.

61% of the respondents feel that their role does not allow them enough time for their family.

- Role Overload Stress

46% of the respondents feel that their work load is too heavy.

64% of the respondents feel that the amount of work they have to do interfere with the quality that have to be maintained.

68% of the respondents feel that they have been given too much responsibility.

- Role Isolation Stress

68% of the respondents feel that other role occupants do not give enough attention and time to their role.

64% of the respondents feel that there is not enough interaction between their role and other roles.

71% of the respondents wish for more consultation between their role and other's roles.

- Role Ambiguity Stress

61% of the respondents are not clear on the scope and responsibilities of their role.

71% of the respondents feel that they do not know what the other people work along with them expect of themselves.

68% of the respondents feel that several aspects of their role are vague and unclear.

F2: 82% of the respondents feel that they do not have enough time to prepare themselves for higher responsibilities in their role.

F3: 57% of the respondents feel that they have to do things, in their role, that are against their judgments.

F4: 57% of the people expect/prefer to take additional responsibility in their current role.

F5: 61% of respondents feel that they do not have enough training for their role.

F6: 57%of the respondents feel that they are not getting enough resources to be effective in their role.

5.2 SUGGESTIONS

- The organization should have to take immediate steps to manage these major stress exist among employees.
- The management should educate the individual employees about their roles and responsibilities.
- The management has to assure that there should be proper communication and interaction between the employees and also between the employee and the employer.
- From F5: Since this Role expectation conflict stress can be perceived as a constructive phenomenon in the working environment, the management **can give additional responsibilities to the employees along with proper training.**
- One more aspect to be looked at by the management is **providing the proper training in terms of team building, stress management, soft skills.** This helps in the creation of passionate recruitment work culture which in turn helps the employees to work with interest and love.
- **Keeping the realistic targets for the consultants** helps them to achieve the best by providing the necessary training and proper knowledge on recruitment. This also helps them to achieve the numbers and also the amount.
- Management should try to find out the lacking resources which are being obstacle to the effective performance of employees in the working environment and **take steps to effectively use those resources or to go for additional.**

From the findings, the researcher recommends that the stress management programme be extended to the whole Signware Technologies, so that they too maybe equipped with the requisite skills that will enable them to cope with the stressful nature of their jobs.

5.3 CONCLUSION

The number of individuals affected by job stress is growing day by day in almost every industry. The need of the hour is to avoid stress or manage it before it has adverse affects on the individuals. So the management of Signware Technologies has decided to take measures for preventing distress within the organization after this study.

Thus, they must be accorded with the skills that may help them cope with their work demands and avoid burnout, absenteeism loss of productivity, and turnover .In the end, this seemingly small initiative of stress management will go a long way and help spell a real difference in contributing to Signware Technologies' treasury.

ANNEXURE

I am doing a project on **“A STUDY ON ASSESSING ORGANIZATIONAL ROLE STRESS LEVEL OF EMPLOYEES AT SIGNWARE TECHNOLOGIES, CHENNAI.**
Kindly help me in this, by filling this questionnaire.

QUESTIONNAIRE

GENDER: ☐ Male ☐ Female

DEPARTMENT: ☐ HR ☐ Finance ☐ Marketing

EXPERIENCE: ☐ Less than 1yr ☐ 1- 3 yrs ☐ 3-5yrs ☐ Above 5 yrs

ORGANISATIONAL ROLE STRESS SCALE

Type "S" in the appropriate box to select your choice from the option.

S.No	Question	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1.	My role tends to interfere with my family life.					
2.	I am afraid I am not learning enough in my present role for taking up higher responsibility.					
3.	I am not able to satisfy the conflicting demands of various people above me.					
4.	My role recently been reduced in importance.					
5.	My work load is too heavy.					
6.	Other role occupants do not give enough attention and time to my role.					
7.	I do not have adequate knowledge to handle the responsibilities in my role.					
8.	I have to do things, in my role, that are against my judgments.					
9.	I am not clear on the scope and responsibilities of my job.					
10.	I do not get the information needed to carry out responsibilities assigned to me.					
11.	I have various other interests like social, religious, etc., which remain neglected because I do not get time to attend to these.					
12.	I am too preoccupied with my present job responsibility to be able to prepare for taking					

	up higher responsibilities.					
13.	I am not able to satisfy the conflicting demands of my peers and juniors.					
14.	Many functions that should be part of my role have been assigned to some other role.					
15.	The amount of work I have to do interfere with the quality I want to maintain.					
16.	There is not enough interaction between my role and other roles.					
17.	I wish I had more skills to handle the responsibilities of my role.					
18.	I am not able to use my training and expertise in my role.					
19.	I do not know what the people I work with expect of me.					
20.	I do not get enough resource to be effective in my role.					
21.	My job does not allow me enough time for my family.					
22.	I do not have time and opportunities to prepare myself for the future challenges of my job.					
23.	I am not able to satisfy the demands of the clients and the others, since these are conflicting with each other.					
24.	I would like to take on more responsibility than I m handling at present.					
25.	I have been given too much responsibility.					
26.	I wish there was more consultation between my role and other's roles.					
27.	I have not had right training for my job.					
28.	The work I do in the organization is not related to my interests.					
29.	Several aspects of my role are vague and unclear.					
30.	I do not have enough people					

	to work with me in my job.					
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