



## **Full Length Research Article**

### **FAMILY SIZED BASED VARIATION IN ORGANISATIONAL ROLE STRESS AMONGST DUAL CAREER COUPLES**

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#### **ABSTRACT**

The Problem of stress is higher for the employees, employers and management. The present paper aims to know the various dimensions of the Organisational Role stress and to determine sector based difference in stress level of employees. Nuclear family based Employees experience higher stress than joint family. Further an insight into ten distinct dimensions of Organizational Role Stress has put lime light on more potent stressors for the employees belonging to different groups. Practical implications and suggestions have also been served at appropriate places to counter stressors.

#### **INTRODUCTION**

Stress related to work “is the response people may have when presented with work demands and pressures that are not matched to their knowledge and abilities and which challenge their ability to cope”. Stress might be resultant by a number of diverse factors known as stressors. Actually, it leads to complex association of large number of system of interrelated stressors. It is highly useful to make a proper demarcation between stressful work conditions and stress related factors from an individual's reactions. These strains might be caused by a number of factors belonging to mental, physiological, physical and emotional. Occupational stress can arise from a condition when there is a discrepancy between the demands of the workplace and an employees' capability to fulfill these demands. Nevertheless, a stressor may lead to physiological reaction that can strain an employee physically as well as mentally. A variety of factors are responsible for workplace stress. These factors may include tremendous workload, isolation and alienation, extensive working hours, toxic and hazardous working conditions, dearth of autonomy and power, hard and hostile relationships among colleagues and employers, bullying by management and stereotyping, harassment and threat and lack of opportunities and scope for advancement in one's career and professional life.

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#### **Literature review**

Lee (1980) posited that dual-career families face too many challenges as they have to play too many roles with too many demands on time, space and energy. It is a constant juggling act to combine both work and family demands for dual career couples (Gorissen, 2009). And thus working couples consistently experience work-family conflict and also a conflict in the association between work and family roles (Edwards and Rothbard, 2000). Such type of conflict occurs when demands of one role becomes incompatible with that of another (Duxbury and Higgins, 2003). Although it is commonly observed that wives face higher levels of work-family conflict than husbands among the working couples (Higgins, Duxbury, Lee, and Mills, 1994), even then dual-career men is also reported to experience negative spillover from the work domain (Higgins and Duxbury, 1992).

**The paper tends to discuss variations caused in ten different constructs of Organizational Role Stress among employees. The ten constructs are taken as per list given by Udai Pareek (1993)**

1. Self Role Distance: When an individual finds a conflict between the self –concept and the expectations from the role, self role distance arises.
2. Inter-role Distance: 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 organizational role as an executive and her familial role as a wife and as a mother.

3. **Role Stagnation:** It is the feeling of being stuck in the same role. Such type of stress results in perception that there is no opportunity for the progress of one's career and one's feel entrapped in one's role.
4. **Role Isolation:** In a role set, the role occupant may feel that certain roles are psychologically closer to him, while others are at a much distance. The main criterion of distance is the frequency and ease of interaction. When linkages are strong, the isolation will be low and vice versa.
5. **Role Ambiguity:** When an individual is not clear about the various expectations that people have from his role, he faces role ambiguity. Role ambiguity may be due to lack of information available to role occupant, or his lack of information available to him.
6. **Role expectation conflict:** When there are conflicting expectations or demands by different role senders, the role occupant experiences this type of stress. The conflicting demands may be from the boss, subordinates, peers or clients.
7. **Role Overload:** When a role occupant feels that there are too many expectations from the significant others in his role set, he experiences role overload.
8. **Role Erosion:** A role occupant may feel that 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 his role are shared by other roles within a role set.
9. **Resource Inadequacy:** It arises when the resources required by a role occupant for performing his role effectively are not available. These resources can be in the form of information, finance, people and facilities.
10. **Personal inadequacy:** when an individual feels that he does not have enough knowledge, skills or training to undertake a role effectively, or that he has not time to prepare for the assigned role, he may experience stress

### Objective and research methodology

The prime objective of the present research has been to explore the Organizational Role Stress from the lenses of individual differences. The incidental objectives of the present research were as under:

- To examine Family sized based difference in Organizational Role Stress amongst Dual Career Couples.
- To give deep insight into ten constructs of Organizational Role Stress.

The present study is based upon exploratory-cum-descriptive research design. Primary data is collected through structured questionnaires. The present study is restricted to dual career families thus population is employees whose spouse are also working. To explore Organisational Role Stress among dual career couple a structured questionnaire developed by Udai Pareek (1993) consisting of 50 statements has been used. These 50 statements explore the stress level of the employees under ten different dimensions of ORS. Data has been collected using five point scale. Random sampling has been used to collect data from various industries. The industries

mainly includes banking, insurance, textile, BPO, sugar, shoe, consultancy, cold drink, rice, etc. Sample size is 130. For analysis purpose, it has been strictly ensured that an array of manufacturing, service, private, public, Indian and foreign companies are approached.

## RESULTS AND DISCUSSION

Table 1 elucidates family size (Nuclear or joint) based mean value of organizational role stress among dual career couples. It is reported that mean value for working couple living in joint family is higher than employees having nuclear family. Mean value for employees living in joint family is 2.72 while the value for nuclear family worker is 2.16.

**Table 1. Family size based Description of Dimensions of ORS**

Dimensions of ORS	Mean	
	Nuclear	Joint
Inter Role Distance (IRD)	2.64	2.96
Role Stagnation (RS)	2.16	2.48
Role Expectation Conflict (REC)	2.56	2.08
Role Erosion (RE)	2.56	2.86
Role Overload (RO)	2.52	2.86
Role Isolation (RI)	2.24	2.72
Personal Inadequacy (PI)	2.88	2.22
Self Role Distance (SRD)	2.00	2.56
Role Ambiguity (RA)	2.60	2.68
Resource Inadequacy (RID)	2.92	2.12
Overall	2.16	2.72

**Table 2. Family Based Variations in Organizational Role Stress**

S. No.	Factors	Nuclear v/s Joint	
		t-Value	Significance
1	Inter Role Distance (IRD)	7.65	0.006
2	Role Stagnation (RS)	11.59	0.503
2	Role Expectation Conflict (REC)	2.793	0
4	Role Erosion (RE)	3.272	0.644
5	Role Overload (RO)	4.643	0.002
6	Role Isolation (RI)	1.237	0
7	Personal Inadequacy (PI)	0.379	0
8	Self Role Distance (SRD)	1.612	0
9	Role Ambiguity (RA)	1.955	0
10	Resource Inadequacy (RID)	7.65	0.006
	Overall	6.357	0.018

Although both values fall in 'sometimes' category in five point rating scale, but even then higher mean for joint family based working couple indicates that joint family exert more organizational role stress than nuclear family on working duos. Data reveal that the constructs Role overload (mean=2.86), Role Erosion (mean=2.86) and Inter Role Distance (mean=2.96) causes maximum role stress among joint family based working pair. Findings suggest that Resource Inadequacy (mean=2.92) and Personal Inadequacy (mean=2.88) contributes maximum to the stress of working couple in nuclear family. Role Expectance Conflict (mean=2.08) and Resource Inadequacy (mean=2.12) contributes minimum to stress level of employees living in joint family. However, dual career couple are least stressed by Role Stagnation (mean=2.16) and Self Role Distance (mean=2.00). Ten constructs of organizational role stress are also explored from two different angles of family size arrangement. Mean value for seven out of ten stress paradigms are higher for joint family living employees. These seven parameters of organizational role stress are Role Stagnation (mean value for jointly living employees = 2.48, mean value for nuclear family living employee= 2.16), Role Erosion

(mean value for jointly living employees = 2.86, mean value for nuclear family living employee= 2.56), Role Isolation (mean value for jointly living employees = 2.72, mean value for nuclear family living employee=2.24, Resource Inadequacy (mean value for jointly living employees = 2.68, mean value for nuclear family living employee= 2.60), Inter Role Distance (mean value for jointly living employees = 2.96, mean value for nuclear family living employee= 2.64), and Role Ambiguity (mean value for jointly living employees = 2.68, mean value for nuclear family living employee= 2.60). For rest of three constructs mean value is higher for urban residing employees. The constructs are Role Expectation Conflict (mean value for rural living employees = 2.08, mean value for urban living employee= 2.56) and Personal Inadequacy (mean value for rural living employees = 2.22, mean value for urban living employee= 2.88) and Resource Inadequacy (mean value for jointly living employees = 2.12, mean value for nuclear family living employee=2.92).

Table 2 describes result of t-test applied to explore statistical significance of differences based on family size (Nuclear or Joint) of the employees. Overall family size based variations come out to be statistical significant as significance value is smaller than .05 at 95% degree of confidence scale. The findings statistically support the findings of Table 1. Now it is statistically proved that dual career couple living in joint family experience category feels maximum organizational stress. Eight out of ten constructs of organizational role stress reported significant variations for different family size's working duos. The constructs are Inter Role Distance, Role Overload, Role Isolation, Personal Inadequacy, Role Ambiguity, Role Expectation Conflict, Self Role Distance and Role Erosion, Resource Inadequacy. Employees of both joint and nuclear families are equally stressed for only two constructs of organizational role stress.

## Conclusion

Organizational Role Stress has been a permanent challenge for both i.e. for employee and for an organization too. One of the most critical issues that majority of organization faces today is recruitment and retention of qualified employees. Turnover and absenteeism is a major challenge for all sort of organizations. The problem of stress is higher for dual career couples. Thus the study of ORS for working couples is of utmost significance for both complementary actors of

corporate world. The present paper successfully highlighted few aspects of the Role Stress among working couples. Nuclear family employee's experiences higher level of stress than joint family based employee.

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