The Effect of Length of Service and Demographic Variables on Organisational Role Stress of Public Sector Bank Employees

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Abstract
The study explores the impact of length of service and demographic variables on the organisational role stress on the public sector bank employees. The questionnaire employed in this study is Organisational Role Stress (ORS) scale developed by Prof. Udai Pareek (1983) where length of service, gender, age, education, number of family members and income are independent variables and Organisational Role Stress (ORS) is dependent variable. The sample for the study consist of 415 public sector bank employees. Simple random sampling is used as a sampling technique. Data was analysed using Multiple Regression. The results revealed that length of service, age, education and income significantly impact the organisational role stress (ORS) on the public sector bank employees.
Keywords: Length of service, Demographic variable, Organisational Role Stress, Public Sector Bank Employees.

Introduction

The stress can be variously thought as a response to a stimulus, i.e. as a stressor itself; and as an intervening variable. A prime example of response definition was given by Selye (1936, and 1976) defined stress as a dynamic condition in which a person faces an opportunity, constrain, or demand which is concerned to his or her wants but the outcome of such wants is significant and unpredictable. The modern definition of stress states that this is a personal experience caused by pressure or expectations on an individual and impact upon the individual's ability to cope or his/her perception of that ability.

The Concept of Stress

Selye (1936) stated stress is derived both from desirable and undesirable life-events. Undesirable events causes distress which has adverse effects on the individuals while desirable events provides Eustress which has pleasant and curative effects. Beehr and Newman (1978) defined stress as a condition arising from the interaction of people and their jobs and characterised by the changes within people which force them to deviate from their normal function.

Stress in Organisational Roles

Stress, as a problem associated with the existence of the individual, has been, therefore, accepted and consequently reflected in the Indian thought. The philosophical and religious texts belonging to the very distant past like Ramayana and Bhagwad Gita and different indigenous systems like Samkhya, Yoga and Ayurveda discussed native shapes of stress. *Dukha* (pain, suffering),

Klesa (afflictions), *Atman* and *Ahamkara* (self and ego) etc. have indicated the traces of the origin of stress in Indian philosophical thought.

Srivastava (1998) also reiterated that the problem of stress is related to the meaning and purpose of life itself and efforts to cope with it must focus on preventing and overcoming *dukha.* However, the concept of stress, in its present sense, found its roots in the field of life sciences. Derived from the Latin word 'Stringere', which means – to draw tight, 'stress' concept was used in the 17th century to describe hardships or affliction.

Literature Review

Some of the researchers as Lakshendra et al. 2017 a. and b.; Cardoso and Nirmala 2015; Bano and Jha 2012; Malik 2011; Sankpal, Negi and Vashishtha 2010; Bhattacharya and Basu, 2007; Jain, Jubeen, Fauzia, Mishra and Gupta, 2007; Bhowon and Ah-Kion 2004; Srivastava and Singh, 1981; studied the role stress.

Lakshendra et al. (2017 a.) in the studies on the bank employees concluded that income had the highest impact on the organisational role stress (ORS) on the bank employees followed by education and age. Lakshendra et al. (2017 b.) studies further revealed that length of service made a significant difference on the organisational role stress (ORS) on the public and private sector bank employees.

Cardoso and Nirmala (2015) surveyed male and female doctors from Goa, from Goa medical College, Primary Health Centers and District Hospitals in Goa and found that there was a significant difference between the mean values of married and unmarried medical doctors except for Organisational Role Stress. Also, it was found that there was significant difference between the stress levels of male and female medical doctors as it was found that inter role distance (IRD), Role Stagnation (RS), Role Expectation Conflict (REC), Self-role Distance (SRD), Role Ambiguity (RA), and Resource Inadequacy (RIn), was confirmed higher in women doctors and unmarried doctors as compared to men and married doctors.

Bano and Jha (2012) investigated organizational role stress in 182 public and 120 private sector employees in U.P. The study found that both public

and private sector employees encountered moderate level of stress.

Malik (2011) in his study of occupational stress in public and private banks in Quetta City disclosed that private bank employees had high occupational stress in comparison to public sector bank employees. The role overload, role ambiguity, role conflict and lack of senior level support more private bank employees as compared to public bank employees were the major variables contributing to occupational role stress.

Sankpal, Negi and Vashishtha (2010) in their study on organizational role stress of public and private sector banks revealed that there was a significant difference between the role stress of public and private sector banks employees.

Bhattacharya and Basu (2007) studied distress, wellness and Organizational role stress among IT professionals. The study revealed that organizational role stress was higher among men as compared to women. The study also found that organizational role stress and distress were significantly related; and distress and wellness were insignificantly related implying that organizational role stress and wellness were negatively related. Persons above 30 years of age encountered greater distress than younger generation.

Jain, Jubeen, Fauzia, Mishra and Gupta (2007) studied job satisfaction in relation to organizational climate and occupational stress in Indian Oil Corporation. A relationship between occupational stress and organizational climate was studied on managers and engineers (Singh, 1989; Shrivastava and Singh, 1981). It was found that there was no significant difference between job satisfaction of managers and engineers. While comparing organizational climate both the groups differed significantly. Managers scored higher mean value due to their empowerment as engineers experienced higher degree of occupational stress. High income group managers and engineers were found more satisfied as compared to low income managers and engineers showing financial incentives as important motivating factors affecting employees' performance and satisfaction. Studies also revealed that executives in their higher age were more satisfied and less stressed than employees of low age

group. The managers who perceived organizational climate high and conductive were found more satisfied with their jobs than those who perceived their organizational climate as low.

Uma Bhowon and J.Ah-Kion (2004) in their study revealed that perception of inequity; role overload and inadequacy of authority inherent in a role were found to be the central facets of stress, employees are confronted with. The study also indicated that employees' perception of the structure of the organization and the processes involved were found to be stress experienced of inequality. The organizational climate was also seen as a contingent variable for stress.

Objective of the Study

The main objective of the study was to study the impact of length of service and demographic variables of public sector bank employees on the organisational role stress.

Hypothesis: There is no significant impact of length of service and demographic variables on the organisational role stress (ORS).

Methodology
Sampling and Sampling Techniques

Sample of the present study consisted of 415 public sector bank employees from western Uttar Pradesh, India. The simple random sampling was used to select the sample. A total of 415 questionnaires were distributed. The respondents were allowed to take their own time to fill the questionnaires. Out of 415 questionnaires 327 questionnaires were received back, giving a response rate of 78.79% out of which 304 were found usable for the study.

Measures

Organisational Role Stress (ORS) scale by Pareek (1983) was used to measure Organisational Role Stress (ORS). Gorden (2004) has branded Organisational Role Stress (ORS) scale as the classical inventory to measure Organisational Role Stress (ORS) in organisations.

The scale consists of two parts – the first section-a) sought information for the demographic variables; and the second section- b) consists of 50 items to measure organisational role stress. The dimensions of organizational role stress and the number of items provided in the scale are shown in the table 1.

Table 1 Dimensions of organisational Role stress Scale and Item Numbers

S.No.	Dimension	Item Number
1.	Inter-role Distance (IRD)	1, 11, 21, 31, 41
2.	Role Stagnation (RS)	2, 12, 22, 32, 42
3.	Role Expectation Conflict (REC)	3, 13, 23, 33, 43
4.	Role Erosion (RE)	4, 14, 24, 34, 44
5.	Role Overload (RO)	5, 15, 25, 35, 45
6.	Role Isolation (RI)	6, 16, 26, 36, 46
7.	Personal Inadequacy (PI)	7, 17, 27, 37, 47
8.	Self-Role Distance (SRD)	8, 18, 28, 38, 48
9.	Role Ambiguity (RA)	9, 19, 29, 39, 49
10.	Resource Inadequacy (RIn)	10, 20, 30, 40, 50

The demographic variables consolidated for this study included – age, gender, education, number of family members and income. Length of service is another independent variable used for this study. Pastonjee 1999; Bhattacharaya and Basu 2007; Basu and Jha 2012; Lakshendra et al. 2017 found Organisational Role Stress (ORS) scale relevant for their studies.

Analysis and Interpretation
Table 2 Profile of the Respondents

Respondent's Profile	Categories	Frequency	%
Length of Service	0 – 10 years	105	34.53
	10 – 20 years	84	27.63
	20 years and above	115	37.82
Gender	Male	229	75.33
	Female	75	24.67
Age	20-34 years	75	24.67
	35-49 years	105	34.53
	50-60 years	124	40.78
Education	Graduate	200	65.78
	Post Graduate	104	34.21

Number of Family Members	1 – 5	20	6.57
	5 – 10	159	52.30
	10 – 15	125	41.11
Income	Rupees 2 – 10 lakh	102	33.55
	Rupees 10 – 15 lakh	154	50.65
	Rupees 15 – 20 lakh	48	15.78

The majority of respondents belonged to 20 years and above (37.82 %) length of service group followed by respondents from 0 - 10 years group (34.53 %) were least. Majority of respondents were males (75.33 %). Age group 50 – 60 years constituted majority of respondent (40.78%) followed by 35 – 49 years (34.53 %). Majority of respondents were post graduates (654.78 %). Most respondents had 5 – 10 family members (52.30 %) followed by 10 – 15 family members (41.11 %). Majority of respondents belonged to the income group of Rupees 10 – 15 lakh (50.65 %) followed by Rupees 2 – 10 lakh (33.55 %).

Table 3 Results of multiple regression between the dimensions of length of service and demographic variables and organisational role stress on the bank employees

Source	DF	Adj SS	ADJ MS	F-Value	P-Value
Regression	10	95383	9538.3	9.29	0.000
Length of Service	2	14331	7165.4	6.98	0.001
Gender	1	1546	1545.5	1.50	0.221
Age	2	9381	4690.7	4.57	0.011
Education	1	5486	5486.4	5.354	0.022
Number of family members	2	907	453.3	0.44	0.644
Income	2	58188	29093.9	278.33	0.000
Error	293	300919	1027.0		
Lack of fit	72	91195	1266.6	1.33	0.058
Pure Error	221	209724	949.0		
Total	303	396302			

Table number 3 indicate since P < 0.05 (P = 0.000, F-value = 9.29) the null hypothesis is rejected. Therefore, the alternate hypothesis is accepted. It may be inferred that, length of service, age, education and income has a significant impact on the organisational role stress (ORS); and the gender and number of family members has no significant impact on the organisational role stress (ORS) on the public sector bank employees. Results also reveal that highest impact on organisational role stress (ORS) is that of income (P = 0.000, F-value = 28.33) followed by length of service (P = 0.001, F-value = 6.98) and age (P = 0.011, F- value = 4.57). Among the significant factors impacting the organisational role stress (ORS) on public sector bank employees the lowest impact is that of education (P = 0.022, F- value = 5.34). The possible reason of this finding may be that low income acts as a barrier for future development and dissatisfies employees due to lack of efficiency in the procurement of resources. The improvement in the length of service enables the employees to get adjusted in their roles. As the age increases the maturity level of the individuals increases which improves their professional & personal perception & attitude, required for balancing diverse role responsibilities. Higher education provides the opportunities for career growth which certainly results on the reduced organisational role stress (ORS).

Discussion and Conclusion

This study investigated the length of service and demographic variables of public sector bank employees and their impact on the organisational role stress. The results of the multiple regression analysis supported the impact of demographic variables on the organisational role stress (ORS).

The findings of the impact of length of service on organisational role stress (ORS) is consistent with the results of Lakshendra et al. (2017 b.). The findings of impact of age is consistent with the results of Lakshendra et al (2017 a.), Bhattacharaya and Basu (2007), Sharma and Mahajan (2007). The findings for the impact of education were supported by the previous studies by Shrivastava and Singh (1981). However, Cardoso and Nirmala (2015) and Bano and Jha (2012) had different opinion for the gender. In sum, the results of this study provided that length of service and demographic variables have a significant impact on the organisational role stress (ORS) on the bank employees. Length of service, age, education and income has a significant impact on the organisational role stress (ORS); and the gender

and number of family members has no significant impact on the organisational role stress (ORS) on the public sector bank employees. Management can provide opportunities for training and development programmes and regular workshops to ensure employees well-being.

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