

Indian Journal of Psychological Science

Internationally

Indexed, Refereed and Peer Reviewed

Editor

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UGC CARE List-II (Web of Science): Emerging Sources Citation Index:
<https://mjl.clarivate.com/search-results?issn=0976-9218>

I J P S

DOI Link :: [https://doi-ds.org/doi/10.2024-35855746/IJPS/NAPS/January/2024/Vol.18\(1\)/PoonamRani](https://doi-ds.org/doi/10.2024-35855746/IJPS/NAPS/January/2024/Vol.18(1)/PoonamRani)

The official organ of:



National Association of Psychological Science (Regd)

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Organizational Role Stress and Well-Being: A Comparative Study of Employees Working in Libraries of Govt. and Self- Finance Institutions

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Abstract

The technological advancement has brought drastic changes in individual, social and organizational life and set up. It has brought revolutionary changes which have made life easy but at the same time brought several challenges which are adversely affecting the health and well-being and giving increasing amount of stress. The study aims to compare the levels of organizational role stress and well-being between employees working in libraries of Self Finance and government institutions. The data were collected from eighty library staff looking after the libraries in self – finance and government institutions, selected on the basis of convenience sampling basis. Organizational Role Stress Scale (Pareek, 1983) and General Well-Being Scale (Verma and Verma, 1989). The data were analysed using t test and Pearson Coefficient of Correlation. Results revealed that the employees working in Self – finance institutions have had lower level of well-being and higher level of organizational role stress. The findings are discussed in the light of earlier studies and implications for the employees.

Keywords: Organizational role stress, Well-being

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INTRODUCTION:

Organizations are growing more complex and competitive as a result of increasing internationalization and innovations in technology changing the nature of work. To meet these challenges and stay relevant, these organizations have resorted to contract hiring, outsourcing, and downsizing (Williams, Konrad, Schekler, and Pathman, 2001).

An organization is a structured entity made up of individuals who join forces to accomplish shared aims. There are many different types of organizations, such as government agencies, corporations, non-profits, educational institutions, religious organizations, community groups, and more. By uniting individuals to tackle shared issues, pursue common interests, and support social, economic, and cultural advancement, they play a vital role in society.

Employees are the cornerstone of the company. They are the ones who primarily contribute to the success of an organization.

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They work really hard to deliver their best job and accomplish the objectives within the allotted time. Without employees, a business cannot thrive independently.

In the modern world, stress is inescapable (Pestonjee 1992). Arnold (1960) defined stress as any illness that interferes with regular functioning. Stress is a collective term that refers to any demands placed on the system (physiological, psychological, or social) as well as the system's response to those demands. It is not a stimulus, response, or intervening variable (McLean 1979). Stress at the workplace contributes to stress from home and vice versa. The upward spiral of stress must be stopped before it causes lasting harm like burnout. Stress can also have a negative influence on operational efficiency; it raises staff turnover, cause accidents and illnesses, and lower employee motivation and satisfaction, all of which can have an effect on an organization's capacity to operate profitably

and as a whole. Overwhelming tiredness, a sense of ineffectiveness and lack of accomplishment, and emotions of cynicism and detachment from the work are all signs of stress.

Stress has been defined as a sequence of unfavourable physiological reactions that occur under specific circumstances. They therefore see these reactions as dangers to their safety (Lazarus & Folkman, 1984). Lazarus emphasized that it's critical to concentrate on the hazards that a person experiencing stress faces during the phase of study (Spaderna&Helwig, 2015). Role stress is a major focus of individual role conflicts in certain studies. The elements that put pressure on the behaviours and requirements of a specific profession are known as role stressors. These elements include role ambiguity. Modern businesses must manage stress in order to protect the human welfare of its people, who are essential to their continued efficacy and production (Srivastav, 1995). While stress is an unavoidable aspect of working in an organization, efforts can be taken to lessen its detrimental effects on health and wellbeing.

Organizational Role Stress

The term "organizational role stress," sometimes referred to as "role stress" or "job stress," describes the strain that people feel because of the responsibilities they play in an organization. It results from the pressures, expectations, and demands that come with one's relationships with coworkers and job duties in an organizational setting.

Pareek (1983) in his research on organizational research, discovered 10 types of organizational role stresses. They are described briefly:

1. **Role Ambiguity (RA):** When employees are not clear about or are confused regarding what is expected of them in their responsibilities within the organization.

2. **Role Overload (RO):** When people have too many duties or responsibilities to do.
3. **Inter-Role Distance (IRD):** When an organizational role and other roles clash, such as when an executive finds it difficult to balance work and family obligations, this is known as IRD.
4. **Role Stagnation (RS):** When an organization has little chances for learning and development.
5. **Role Expectations Conflict (REC):** When several members of the organization make conflicting demands over their respective roles.
6. **Role Erosion (RE):** A person perceives that his work is not demanding when they believe that certain significant tasks associated to it have been delegated to someone else.
7. **Role Isolation (RI):** When it's necessary to appropriately connect one's role within an organization with the roles of others.
8. **Personal Inadequacy (PI):** When someone lacks the knowledge, abilities, or training necessary to perform a specific job in a good manner.
9. **The Self-Role Distance (SRD):** It is the state in which an individual's ideals and self-concept conflict with the demands of their organizational role.
10. **Resource Inadequacy (RI):** When the funds required for efficient role performance are not available

Stress related to an organization's role can have a detrimental impact on people's general well-being, productivity, job satisfaction, and physical and mental health. Employers can help employees feel less stressed about their roles by setting clear expectations for their work, encouraging good communication and dispute resolution techniques, giving tools for managing workloads, creating a positive work atmosphere, and supporting work-life balance

efforts. Setting limits, prioritizing work, looking for social support, practicing stress management techniques, and speaking up for oneself inside the business are some other strategies that people can use to handle job stress.

Psychological Well-Being

Nowadays, psychological well-being is one of the key ideas that is taken into account. It is a very significant issue for all stages of life. The subjective sense of fulfilment, happiness, and satisfaction with life is known as psychological wellness. It shows how well a person functions in his environment. It eliminates anxieties, unhappiness, and misery from life and incorporates usefulness, accomplishment, and a sense of belonging. Lack of psychological well-being can lead to a lot of negative thoughts and feelings.

According to WHO, 1946, employee well-being is a state of complete physical, mental and social well-being and not merely absence of disease. Subjective well-being, also known as psychological well-being, is concerned with how individuals feel on a daily basis (Bradburn, 1969; Campbell, 1976; Warr, 1978). These emotions can range from negative (such as worry, depression, discontent, etc.) to positive (such as happiness, contentment, etc.). One of the most significant objectives that both individuals and communities pursue is well-being.

Well-being is an intermixture of affective, cognitive, and somatic state of affairs. Joseph and Lewis (1998) provide an overview of subjective well-being. It also encompasses life's inspirational moments together with personally fulfilling sentiments. Contentment and happiness are the first steps towards achieving well-being. They cover a wide range of life circumstances, including possibilities, financial complexity, creativity, family duties, belongingness, health, marriage, and self- and other-esteem.

Ryff (1989) model of psychological well-being consists of six dimensions namely (1) Autonomy, (2) Environmental Mastery, (3) Personal Growth, (4) Positive Relations with Others, (5) Purpose in Life, and (6) Self-Acceptance. Psychological well-being can be divided into six categories: having a positive outlook on oneself and one's past life (self-acceptance); having goals and objectives that provide meaning to life (purpose in life); being able to handle the demanding demands of daily life (environmental mastery); having a sense of ongoing development and self-realization (personal growth); having caring and trustworthy relationships with others (positive relation with others); and having the freedom to follow one's own convictions (autonomy) (Khan 2009).

The idea of psychological well-being, also known as subjective well-being, has gained popularity in psychology recently as a result of busy work schedules and urban lifestyles. The subjective sensation of contentment, happiness, satisfaction with life events and one's place in the workforce, as well as a sense of achievement, usefulness, and belongingness, without any discomfort, dissatisfaction, or worry, is known as psychological well-being. Positive aspects of development and progress are emphasized.

Christiansen et.al,(1999) on the basis of their study on occupations and subjective well-being reported that the strongest predictor of well-being was the composite factor of stress and efficacy and along with two personality factors they accounted more than forty percent of variance in well-being. Prasad, et. Al. (2020) reported that role ambiguity, organizational climate, and job satisfaction significantly influence well-being of employees in an IT industry. Panaccio et al. (2009) examined the perceived organizational support & organizational commitment to employee psychological well-being, controlling for the effects of role stressors. Findings revealed that

affective commitment mediated a positive relationship between support and wellbeing, and support negatively related to perceived lack of employment alternatives, which negatively related to well-being. Samuel et al. (2009) studied the impact of financial distress in the Nigerian banking industry as it affected job satisfaction, perceived stress and psychological well-being of employees and depositors. The results showed that employees in healthy banks were more satisfied with their jobs than those in distressed banks; but the difference between their mean scores did not reach a significant level thus suggesting that employees in distressed banks equally enjoyed their jobs like their colleagues in healthy banks.

Sunil, (2009) on the basis of his study reported workload, high targets, pressure to perform and tight deadlines as major sources of stress in organizational set ups. Wu and Norman, (2006) reported positive association between job satisfaction and organizational commitment whereas negative association job satisfaction with role conflict and role ambiguity. It by implication means that an employee is satisfied and committed if his role is clear and if he is respected in the right earnest. Role ambiguity and confusion on the other hand is associated with stress.

Objectives:

To compare the employees working in self-finance and government institutions on general well-being and organizational role stress.

To examine the relationship between the organizational role stress and general well-being of the employees working in self-finance and government institutions

METHODOLOGY:

Sample The present research was conducted on a sample consisted of 200 employees drawn randomly from different government organizations and Self Finance Scheme located in different areas of Rohtak (Haryana)

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Research design:

The goal of the study was to see if there was a difference between private and public bank workers' organizational commitment. It was a quantitative study with the tool of a three-part organizational commitment questionnaire as well as demographic information. The current study used a between-groups research design.

Tools Used: Following tools were used:

Organizational Role Stress Scale:

Organizational role stress scale developed by Pareek (1983) was used to measure organizational role stress. It gives an index of subject's perceived role stress on ten different dimensions viz. Inter Role Distance (IRD) , Role Stagnation (RS) ,Role Expectation Conflict (REC) ,Role Erosion (RE),Role overload (RO) ,Role Isolation (RI) ,Personal Inadequacy (PIN) ,Self-Role Distance (SRD) ,Role Ambiguity (RA),Resource Inadequacy (RIn). It has 50 items in total having five items for each dimension. Each item is to be endorsed on a five point Likert scale to be scored zero to four. It is a valid and reliable scale frequently used for measuring organizational role stress.

PGI General Well Being Scale (Verma and Verma,1989) The scale has 20 items to be endorsed in yes/no format to score as 1/0. The score range from 0 to 20. It is a widely used reliable and valid scale

RESULTS AND DISCUSSION:

The obtained data were analysed by using t test and Pearson coefficient of correlations were calculated for examining the relationship between organizational role stress (total scores and its different types) and general well-being and the results are given in table 1 and 2.

From the results (Table 1), it is clear that the employees working in self-finance institutions have lower scores on general well-being than

those working in government institutions (t=3.41, df= 78, p.<.01), Table 1. It indicates that the employees working in libraries of SFS

institutions have poor well-being than those of working in government institutions.

Table 1, Means, SDs and t values

Groups		Mean	SD	t-value
IRD	SFS	8.43	2.08	0.18 ^{ns}
	Govt.	8.35	1.67	
Total	SFS	76.73	8.94	3.85**
	Govt	67.25	12.75	
GWB	SFS	10.65	2.01	3.41**
	Govt	12.25	2.18	
RS	SFS	7.40	2.32	3.25**
	Govt	5.75	2.22	
REC	SFS.	7.65	2.67	1.19 ^{ns}
	Govt	6.88	3.15	
RE	SFS	8.80	2.05	1.18 ^{ns}
	Govt	7.50	4.05	
RO	SFS	6.65	1.66	1.74 ^{ns}
	Govt	5.90	2.17	
RI	SFS	7.45	1.91	3.27**
	Govt	6.02	1.99	
PIN	SFS.	6.87	2.50	2.01*
	Govt	5.93	1.64	
SRD	SFS	7.17	2.29	2.20*
	Govt	6.10	2.07	
RA	SFS	8.02	1.75	2.19*
	Govt	7.20	1.62	
RIN	SFS	8.30	2.53	1.17 ^{ns}
	Govt	7.62	2.63	

* = Significant at .05 level ** = Significant at .01 level Ns = non-significant

As far as organizational role stress is concerned, the finding (Table 1) reveal that the self-finance institution employees have higher scores on total organizational role stress and the difference is significant (t= 3.85, df=78,) at .01 level of confidence. Similarly, the employees working in SFS institutions have also scored significantly lower on role stagnation(RS), role isolation(RI), personal inadequacy(PIN), self-role distance(SRD) and role ambiguity. The findings clearly indicate that the employees

working in government institutions have fared well in terms of higher scores on general well-being and at the same time lower scores on organizational role stress. It may be owing to their perception of job stability and may be well defined roles at the organizational level. It is despite the fact that in most of the government institutions also the employees engaged are temporary and on contractual type of engagement. The results of the study are in line with the findings of the study of Nazneen

and Bhalla, (2014) reporting role stress in faculty members of both public and private universities. However, findings of the present study differ from their study as in their study the faculty members differ only in case of role expectation conflict whereas the employees of SFS and Govt. Institutions differ significantly on role stagnation(RS), role isolation(RI), personal inadequacy(PIN), self-role

distance(SRD) and role ambiguity. Another study by Mukherjee,(2015) also reported that the nature and distribution of Organizational Role Stress Scale Scores revealed dissimilarities among the four sample groups, and moderate level of organizational role stress was the general characteristic feature of the managers.

Table 3, Inter correlations (Govt, N=40)

	IRD	RS	REC	RE	RO	RI	PI	SRO	RA	RIN	Total	GWB
IRD	1	.086	.267	.272	-.008	.112	.138	-.365*	-.242	.50**	.46**	.30
RS		1	.177	.109	.324*	.399*	-.106	.015	.073	.18	.55**	-.05
REC			1	.216	.215	.057	.062	-.086	-.257	.34*	.55**	.02
RE				1	.077	.109	.254	-.118	-.349*	.31*	.49**	.05
RO					1	.084	.156	-.071	-.121	.28	.45**	-.04
RI						1	-.036	.064	.097	-.01	.42**	.03
PI							1	.125	-.193	.18	.43**	.04
SRO								1	.140	-.28	.10	-.38
RA									1	-.30	-.11	-.02
RIN										1	.59**	.19
Total											1	.04
GWB												1

*significant at .05 level

**significant at .01 level

Table 4, Inter correlations (SFS, N=40)

	IRD	RS	REC	RE	RO	RI	PI	SRO	RA	RIN	Total	GWB
IRD	1											
RS	-.149	1										
REC	-.021	.488**	1									
RE	-.295	.211	.470**	1								
RO	-.188	.469**	.182	.114	1							
RI	-.018	.414**	.405**	.189	.048	1						

PI	.122	.094	.237	.098	.200	.173	1					
SRO	-.084	.380*	.336*	.354*	.105	.272	.032	1				
RA	.125	.229	.307	.250	-.001	.379*	.122	.147	1			
RIN	.200	.296	.391*	.334*	.079	.266	.237	.308	.169	1		
Total	.031	.650**	.777**	.651**	.374*	.564**	.381*	.560**	.472**	.643**	1	
GWB	-.184	.268	.281	.016	.139	.355*	-.016	.224	-.151	-.108	.169	1

*significant at .05 level **significant at .01 level

The relationship between organizational role stress and well-being is expected to be negative and the results of the study indicate that the relationship between organizational role stress (total score) and well-being is almost negligible and non-significant and so is the case for the component for the employees of SFS and government institutions (Table 2 and 3). However, the significant positive relationship between the total organizational role stress scores and the different type(components) indicate towards the construct validity of the organizational role stress scale (Table 2 and 3).

It is concluded that the employees working in the libraries of SFS and Govt. institutions differ in their wellbeing and found to have higher level of organizational role stress (total) and also found to have higher scores on role stagnation(RS), role isolation(RI), personal inadequacy(PIN),self-role distance(SRD) and role ambiguity. However, the findings of the study need to be generalized cautiously owing to small size drawn on the basis of non-random sampling basis.

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