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INFLUENCE OF EXECUTIVES' PERSONALITY ON ORS

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Abstract:

This article is related to survey conducted among the executives of a Tyre company. It focuses on the influence of demographic variable and personality over the organizational role stress experienced by the employees. The results indicate that the demographic variables and the personality traits such as negative emotionality, openness, agreeableness, and conscientiousness do not show any significant variation in the stress level experienced by the employees. Only the extraverts show some significant difference in the stress level experienced in the organization.

KEYWORDS-

Organizational Role Stress, Extravert Personality, Negative Emotionality, Openness, Agreeableness and Conscientiousness.

INTRODUCTION

The phrase being under stress is one that most of the people often use today, from layman to researcher, from schoolteacher to software professionals although it means different things to different individuals. This expression focuses not so much on the nature of stress itself but on its outcomes or consequences. Researcher have come out with four different approaches for stress. A response based approach, views stress as dependent variable (i.e. a response to disturbing or threatening stimuli). Identification of potential sources of stress is the central theme of the stimulus –based model of stress (Goodell, et al 1986). The interactional approach to defining stress focuses on the statistical interaction between the stimulus and the response. This approach described as “structural” (Stahl et al. 1975) and “quantitative” (Strans, 1973) is one where always there is a correlation between a stimulus and a response i.e. a simple cause and as effect formulations. Lazarus and Launier (1978) add a third variable, which is the moderator of this variable. Transactional definitions are more concerned with the dynamics of the psychological mechanisms of cognitive appraisal that underpin a stressful encounter. (Lazarus, 1966) the experience of stress is defined first by the person's realization that something is at stake (primary appraisal). The meanings that best express this appraisal processes are those involving harm, the threat of harm, or challenge. Once an encounter is appraised as being in some way a threat to the person's well-being the secondary appraisal process begins. It is concerned with the identification and availability of coping resources to deal with the threat, harm or challenge (Lazarus, 1991). Review of literature

The phrase being under stress is one that most people often use today, from layman to researcher, from schoolteacher to software professionals although it means different things to different individuals. This expression focuses not so much on the nature of stress itself but on its outcomes or consequences. Stress researcher has come out with four approaches for stress. A response based approach, views stress as dependent variable (i.e. a response to disturbing or threatening stimuli). Identification of potential sources

of stress is the central theme of the stimulus –based model of stress (Dewe 1991). The interactional approach to defining stress focuses on the statistical interaction between the stimulus and the response. This approach described as “structural” (Adams, D1981) and “quantitative” (Dewe, 1991) is one where always there is a correlation between a stimulus and a response i.e. a simple cause and an effect formulations. Lazarus and Launier (1978) add a third variable, which is the moderator of this variable. Transactional definitions are more concerned with the dynamics of the psychological mechanisms of cognitive appraisal that underpin a stressful encounter. (Lazarus, 1966) the experience of stress is defined first by the person's realization that something is at stake (primary appraisal). The meanings that best express this appraisal process are those involving harm, the threat of harm, or challenge. Once an encounter is appraised as being in some way a threat to the person's well-being the secondary appraisal process begins. It is concerned with the identification and availability of coping resources to deal with the threat, harm or challenge (Lazarus, 1991). Stress is therefore not a factor that resides in the individual or the environment, rather it is embedded in an ongoing process that involves individuals transacting with their environments, making appraisals of these encounters and attempting to cope with the issues that arise. Stress is a dynamic cognitive state. It is a disruption in homeostasis or an imbalance that give rise to a requirement for resolution of threat imbalance or restoration of homeostasis (Dewe et al. 1993). Most researches in North America and Western Europe established the existence of a significant relationship between stress (life or occupational) and the indices of low psychological and or physical well-being. They found a moderating variable between stress and well-being and named it as Type A Behavior Pattern (Friedman and Rosen man, 1974). Cropanzano found that Type A Behavior Pattern has the potential to bring out emotional discomfort. Daniel c. Ganster has found that the type A behavior pattern is likely to bring much physiological discomfort like coronary heart disease (CHD). Rosenman and Friedman (1959) observed and named it as action emotion complex. Pestonjee and Singh (1987) studied role stress in relation to Type A Behavior Pattern and found that inter role distance and role erosion were dominant and role ambiguity and personal inadequacy was the least contributor of stress. Singh and Srivastava (1988) examined the impact of Type A Behavior Pattern on stress and health outcome and found that Type A managers show elevated levels of systolic blood pressure than Type B people. Jones. B et al (2002) examined the stress, personality and coping strategy of public sector senior executives and found significant difference among people. Morel et al. (2002) investigated the Type A Behavior Pattern encompasses a cluster of cognitive, affective, physiological and behavioral pattern that are elicited in character logically, or predisposed individual with high achievement goals, competitiveness, time urgency and productivity.

Stress intrinsic to the job dominated early research. Cooper and Marshall (1978). Shephard and Cooper and Smith (1985) showed that physical health was adversely affected by repetitive and dehumanizing work environments, excessive travel, deadlines and the process of mistakes have also been shown as potential sources of stress Cooper (1982). Babakus E et al (1996) point out that any social position or role carries specific rights and duties and may influence individual behavior, values and feeling. An individual is often faced with range of different role relationships or role sets. These role sets have their own unique requirements and expectations. Stress will occur when the requirements of one specific role set are inhibited or presented. The effects of stress are closely linked to the individual personality. The same level of stress affects different people in different ways and each person has different way of coping.

In light of the above findings, it makes sense to examine the role of personality in the experience of stress. Personality is clearly a significant variable in the mediation of stress.

PURPOSE OF THE STUDY

The purpose of the study was to find out the influence of demographic variable and personality over the organizational role stress experienced by the employees in Tyre industry. The study also aims at understanding the level of stress felt by the employees under all dimensions and to rank the dimensions of stress as per the hierarchy. Pareek (1994) has defined role as a set of functions, which an individual performs in response to the expectations of other and his own expectations about the role, there are two role systems, role space and role set. Both have a built in potential for conflict. Such conflict is called role stress. The role space system is the system of various roles played by the person. The set system is on the other hand, the system of roles of which his role is a part.

OBJECTIVES

To find out the correlation between personality and organizational role stress To know the most influencing stressor among the ten dimensions of organizational role stress. To analyze the influence of demographic variables and personality over the organizational role stress

RESEARCH METHODOLOGY

Research design stands for advance planning of the methods to be adopted for collecting the relevant data and the techniques to be used in their analysis, keeping in view the objective of the research and the availability of staff, time and money. The design has chosen for this study is descriptive and 50 samples were collected from the universe of 250 administrative staff by using convenient sampling technique. Primary data were collected through structured questionnaire and secondary data from past studies and research journals and websites. Correlation and Two-way ANOVA are used for the analysis of the data. Variables used for stress was ORS scale developed by, Udai Pareek (1982). The ORS scale contains five items for each role stress (total of fifty statements). It is a 5-point scale. Thus the total scores on each range from 0 to 20. A simple summation of the scores of the subject on each role stress would indicate the scores on that dimensions. For measuring the personality traits the big five-locator tool was used in the present study. The bipolar factors measured are negative emotionality (resilient, responsive, reactive); extraversion (introvert, ambivert, extravert); openness (preserver, moderate, explorer); agreeableness (challenger, negotiator, adaptive); and conscientiousness (flexible, balanced, focused). Scope of the study

The scope of the study is to observe the present conditions, to collect and analyze the data and to arrive at conclusions as to the lapses in the facilities provided and to suggest the ways and means to reduce employee stress. The study will enable the company to know where they stand in dealing with employee stress and how well they can improve on this subject. This study helps the respondents to know more about their organization, their responsibilities, their level of relationship with their superiors, how well their superiors respond to them in analyzing and finding solutions to problems and work. This study has a wide scope of application and further investigation.

RESULTS AND DISCUSSION

Showing the two-way ANOVA for the demographic variables and extravert personality v/s Organizational role stress

Source	Sum of squares	Mean	F -value	P -value
Age	2816.03	938.679	3.57	0.29
EXT	12513.00	1137.546	4.33	0.001
Age *EXT	3928.16	262.524	1.36	0.256
Education	292.19	146.097	0.44	0.645
EXT	10578.49	961.681	2.93	0.011
Education *EXT	2758.88	344.860	1.05	0.425
Designation	39.81	19.907	0.05	0.950
EXT	9947.80	904.346	2.34	0.039
Designation *EXT	2957.81	268.893	0.69	0.728
Experience	2552.98	850.996	3.16	0.041
EXT	13397.77	1217.980	4.52	0.001
Experience *EXT	2556.82	319.603	1.18	0.344
Marital status	1708.36	1708.360	6.18	0.019
EXT	13091.87	1190.170	4.30	0.001
Marital status *EXT	1816.09	363.220	1.31	0.284
Children	1953.04	976.525	3.61	0.40
EXT	12798.17	1163.470	4.31	0.001
Children *EXT	2225.74	317.964	1.17	0.347
Dependents	462.98	154.328	0.40	0.751
EXT	10786.02	980.548	2.56	0.022
Dependents *EXT	1542.98	220.426	0.57	0.768
Income	2373.99	791.333	2.82	0.057
EXT	12802.83	1163.894	4.15	0.001
Income *EXT	2488.97	414.830	1.48	0.220
Job nature	1948.45	649.486	3.44	0.030
EXT	12713.82	1155.802	6.12	0.000
Job nature *EXT	2622.53	437.088	2.31	0.61
Transport	537.67	268.839	0.90	0.417
EXT	10733.73	975.794	3.27	0.005
Transport*EXT	2274.69	379.116	1.27	0.300
Relaxation	1833.94	366.789	1.30	0.297
EXT	11405.25	1036.841	3.68	0.004
Relaxation *EXT	3841.84	426.871	1.51	0.201

The above table depicts the stress experienced by the employees based on age and personality traits. It is also seen from the table that age and the interactive effect of age and extraversion do not significantly influence the stress experienced by the employees. But it is seen that there is variation in the stress experienced by the extroverts, since the p- value 0.001 is significant at 1% level which proves that there is greater variation among the stress experienced by the extraverts. Extraverts are sociable and talkative they can with stand stress. But there are also low extraverts, and they are called as introverts. They may contribute for the variation in the stress experienced by the employees. It is also seen from the above table that there is no significant variation in the stress experienced by the employees due to their age, the interactive effect of age and openness also do not contribute for the stress experienced by the employees and the openness as an individual factor also do not significantly contribute for the variation in the stress experienced by the employees. The stress is experienced by the employees based on the educational qualification and the combined effect of education and extraversion do not significantly contribute for the stress experienced by the employees. But the extraversion alone significantly contributes for the variation in the stress experience of employees. It is also proved by the significant value 0.011 which is significant at 1 % level shows that the stress level experienced by the employees varies among the extraverts. This may be because of the low extraverts (i.e. introverts) who tend to be more independent, reserved steady, and more comfortable with the being alone. When they are supposed to work under a team they show some variation and become stressful. In the designation of employees and stress only the extraverts show significant variation in the stress experience. It is confirmed by the p- value 0.039 which is significant at 5% level of confidence. The significant deviation may be because of low extraverts who feel uncomfortable in the position. So it is concluded that the stress experienced by the extraverts vary significantly in the organization. Babakus E et al (1996) point out that any social position or role carries specific rights and duties and may influence individual behaviors, values and feelings. An individual is often faced with range of different role relationships or role sets. These role set have their own unique requirements and expectations and organizational designation plays a significant role. The combined effect of number of children and the personality traits also do not show significant variation in the stress experience of employees. This is confirmed by the p- value for all this, which is non significant at 1% and 5% level of significance. The extraverts show some variation in the stress experience of employees, which is proved by the p- value 0.001 which is significant at 1% level of significance.

The combined effect of transport and extroverts show significant variation in the stress experienced by the employees which is proved by the significant p-value 0.042 at 5% level of significance. The p –value 0.000 shows that the extraverts highly show variation in the stress level of employees. Since the p value is highly significant at 1% level of significance. The interactive effect of no. of children and the personality traits also do not show significant variation in the stress experience of employees. Only the extraverts show some variation in the stress experience of employees. This is proved by the p-value 0.001 which is significant at 1% level of significance. The extraverts and open-minded employees show significant variation in the stress experience. This is proved by the p- value 0.001 which is significant at 1% level of significance.

Friedman Correlation for Organizational Role Stress

ORS	N	Mean	Std. Deviation	Minimum	Maximum	Mean Rank	Chi-square value
IRD	50	9.2600	3.45708	2.00	16.00	5.55	0.080
RS	50	9.2200	3.12521	.00	16.00	5.27	
REC	50	9.4200	3.23936	.00	15.00	5.60	
RE	50	10.4000	2.60298	5.00	16.00	6.66	
RO	50	9.1600	3.06634	.00	17.00	5.50	
RI	50	8.6600	3.11422	.00	17.00	4.66	
PI	50	9.4200	3.52883	.00	16.00	5.53	
SRD	50	9.3200	3.33467	.00	17.00	5.30	
RA	50	8.8200	3.37875	.00	15.00	4.96	
RIN	50	9.7200	3.47610	.00	16.00	5.97	

It is observed that the 10 dimensions of stress and its mean value and standard deviation. It is clearly inferred that the mean value is greater for the dimension role erosion and it is the highly potent stressor for the present study. And the mean value is almost similar for other dimensions like inter role distance, role stagnation, role expectation conflict, role overload, personal inadequacy, and self-role distance and resource inadequacy. The other dimensions such as role isolation and the role ambiguity have the least mean value. Though the mean value shows much variation among these ten dimensions the standard deviation do not show much deviation except for the dimension role erosion. From the Friedman value it is found that there is no grouping among the ten dimensions of stress. Each dimension has their own way to influence the employees. It is also observed that the role erosion is the highly potent stressor among the ten stressors in the organization.

Correlation of organizational role stress v/s personality

Personality	R – value
Negative emotionality	0.392
Extravert	0.005
Openness	0.981
Agreeableness	0.024
Conscientiousness	0.028

The correlation is between personality and the overall stress level of the employees. It is clearly implied that there is no correlation between the personality traits such as negative emotionality, openness, agreeableness, and conscientiousness. There is a correlation only between the extravert and the organizational role stress of the employees. This is proved by the r- value 0.005 which is significant at 5% level of significance. Pestonjee and Singh (1987) studied role stress in relation to extravert personality, found that inter role distance, role erosion were dominant, role ambiguity and personal inadequacy were the least contributor of stress

MANAGERIAL IMPLICATIONS

To reduce the stress level of the employees the organization should arrange programs like employee assistance program. Enabling the employees with social support like informational support, emotional support, and other support to minimize the stress to the optimum level. Give adequate training to improve and enhance their technical as well as soft skills. There can be stress control workshops which can reduce the stress. Company can introduce personality development programs more effectively. Take adequate measures to reduce role erosion stress.

CONCLUSION

The organization in general is in search of strategies to reduce the stress level of employees. Since the stress experienced by the workers affect the productivity and goodwill of the organization and is also harmful to the individual in particular and the organization in general. It is observed from the present study that among the various dimensions of stress only the role erosion is found to be the significant stressor of these employees. It is also seen that the demographic variable do not contribute for the variation in the stress experience of employees. So this study poses a problem to the management that the stressful situations in the organization must be identified and the suitable organizational coping strategy should be identified to overcome the stressful moments.

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