Impact of Organizational Stressors on IT Professionals in India

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ABSTRACT

Stress Management is drawing more and more attention nowadays, particularly in the corporate context. There is no such work as a stress- free job. Everyone in their work is exposed to tension, frustration and anxiety as they gets through the duties assigned to them. In order to make one's work experience and environment as pleasant as possible, it is better to learn the technique of moderating and modulating the personal stress levels. In fact, stress can also be used as a positive and forceful associate for achieving success and for right level of motivation to drive through any obstacles on the way.

This research work is an analytical, empirical study based on survey of IT professionals in India. The sample was drawn from the various IT hubs in India to make it more representative of the IT professional's population. Through the pre-tested questionnaire used in the survey, data were generated on the respondents' demographics, their perceived organizational stressors, their self-assessed stress levels, job satisfaction, intention to quit and their stress coping strategies.

Keywords: Stress Management, Organizational Stressors, IT Professionals

I. INTRODUCTION

In the current lifestyle of utmost complexities, the stress level is raising at a phenomenal rate. The factors that contribute to stress differ from person to person, between nature of job, level of social class and even between cultures.

Stress in the 21st century is not something new, not anything unknown. Stress has been experienced since time immemorial, but its toll is higher now than ever before. Today, 75-90 percent of health problems are from stress related problems.

The term stress has been derived from the Latin word "Stringere" which means 'draw light'. The word 'stress' then became absorbed into the French word "Estresse" meaning 'to straighten or narrow'. It is interesting to look at this- the most ancient meaning of the word already implies a force that is pressing or squeezing things into tightness or constriction. Which can be compared with the way you feel when you think about the affects you associate normally with stress.

Job stress can become an important topic for study of understanding organizational behaviour since it may adversely affect the physical and mental health of the employees and their contribution to the efficiency and effectiveness of organisations.

Understanding the 'Stress'

'Stress' is the reaction of an excessive pressure. People are living in a world of rapid and radical changes. These changes affect them considerably and increase their expectations. Therefore, people have to tolerate more pressure now than ever before.

Stress is a word that can mean many things. For a speaker, it means 'put emphases'. For a scientist, it means putting pressure on an object until it shows a breaking point. For a fitness expert, stress means an

extreme activity that gives pressure on muscles. And for many others stress is fear.

It is hard to define exactly what stress is as the word 'stress' like 'success', 'failure', or 'happiness', means different things to different people. However, stress restricts and acts as a hindrance in the performance of an individual. It is a kind of pressure that people feel in life due to their reaction to situation.

The concept of stress was first introduced in Life Sciences by Hans Selye in 1936. He defines stress as an "adaptive response to the external situation that results in physical, psychological or behavioral deviation for organizational participants". It is a condition arising from the interaction of people of their job and is characterized by changes within the people that force them to deviate from their normal functioning. There are two sides of stress - a positive and a negative side. A force that deviates from the normal functioning is distress, a negative side. A positive side is called as Eustress, which refers to healthy, positive and constructive outcome of stressful event.

II. TYPES OF STRESS

Stress is a part of our lives which, though it can be overcome, cannot be avoided. Indeed, it is very often a topic of conversation: the stress of living in a recession, executive life, unemployment, retirement, exercise, family problems, pollution, and the death of relatives or friends. Even school children are placed under enormous stress, caused by a host of factors such as parental expectations, examinations, peer pressure and discipline in schools, to name but a few. Stress management can be complicated and confusing because there are different types of stress. Most people think that stress is always bad. But, a little stress is absolutely necessary for our survival in this highly competitive world!

Eustress: The Good Stress: Eustress is the good stress which helps us to improve our performance. For example, if there is no stress of performing well in the exams or athletic events, students will not study harder or the athletes will not sweat it out on the tracks. A certain amount of positive stress keeps us pepped up to meet all challenges and is necessary for our survival and progress in life.

Distress: The Bad Stress: When stress gets out of hand, it becomes bad stress or distress, which will bring out the weakness within us and make us vulnerable to fatigue and illness. If distress is continued unchecked, this will lead to all the ill-effects of stress.

Acute stress: Acute stress is the most common form of stress. It comes from demands and pressures of the recent past and anticipated demands and pressures of the near future. Acute stress is thrilling and exciting in small doses, but too much is exhausting. Acute stress is usually for short time and may be due to work pressure, meeting deadlines pressure or minor accident, over exertion, increased physical activity, searching something but you misplaced it, or similar things.The most common symptoms are:

- ✓ Emotional distress: some combination of anger or irritability, anxiety and depression, the three stress emotions.
- ✓ Muscular problems including tension headache, back pain, jaw pain and the muscular tensions that lead to pulled muscles and tendon and ligament problems.
- ✓ Stomach, gut and bowel problems such as heartburn, acid stomach, flatulence, diarrhea, constipation and irritable bowel syndrome.
- ✓ Transient over arousal leads to elevation in blood pressure, rapid heartbeat, sweaty palms, heart palpitations, dizziness, migraine headaches, cold hands or feet, shortness of breath and chest pain.

Acute stress can crop up in anyone's life, and it is highly treatable and manageable.

Episodic acute stress: It is common for people with acute stress reactions to be over aroused, short-tempered, irritable, anxious and tense. Often, they describe themselves as having "a lot of nervous energy." Always in a hurry, they tend to be abrupt, and sometimes their irritability comes across as hostility. Interpersonal relationships deteriorate rapidly when others respond with real hostility. The workplace becomes a very stressful place for them.

Often, lifestyle and personality issues are so ingrained and habitual with these individuals that they see nothing wrong with the way they conduct their lives. They blame their woes on other people and external events. Frequently, they see their lifestyle, their patterns of interacting with others, and their ways of perceiving the world as part and parcel of who and what they are.

Chronic stress: While acute stress can be thrilling and exciting, chronic stress is not. This is the grinding stress that wears people away day after day, year after year. This type of stress is the most serious of all the 3 stress types. Chronic stress is a prolonged stress that exists for weeks, months, or even years. This stress is due to poverty, broken or stressed families and marriages, chronic illness and successive failures in life. People suffering from this type of stress get used to it and may even not realize that they are under chronic stress. It is very harmful to their health.

Chronic stress kills through suicide, violence, heart attack, stroke and, perhaps, even cancer. Because physical and mental resources are depleted through long- term attrition, the symptoms of chronic stress are difficult to treat and may require extended medical as well as behavioural treatment and stress management.

III. CAUSES OF STRESS

Stress is an interaction between individuals and any source of demand (stressor) within their environment. A stressor is the object or event that the individual perceives to be disruptive. Stress results from the perception that the demands exceed one's capacity to cope. The interpretation or appraisal of stress is considered an intermediate step in the relationship between a given stressor and the individual's response to it. Appraisals are determined by the values, goals, individual commitment as personal resources (e.g., income, family, self- esteem) and coping strategies that employees bring to the situation.

The distinction between stressor and stress was perhaps the first important step in the scientific analysis of this most common biological phenomenon that is understood by everyone from their personal experience.The common causes of stress at work are listed as follows:

- ✓ To meet out the demands of the job.
- ✓ Relationship with colleagues.
- ✓ Controlling the staff (subordinates).
- ✓ To train your staff and take work from them.
- ✓ Support you receive from your boss, colleagues and juniors.
- ✓ Excessive work pressure.
- ✓ To meet out deadlines.
- ✓ To give new results.
- ✓ To produce new publications if you are in research area.
- ✓ Working overtime and on holidays.
- ✓ New work hours.
- ✓ Promotion or you have not been promoted or your junior has superseded you.
- ✓ Argument or heated conversations with co-workers or boss.
- ✓ Change of job.
- ✓ Work against will.
- ✓ Harassment.
- ✓ Sexual molestation.

IV. STRESS AT WORK

Occupational stress has become a common problem throughout the industrial world. Over the years its

prevalence has increased, thus affecting the individual's mental health and well-being. Occupational stress poses a threat to physical health. Work related stress in the life of organized workers, consequently, affects the health of organizations. Occupational stress can be defined as the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, or needs of the worker. Selye defines stress as "a dynamic activity wherein an individual is confronted with an opportunity, constraint or demand".

Work plays a powerful role in people's lives and exerts an important influence on their well-being. Since 1960's, paid work has occupied an increasing proportion of most people's lives. Although employment can be an exciting challenge for many individuals, it can also be a tremendous source of stress. Consequently, as work makes more and more demands on time and energy.

The business process outsourcing (BPO), call centers and information technology (IT) companies because of deadlines, demand for high performance, shortage of staff and threats from competitors are becoming high stress zones. Working conditions are also a factor which contributes to the stress level of employees, the survey shows.

V. SYMPTOMS OF WORK STRESS

Defining a clear link between occupational causes, and the resulting symptoms is much harder for a condition. Because many of the symptoms of stress are generalized such as increased anxiety, or irritability, it is easy for them to be ascribed to a characteristic of the worker, rather than to a condition of the work. However, there is mounting scientific and medical evidence that certain types of work and work organization do have a measurable and verifiable impact on the health of workers. The range of

symptoms includes physical symptoms, mental health symptoms, psychological symptoms, asthma, irritability, smoking, ulcers, depression, heavy drinking, heart disease, anxiety, eating disorders, diabetes, burn out, increased sickness, thyroid disorders and low self- esteem.

Employee stress can be managed more effectively if identified and tackled at an early stage. It has been observed that when an individual experiences stress, there would be visible changes in his physical health and also in his emotional behavior. Some of the common signs of stress are listed as follows:

✓ Increased irritation
✓ Depression
✓ Loss of interest in the job/ feeling of boredom in the job
✓ Frequent fights with the colleagues
✓ Withdrawal from social life
✓ Increased number of mistakes in any work done
✓ Frequent headaches
✓ Disturbed sleeping and eating patterns
✓ Aggravated health disorders such as - Asthma, ulcers, skin allergies and cardiac problems

VI. ORGANIZATIONAL STRESSORS

The organizational stressors are a major source of satisfaction as well as frustration for the employees. Certain characteristics or inadequacies of job role have been noted as prominent source of occupational stress. The concept of role is the key concept in understanding the integration of the occupation in a system. Every organization is composed of a number of positions and specific roles associated with these positions. Position or office is essentially a relational concept, defining one position in terms of its relationship to other and to the system as a whole.

Normally, performance of a role satisfies various needs of its occupant. But sometimes it becomes a potential source of stress too for the role-occupant. The problem a role-occupant faces today is that of managing the complex structure of roles by achieving

an integration of one's self with the system of other roles as well as integration of various roles a person may be occupying.

In the present study, the organizational stressors were examined based on the Occupational Role Stress Scale (ORS) developed by Pareek. The responses against each factor was collected by using five statements on Likert's 1 – 5 scale with each response being anchored to numerical value assigned to it from a total of 482IT professionals' samples. Thus, calculated mean value of the organizational stressors ranges from a minimum of 1 – Strongly disagree, 2 – Disagree, 3 – Neutral, 4 – Agree and 5 – Strongly agree. Each factor was examined with five statements. The following section deals with the frequency tables of all the ten stressors of occupational stress. All the following tables display the serial number of the statement that was used in the final questionnaire in the first column. The succeeding columns gives the details of the statement, frequencies recorded, calculated mean and standard deviations in sequence.

1. Inter Role Distance

Individual occupies more than one role at a time. His or her occupational role may come into conflict with family or social roles. These conflicts among different roles represent inter-role distance. Table.1 shows the recorded frequencies against the inter-role distance scale.

From the table, it can be noted that the maximum value of mean was recorded for the item 'My family and friends complain that I do not spend time with them due to heavy demands of my work role' (mean=2.83) and the minimum mean value for the item 'My organizational responsibilities interfere with my extra- organizational roles' (mean=1.77). Observing the values in the table, it can be inferred that the inter-role distance factor is low among IT professionals as the overall mean value is on the disagreement side (mean=2.38).

Table 1. Inter Role Distance(N=482)

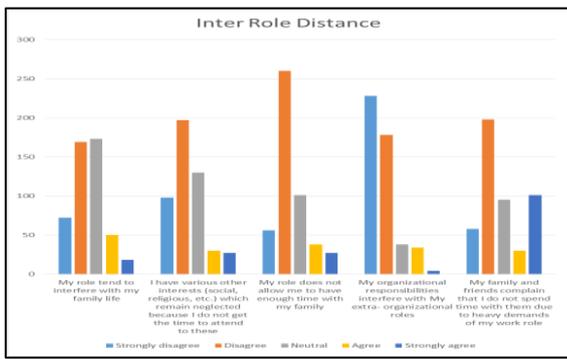| Statement	1	2	3	4	5	Mean	S.D.
Myroletend to interferewith my familylife	72(14.9)	169(35.1)	173(35.9)	50(10.4)	18(3.7)	2.53	0.991
Ihavevarious other interests (social, religious, etc.) which remain neglected becauseIdo notget the timeto attend to these	98(20.3)	197(40.9)	130(27.0)	30(6.2)	27(5.6)	2.36	1.049
Myroledoes not allow meto have enough timewith myfamily	56(11.6)	260(53.9)	101(21.0)	38(7.9)	27(5.6)	2.42	0.989
Myorganizational responsibilities interferewith Myextra- organizational roles	228(47.3)	178(36.9)	38 (7.9)	34(7.1)	4 (0.8)	1.77	0.927
Myfamilyandfriends complain thatIdo not spend timewith them dueto heavydemands ofmywork role	58 (12.0)	198(41.1)	95 (19.7)	30(6.2)	101(21.0)	2.83	1.329
Interroledistance(IRD)						2.38	0.682

Figure 1. Inter Role Distance (N=482)

This kind of stressor is the result of gap between demands outgrow of previous role to occupy new roles effectively. With the advancement of an individual, employees' role also grows and changes. With this change in role, the need for taking their new role becomes crucial. This is the problem of role growth. This becomes an acute problem especially when an individual enters new roles after occupying a role for a long period.

2. Role Stagnation

Table 2. Role stagnation (RS) (N=482)

Statement	1	2	3	4	5	Mean	S.D.
I am afraid Iam not learningenough in my present rolefortaking up higherresponsibility	251(52.1)	67(13.9)	52(10.8)	60(12.4)	52(10.8)	2.16	1.441
I am too preoccupied with mypresent role responsibilities to be ableto prepare for takinghigher responsibilities	78(16.2)	96(19.9)	199(41.3)	89(18.5)	20(4.1)	2.74	1.065
Ido not havetime and opportunities to prepare myself forthe future challenges ofmyrole	105(21.8)	66(13.7)	242(50.2)	32(6.6)	37(7.7)	2.65	1.122
Thereis verylittle scope forpersonal growthImyrole	83 (17.2)	174(36.1)	106(22.0)	99(20.5)	20(4.1)	2.58	1.118
I feel stagnant in my role	131(27.2)	84(17.4)	187(38.8)	46(9.5)	34(7.1)	2.52	1.188
Rolestagnation(RS)						2.53	0.742

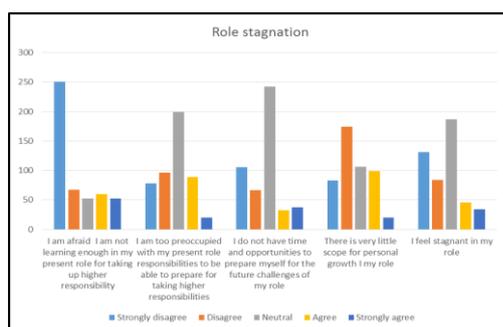**Note:** Values in brackets represent percentages

Figure 2. Role stagnation (RS) (N=482)

Table 2 displays the recorded frequencies of 'Role Stagnation' scale. From the table, it can be noted that the maximum value of mean was recorded for the item 'I am too preoccupied with my present role responsibilities to be able to prepare for taking higher responsibilities' (mean=2.74) and the minimum mean value for the item 'I am afraid I am not learning enough in my present role for taking up higher responsibility' (mean=2.16). The overall mean for the Role stagnation stands at 2.53.

3. Role expectation conflict (REC)

Role expectation conflict arises when various members of the role set, hold quite different or conflicting role expectations towards a focal person. They may impose pressures on that focal person toward different kinds of behaviour at a time. Actual role conflict depends on the configuration of role

pressures actually exerted by role senders (member of the role set) on the role-occupant.

Table 3. Role Expectation Conflict (N=482)

Statement	1	2	3	4	5	Mean	S.D.
I am not able to satisfy the conflicting demands of various people over me.	145(30.1)	154(32.0)	114(23.7)	65(13.5)	4(0.8)	2.23	1.049
I am not able to satisfy the conflicting demands of the various peer level people and my juniors	104(21.6)	189(39.2)	148(30.7)	41(8.5)	-	2.26	0.892
I am not able to satisfy the demands of clients and others, since these are conflicting with one another	145(30.1)	175(36.3)	93(19.3)	69(14.3)	-	2.18	1.018
The expectation s of my seniors conflict with those of my role	58(12.0)	158(32.8)	91(18.9)	175(36.3)	-	2.79	1.064
I am bothered with the contradictory expectations different people have from my role	94(19.5)	86(17.8)	166(34.4)	108(22.4)	28(5.8)	2.77	1.169
Role Expectation Conflict						2.45	0.710

Notes : Values in brackets represent percentages "-"indicates no response

4. Role Erosion (RE)

From the table.3, it can be noted that the high mean was recorded to the statement 'The expectations of my seniors conflict with those of my role' (mean=2.79) and the next high mean was recorded to the statement 'I am bothered with the contradictory expectations different people have from my role' (mean=2.77). The least mean was recorded to the statement 'I am not able to satisfy the demands of clients and others, since these are conflicting with one another' (mean=2.18). The overall mean of role expectation conflict' scale was 2.45.

This type of role stress is the function of the role occupant's feeling that some functions which should properly be the part of his role are transferred to or being performed by some other. This can also happen when the functions are performed by the role occupant but the credit goes to someone else.

Table.4 displays the frequencies recorded in the survey along with its mean and standard deviations. From the table, it can be observed that the highest mean was recorded for the statement 'I wish I had been given more challenging tasks to do' (mean=3.18) and the least mean was observed for the statement 'My role has recently been reduced in importance' (mean=1.86). The overall mean is 2.68 for role erosion.
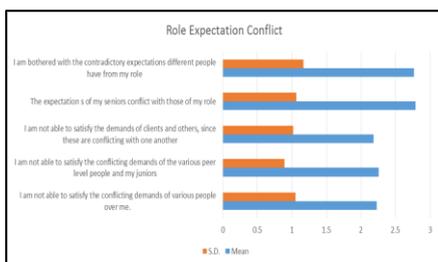

Figure 3. Role Expectation Conflict(N=482)

Table 4. Role erosion (N=482)

Statement	1	2	3	4	5	Mean	S.D.
My role has recently been reduced in importance	239(49.6)	124(25.7)	87(18.0)	12(2.5)	20(4.1)	1.86	1.064
Many functions of what should be a part of my role have been assigned to some other role	138(28.6)	151(31.3)	120(24.9)	69(14.3)	4(0.8)	2.27	1.054
I would like to take more responsibility	77(16.0)	98(20.3)	89(18.5)	153(31.7)	65(13.5)	3.06	1.303

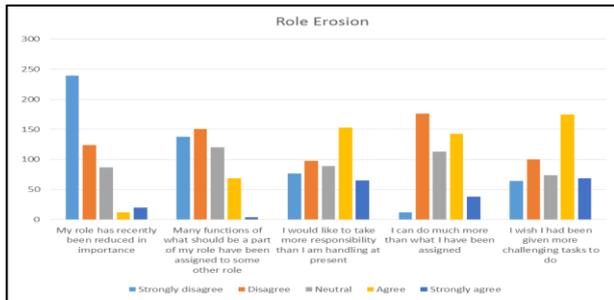|							
thanIam handlingat present							
I can do much morethan whatIhavebeen assigned	12(2.5)	176(36.5)	113(23.4)	143(29.7)	38(7.9)	3.04	1.038
IwishIhad beengiven more challengingtasks to do	64(13.3)	100(20.7)	74(15.4)	175(36.3)	69(14.3)	3.18	1.283
Roleerosion(RE)						2.68	0.743

Figure. 4 Role erosion(N=482)

When the role occupant feels that there are too many expectations from the significant members in his role set, he experiences role overload. There are two aspects of this stress, quantitative and qualitative. The former refers to having 'too much to do' while latter refers to 'too difficult to do'.

Table 5 shows the recorded responses with its mean and standard deviations. From the table, it can be inferred that respondents feel their work load as too heavy (mean=2.84) but the responsibility given to them is not too much (mean=1.98). The overall mean is 2.39 for role overload.

5. Role Overload (RO)

Table 5. Role Overload(N=482)

Statement	1	2	3	4	5	Mean	S.D.
My work load istoo heavy	50(10.4)	55(11.4)	297(61.6)	80(16.6)	-	2.84	0.820
The amount ofworkI haveto do interferes with thequalityIwant to maintain	99(20.5)	111(23.0)	97(20.1)	175(36.3)	-	2.72	1.158
Ihavebeengiven too much responsibility	224(46.5)	67(13.9)	173(35.9)	14(2.9)	4(0.8)	1.98	1.008
Thereis aneed to reducesomeparts of role	193(40.0)	112(23.2)	108(22.4)	14(2.9)	55(11.4)	2.22	1.312
I feel overburdened in myrole	156(32.4)	156(32.4)	114(23.7)	42(8.7)	14(2.9)	2.17	1.069
Roleoverload(RO)						2.39	0.637

Notes:Values in brackets represent percentages&"-"indicates no response
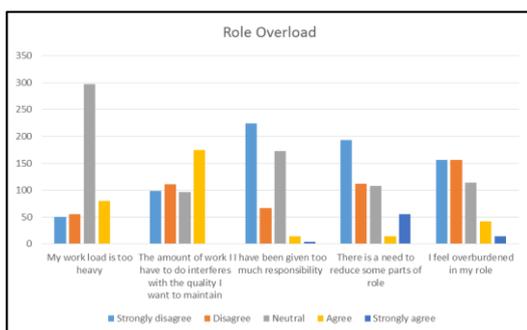

Figure 5. Role Overload(N=482)

6. Role Isolation (RI)

This situation of role stress arises from psychological distance between the occupant's role and other roles in the same role set. The main criterion of role isolation is frequency of interaction with other roles in the role set. In the absence of strong linkage, the stress of role isolation may be high. The gap between the desired and the existing linkage would indicate the degree of role isolation.

From the table. 6, it can be observed that highest mean was recorded for the statement 'There is no evidence of involvement of several roles (including my role) in joint problem solving or collaboration in planning action' (mean=2.55) and the least mean was observed for the statement 'Other role occupants do not give enough attention and time to my role'

(mean=1.94). The overall mean is 2.29 for role isolation.

Table 6. Role Isolation(N=482)

Statement	1	2	3	4	5	Mean	S.D.
Other role occupants do not give enough attention and time to my role	211(43.8)	127(26.3)	108(22.4)	32(6.6)	4(0.8)	1.94	1.001
There is not enough interaction between my role and other roles	115(23.9)	186(38.6)	123(25.5)	58(12.0)	-	2.26	0.954
I wish there was more consultation between my role and other roles	66(13.7)	199(41.3)	164(34.0)	38(7.9)	15(3.1)	2.45	0.932
There is no evidence of involvement of several roles (including my role) in joint problem solving or collaboration in planning action	88(18.3)	138(28.6)	198(41.1)	18(3.7)	40(8.3)	2.55	1.090
Even when I take initiative for discussions or help, there is not much response from the other roles	201(41.7)	71(14.7)	134(27.8)	34(7.1)	42(8.7)	2.26	1.302
Role Isolation(RI)						2.29	0.638

Notes: Values in brackets represent percentages & "-" indicates no response
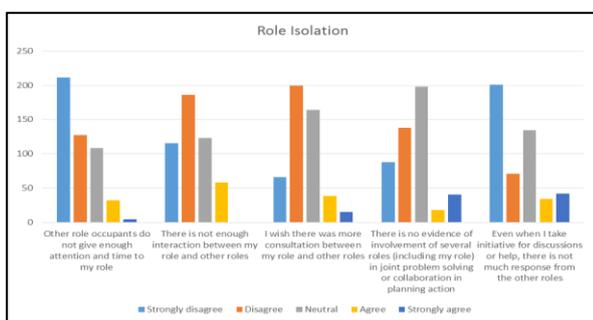

Figure 6. Role Isolation(N=482)

7. Personal Inadequacy (PI)

Role stress also arises when the role occupant feels that he does not have the necessary skills and training for effectively performing the function expected from his role. This is found to happen when proper placement are not made and the organization do not impart periodic training to enable the employee to cope with the fast changes both within and outside the organization.

Table 7. Personal Inadequacy (PI)(N=482)

Statement	1	2	3	4	5	Mean	S.D.
I do not have adequate knowledge to handle the responsibilities in my role	335(69.5)	76(15.8)	43(8.9)	24(5.0)	4(0.8)	1.52	0.910
I Wish I had more skills to handle the responsibilities of my role	48(10.0)	89(18.5)	108(22.4)	161(33.4)	765(15.8)	3.27	1.217
I have not had pertinent training for my role	110(22.8)	167(34.6)	94(19.5)	111(23.0)	-	2.43	1.079
I wish I had prepared myself well for my role	52(10.8)	54(11.2)	147(30.5)	120(24.9)	109(22.6)	3.37	1.249
I need more training and preparation to be effective in my work role	48(10.0)	153(31.7)	156(32.4)	77(16.0)	48(10.0)	2.84	1.119
Personal Inadequacy(PI)						2.69	0.749

Notes: Values in brackets represent percentages & "-" indicates no response

From the table.7, it can be noticed that the high mean was observed for the statement 'I wish I had prepared myself well for my role' (mean=3.37) and the least mean was observed for the statement 'I do not have adequate knowledge to handle the responsibilities in my role' (mean=1.52). The overall mean was 2.69 for personal inadequacy.
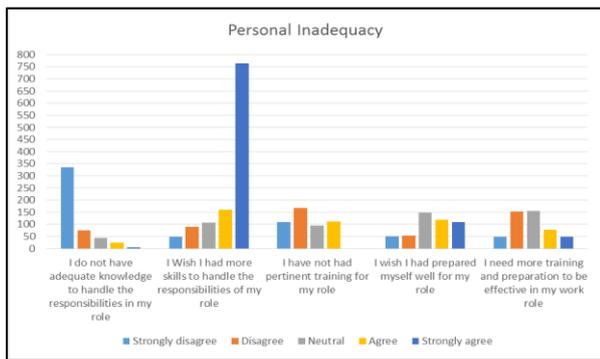
Figure 7. Personal Inadequacy (PI)(N=482)

8. Self-Role Distance (SRD)

When the expectation from one's role goes against the individuals' self-concept, they feel this kind of stress. This is essentially a conflict arising out of incongruence between personal attributes of an employee and the requirement of his job role.

Table 8. Self-Role Distance(N=482)

Statement	1	2	3	4	5	Mean	S.D.
Ihaveto do thethings in myrolethat are against mybetter judgement	212(44.0)	96(19.9)	56(11.6)	77(16.0)	41(8.5)	2.25	1.379
I am not ableto usemytrainingandexpertise in myrole	139(28.8)	112(23.2)	170(35.3)	61(12.7)	-	2.32	1.024
TheworkIdo in the organization is not related to myinterests	259(53.7)	100(20.7)	38(7.9)	20(4.1)	65(13.5)	2.03	1.414
IfIhad thefull freedom to definemy roleIwould bedoing somethings different from whatIdo now	54(11.2)	108(22.4)	148(30.7)	99(20.5)	73(15.1)	3.06	1.218
I experienceconflict between myvalues and whatIhaveto do in my role	91(18.9)	292(60.6)	38(7.9)	61(12.7)	-	2.14	0.869
Self-RoleDistance(SRD)						2.36	0.911

Notes:Values in brackets represent percentages&"-"indicates no response

Figure 8. Self-Role Distance(N=482)

From the table. 8, it can be observed that high mean was recorded for the statement 'If I had the full freedom to define my role I would be doing some things different from what I do now' (mean=3.06) and the least mean was recorded for the statement 'The work I do in the organization is not related to my interests' (mean=2.03). The overall mean is 2.36 for self-role distance.

9. Role ambiguity (RA)

Role ambiguity arises when the individual is not clear about various expectations people have from his/her role. Role ambiguity may also be due to lack of information regarding role and its enactment to the role occupant.
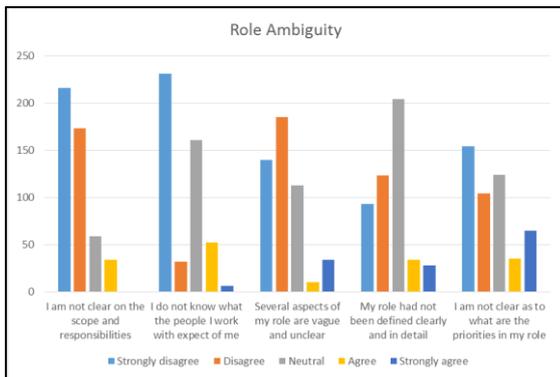
Table 9. Role Ambiguity(N=482)

Statement	1	2	3	4	5	Mean	S.D.
I am not clearon the scope and responsibilities	216(44.8)	173(35.9)	59(12.2)	34(7.1)	-	1.82	0.906
Ido not knowwhat the peopleIworkwith expect ofme	231(47.9)	32(6.6)	161(33.4)	52(10.8)	6(1.2)	2.11	1.161
Several aspects ofmy role arevagueand unclear	140(29.0)	185(38.4)	113(23.4)	10(2.1)	34(7.1)	2.20	1.098
Myrolehad not been defined clearlyand in detail	93(19.3)	123(25.5)	204(42.3)	34(7.1)	28(5.8)	2.55	1.061
I am not clear as to what arethepriorities in myrole	154(32.0)	104(21.6)	124(25.7)	35(7.3)	65(13.5)	2.49	1.359
RoleAmbiguity(RA)						**2.23**	**0.873**

Notes:Values in brackets represent percentages&"-"indicates no response

Figure 9. Role Ambiguity(N=482)

Table.9 shows the recorded frequencies for the role ambiguity scale. From the table, it can be observed that the high mean was recorded for the statement 'My role had not been defined clearly and in detail' (mean=2.55) and the least mean was recorded for the statement 'I am not clear on the scope and responsibilities' (mean=1.82). The overall mean is 2.23 for role ambiguity.

10. Resource Inadequacy (RIn)

This type of role stress is evident when the role occupant feels that he/she is not provided with adequate resources for smoothly performing the functions expected from his/her role. From the table. 10, it can be observed that the high mean was recorded for the statement 'I wish I had more financial resources for the work assigned to me' (mean=2.63) and the least mean was recorded for the statement 'I do not get enough resources to be effective in my role' (mean=1.82). The overall mean is 2.14 for resource inadequacy.

Table 10. Resource Inadequacy (N=482)

Statement	1	2	3	4	5	Mean	S.D.
Ido notget theinformation needed to carryout the responsibilities assigned to me	203(42.1)	143(29.7)	116(24.1)	20(4.1)	-	1.90	0.906
Ido notget enough resources to be effective in myrole	204(42.3)	168(34.9)	104(21.6)	6(1.2)	-	1.82	0.810
Ido not have enough peopleto work with mein myrole	147(30.5)	237(49.2)	72(14.9)	26(5.4)	-	1.95	0.818
I am ratherworried thatIlack the necessaryfacilities needed in myrole	149(30.9)	123(25.5)	104(21.6)	72(14.9)	34(7.1)	2.42	1.260
IwishIhad more financial resources for thework assigned to me	159(33.0)	78(16.2)	113(23.4)	46(9.5)	86(17.8)	2.63	1.469
ResourceInadequacy(RIn)						**2.14**	**0.704**

Notes:Values inbrackets represent percentages&"-"indicates no response
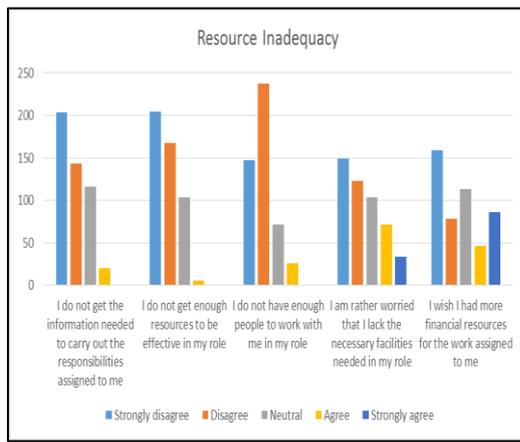
Figure 10. Resource Inadequacy(N=482)

VII. RESULTS

Table. 11 displays the summary of all the organizational stressor with its mean and standard deviations for better understanding. From the table it can be noted that all the organization stressors were in disagreement side. The high mean was found for the 'personal inadequacy' (mean=2.69) and the low mean was found for the 'role inadequacy' (mean=2.14). The overall mean was 2.41 for organizational stressors.

Table 11. Summary Table for Organizational Stressors

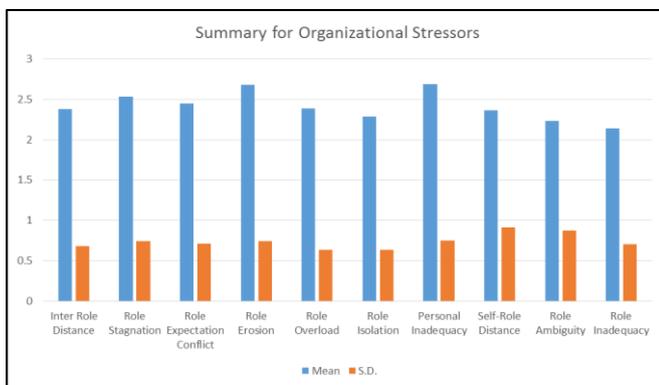| Scale	No ofItems	Mean	S.D.
InterRoleDistance	5	2.38	0.682
RoleStagnation	5	2.53	0.742
RoleExpectation Conflict	5	2.45	0.710
RoleErosion	5	2.68	0.743
RoleOverload	5	2.39	0.637
RoleIsolation	5	2.29	0.638
PersonalInadequacy	5	2.69	0.749
Self-Role Distance	5	2.36	0.911
RoleAmbiguity	5	2.23	0.873
RoleInadequacy	5	2.14	0.704
OverallScoreforOrganizationalStressors		2.41	0.577

Figure 11. Summary for Organizational Stressors

VIII. CONCLUSION

According to a research conducted by Workers' Occupational Health Services conclude workers under stress are thirty per cent more likely to be involved in accidents than those experiencing low levels of stress. In addition to all the above mentioned problems, organizations would also face high turnover rates of employees, high replacement costs, loss of intellectual capital and increasing grievances. Many organizations have realized the serious impacts of employee stress and have started taking steps to combat it. The

responsibility of making a workplace employee friendly and healthy lies with both the employer and the employees. The findings of this study would contribute significantly in better understanding of the stress in IT sector by the academicians and the practitioners. Finally, this study enriches the literature on stress management with respect to the sunshine industry of India.

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