A Study on Role Stress among the Executives in Information Technology with Special Reference to Bangalore City

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Abstract
Over the last few decades, Indian Organizations had never bothered about the issues related to human behavior. But, presently, organizational behavior has become a separate field of study, and the Indian organizations have also started thinking about the pattern of Multi-National Corporations, which are successfully running their business in India. Stress is the way human beings react both physically and mentally to changes, events, and situations in their lives. This change has occurred in terms of science and technology, industrial growth, urbanization, modernization, and automation, on the one hand, and an expanding population, unemployment, and stress on the other. It has become important for the management to understand training effectiveness behavior-related problems of people who are working in the organizations for achieving the predetermined goals. However, the last two decades, with the inflow of many corporate sectors, namely Information Technology (IT), Information Technology Enabled Service Sector (ITES), Banking, Insurance, and Educational Institutions, are commonly labeled as stressful environments. During the last decade, fast growth has been observed by the information technology sectors. Particularly in developing countries, mostly in information technology and information technology - enabled service sectors due to higher competition, the organizational climate has deteriorated. Due to this overburden, the executives of the information technology sector and information technology enabled the service sector to have undergone more stress. This stress leads the executives to become unhealthy, and Stress at work can be a real problem for the organization as well as to the executives.
Keywords: Organization Behavior, Information Technology, Urbanization, Modernization, predetermined and Automation

Introduction

In today's competitive and changing organizations, stress has become a vital and influential factor. It is clear as a physiological and psychological reaction when excessive demands made on a person. Role Stress perceives as a system. Role space conflict refers to conflicts between the self, a person's role, and other roles occupied by him. Role stress may take various forms, namely self- role distance, role stagnation, and inter-role distance. Taskset conflict, while the role space conflicts arise from the incompatibility between the self and the roles played by the person, role set conflicts to denote in-compatibilities amongst the fair expectations that 'significant others' have from the role incumbents. The job set conflicts are role ambiguity, role expectation conflict, role overload, role erosion, role inadequacy, personal inadequacy, and role isolation. It produces many complications for individuals and organizations. They exert harmful effects on job-related outcomes. There is a substantive amount of literature, which indicates the unsafe effects of role

stress on the individual and work-related result. The ten different types of Organizational Role Stress (ORS) which are as follows:

1	Inter-role distance Stress	–	The conflict between Organizational and Non-organizational roles.
2	Role Stagnation Stress	–	Feeling of being struck up in the same role.
3	Role Expectation Stress	–	Conflicting demands are originating from colleagues.
4	Role Erosion Stress	–	The role has become less main, or somebody else gets the credit.
5	Role Overload Stress	–	Too much work or doing things of considerable importance.
6	Role Isolation Stress	–	Absence of strong linkages of one's role with other roles.
7	Personal Inadequacy Stress	–	Absence of adequate skills, competence, and training format of the demands of one's role.
8	Self-role distance stress	–	The gap between one's concept of self and the demands of the role.
9	Role Ambiguity stress	–	The short of workers' objectives, key accountabilities, their co-workers' expectations of them, and the overall scope or responsibilities of their job.
10	Resource Inadequacy stress	–	Human or material resources allocated are inadequate to meet the demands of the role.

Stress in IT & ITES Sectors

From the past decade, with the increasing competition in globalization and liberalization, the IT & ITES have undergone rapid and striking changes like policy changes. Because of these changes, the executives in these sectors are experiencing high levels of stress. With the advent of the technological revolution in all occupations coupled with globalization, privatization policies have drastically changed the conventional patterns in all the sectors. Globalization and privatization led policy to compel the IT & ITES to reform and adjust to having a competitive edge to cope with multinationals' environment. The advent of technological changes, especially the extensive use of computers in the sectors, has changed the working patterns of the IT & ITES sectors' executives and has made it inevitable to downsize the personnel force in the division. The implications of the above said transformations had affected the social, economic, and emotional domains of the IT & ITES sectors' executives and their relations. Maladaptive behavior such as drinking and health conditions such as anxiety, depression, burnout, nervousness, fatigue, heart disorder has now commonly reported. Workforce cutbacks in IT & ITES result in better pressure on the remaining workforce with increased overload. The result leads to job stress among executives.

Source of Stress in IT & ITES Sector

Organization membership and work require psychological adaptations by individuals to accommodate the demands of the organization. The organization develops mechanisms for protecting individuals from emotional and mental disturbance, and the individual also adapts to the organization.

Implementing new technology in the work environment exposes executives to change. Besides adapting to the new system, implementation is often a part of a wider business process re-engineering. The transform can create anxiety at the aware and unconscious levels because it is fixed with the organization, and it may need to be addressed collectively and managerial by rather than from a counseling perspective. Success depends on whether the organization or the individuals can work through this. There are many aspects to derive that the IT & ITES sector is a sense of stress.
1. Pressure on Performance
2. Information Overload
3. Anxiety

Need of the Study

The IT & ITES sector industry has unquestionably helped the development of the Indian economy, but it has also caused dents on the superiority of its executives. The IT & ITES sector is bringing not only revenue but also the pride of employment

in India. The scenarios of the IT & ITES sector industry are changed, especially after globalization, liberalization, and privatization. It has paved the way for hectic competition in the IT & ITES sector industry. The entries of IT & ITES sectors have questioned the survival of previous monopolies in the corporate sector. The mark of the success of any corporate sector may rest on the productivity and profit per executive. Hence, there are so many cost control measures implemented by the management. It increases the workload, organizational change, and updating of new technology in the corporate sector field. The executives suffer due to increasing in heavy work, responsibilities, and non-fulfillment of existing vacancies. The performance tasks were given to all groups of executives in the competitive era. A lot of stresses indirectly affect their productivity. The corporate sectors provide better stress management techniques to their executives to manage the situation, but it is not sufficient. It affects the productivity and profitability of the IT sector. Since the IT & ITES sector plays a key role in the Indian Economy, it is essential to analyze these problems to enrich the productivity of corporate. Hence, the present study has made an attempted on this aspect.

Problem Statement

The intensity of organizational role stress in IT & ITES is mounting up, especially after the liberalization and globalization. The role stress was mainly caused by the role overload and role unclarity among the IT & ITES executives. The imperative results of role stress are physiological, organizational, and individual consequences. Factors that generate stress in the corporate sector are grouped into four categories lack of career advancement, work overload, risk-taking, and decision-making, and difficulty in teamwork. The major Role Stress Factors (RSFs) among the executives in the IT & ITES sector is resistance to change. It is very higher among the executives in the IT & ITES sector because they have more responsibilities without authority. The clerical employees are always keeping their over work and working time, but the executives mind the target set by the management. They are in between the employees and management. Hence, it

creates a lot of pressure and stresses them. It affects their performances and productivity. It also leads to so many inter-personal relationship problems. To overcome the role stress among the executives, the organization can adopt stress management techniques such as stress audit, welfare programs, participative management, reward system, group work, mentoring, job redesign, and social support. But, it is inadequate in the IT & ITES sector. Hence, it is essential to discuss these problems to provide a better solution to the IT & ITES sector.

Literature Review

Jyoti (2008) identified that executives mostly suffer from stress due to heavy tasks and unattainable targets, thereby generating work-life imbalance and anxieties.

Kavitha et al. (2012) found that role stress among the mean executives is higher in the IT sector because it needs continuous updating, role overload, and role isolation.

Aujla et al. (2016) have mentioned that the most preferred stress management techniques among women are relaxation, music, prayers, recreation with family, planning, etc. whereas medical and natural therapy is the least favored strategies.

Swaminathan and Rajkumar (2010) have identified that the stress due to roll burden is higher in the IT sector compared to the ITES sector. The role of self distance is higher in the sector compared to this sector.

Pratibha and Zahid (2014) have found a higher level of stress among women executives. It was caused by role stagnation, role isolation, and self role distance.

Srivastav (2017) noticed the significant role of role stress factors in their low productivity and performance. He also found the three types of causes for role stresses, namely inter-role distance, role stagnation, and self role distance.

Research Gap

A review of earlier studies on Role Stress among the executives has helped the researcher to identify the research gap. Some of the studies are related to role stress among the executives in the banking, insurance, and educational institutions, and there

is no limited study in the information technology sector, especially in Bangalore city. Hence, the present study attempts to fill up the research gap.

Objectives of the Study
- To study the socio-economic profile of the executives
- To know about the various determinants of role stress among the executives
- To examine a range of the output of role stress among the executives
- To evaluate the impact and consequences of role stress among the executives
- To analyze the implementation of a mixture of stress management strategies
- To suggest and conclude the study based on its findings of the study

Research Design & Research Methodology
Research Type: Descriptive Research

Sampling Technique: Stratified Proportionate Random Sampling.

Sample Size: 376 Executives from two segments of the corporate sector is IT & ITES.

Data Collection Method: Data has been collected through primary as well as secondary sources. Through, the primary data are composed of the help of a structured interview schedule. Secondary sources consist of books, periodicals, newspapers, and online resources.

Data Analysis, Interpretation, and Hypothesis Testing
Three hundred and seventy - six executives have been interviewed by way of structured interview schedulequestionnaires were distributed to two different types of organizations falling under corporate sector viz IT & ITES sectors.

The Statistical Tools Like
- Explanatory Factor Analysis (EFA)
- Confirmatory Factor Analysis (CFA)
- T-test, Analysis of Variance (ANOVA)
- Multiple Regression Analysis and Cronbach Alpha.

Hypotheses of the Study
Based on the objectives of the study, the hypotheses are framed, and it has been used for the analysis purpose.

Findings
The findings of the study have been drafted from the analysis made from the various factors associated with the study.
- The dominant family income per month among the executives is Rs.1.50 to 1.75 lakhs. The family income per month among the executives in the sector is higher than that among the executives in this sector.
- The transforms in the executive role stress factor explain the changes in the sector to a greater extent than among the executives in the ITES sector.
- The modifications in executive role stress factor explain the changes in psychological consequences to a greater extent among the executives in the sector than in this sector.
- The changes in the sources of stress explain the alterations in overall pressure among the executives to a greater extent among the executives in the sector compared to the ITES sector.
- The high order needs strength to have significant control over the overall stress among all the two groups of executives whereas the rate of influence is higher among the executives in the sector than that among the executives in the ITES sector.
- The changes in the level of stress tolerance limit explain the changes in the level of overall stress among the executives to a greater extent in the sector than in the ITES sector.
- The changes in the executive role stress factor explain the transforms in organizational consequences to a greater extent among the executives in the IT sector than in this sector.
- The changes in the implementation of self stress management strategies on overall stress among the executives in the sector are bigger than that in the ITES sector.

Following Determinants have been Identified which Impact the Issue of Role Stress

Internal Factors	External Factors
Social support	Environmental Sources
Role stress	Organizational Sources
Overall strain	Group Causes
Sources of role stress	Individual Causes
Role efficacy	Role Making
High order need strength	Role Centering
Stress tolerance limit	Role Linking
Outcome of role stress	Physiological Consequences
Job Satisfaction	Psychological consequences
Job performance	Behavioral Consequences
Self stress management techniques	Organizational Consequences
Role stress management strategies	Stress Audit

Recommendations

It is recommended that some factors like Organizational Restructuring, Reduction of Stress among the Executives, Implementation of Various Welfare Programmes, Executive Empowerment, Differentiated Strategies, Reward System, Job Redesign, Establishment of Communication System, Promoting Team Work, Exchange the Social Support and Benefit-Cost Analysis has to be given more concentration to get a positive outcome from the executives in Information Technology in Bangalore city.

Limitations

- The present study focuses only on the role of stress among the executives alone
- The research has been conducted among the executives working in IT & ITES at Bangalore City alone

Future Scope

The possible future research areas are; a comparative study on role stress among the executives with different profiles, the study on determinants of role stress among the executives in particular sectors in future, the research on role stress and occupational stress among the executives, the future examine can be done related to role stress among the male and female executives, the role of stress management techniques can be analyzed in the reduction of constant worry among the executives and the various hassles among the executives in a particular industry can be studied.

Conclusion

The research concludes that the role of stress among the executives in the ITES sector is higher than that among the executives in the sector. The significantly influencing determinants of managerial role stress among them are environmental, organizational, group, and individual causes. The role efficacy and high order need strength among the executives significantly reduce the overall stress among the executives to a greater extent. The essential productivity of role stress is physiological, organizational, and individual consequences. The significantly influencing role stress factors on the consequences of stress are self task distance, role stagnation, role ambiguity, role conflict, role overload, and resistance to change. The significantly influencing self-stress management strategies on the organizational role stress among the executives are self case strategy, relaxation techniques, and time management, whereas the organizational stress management strategies are social support, programs, and systems.

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