



## A STUDY ON ORGANISATIONAL ROLE STRESS AT BHEL WITH SPECIAL REFERENCE TO WORKERS IN PRODUCTION DEPARTMENT

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### Abstract

Stress has been called as the health epidemic of the 21<sup>st</sup> century. Most of the adults spend more times at work than in any other single activity. It is not surprising that a job or that career is a central source of stress and most of the times generate intense levels of stress that ultimately results in a stressful situation for manager also. In recent years more than half of the employees suffer from moderate level of stress and hence they feel that it is difficult for them to focus on their task. If the work stress management is not planned and implemented properly it will not only have negative impact on the productivity but also curtail- the growth of the organization and it will have adverse effects on physical health of the employees.

**Key words:** Organizational Role Stress, Role Stagnation Role Erosion, Role Inadequacy, Role Fixation, Role Transition, Role Visibility, Role Atrophy.

### 1.1 Introduction

Stress in business is reality of our life everyday life. There are both eustress and distress that come from work and non-work lives. Conditions that tend to causes stress are called Stressors. Further it can be under that stress is an emotional contagion. Stress according to **Hans Selye (1956)** foremost researcher in this area, “is the non – specific response of the body to any demand”. Stress is caused by internal or external demands that upset the balance of an individual and affect his/her physical and psychological wellbeing (**Lazarus &Cohen, 1977**). Stress can be defined as a form of tension or strain in the body which is one of the biggest threats to our physical and mental health. As civilisation progresses complications and concomitant tensions inevitably increase and will increase in future also in a greater proportion. Stress cannot be avoided but it can be managed in a way that, it does not become a source of trouble. Stress always and still is vital for our survival. Negative stress harms us but positive act us a facilitator for our survival. Stress management is to manage our stress in a sense it helps us instead it does not harm us. Stress is an inevitable consequence of Psychological problem and to some extent it acts stimulant as well. As pressure builds up, a person is said to be under stress when he or she runs out of resources to manage them.

### 1.2 Significance of the study

Due to too much of stress individuals begin to show physical (or) psychological symptoms that can impede their work capabilities but also may result in physical and /or mental illness. Organisational stress and work place health are gaining significance in both corporate and social agenda at present. People as a mental organism, workers experience a new type of culture such as speed of need urgency.so organisations are now experiencing a new culture of speed efficiency and competitions. The two **main factors** causing stress are:

- Mental demands affecting concentrations, problem solving and attention to information inputs from the environment.
- Individual differences leading to human interactions.

Stress is also caused if the responsibility given is beyond the capabilities of the individuals. Conversely underutilization of a person’s capabilities can also lead to stress. In a work place the major stress generators are

- Inter- personal conflicts with staff and clients
- Excessive workload
- Role conflicts

### Source of organizational pressure

- Uncertainty venture in business
- Enhanced job descriptions, the pressure on managers to meet concomitant expectations
- Fear of retrenchment in the fact of the organizations attempt to cut costs through downsizing of operations.
- Complexity of management that demands high level marketing administrative and financial competence
- Dynamic external environment
- Competitive pressures to maintain a respectable bottom line

Stress can arise from an opportunity, demand, threat or challenge when the outcome of event is both important and uncertain. Stress is the result of mismatch between a person and his environment and perceived inability to cope with constraints or



demand encountered. Organizational role is position in an organization defined by expectations of the significant people therein. Role occupant performs in the organization in response to his/her expectations.

### 1.3 Objectives of the study

- To identify the factors that intensifies the Role Stress.
- To find out the level of stress among the workers with special reference to workers in production department in the study unit.
- To suggest measures to reduce the Role stress among the workers.

### 1.4 Area of the study

The study was conducted among the workers of **Bharat Heavy Electrical Ltd. Tiruchirappalli**, with special reference to the welders. Workers group constitute different functions like welders, Fitters, mechanist, Turner, Carne operators such as Instrument, Diesel, Electronics. Welders are considered to be core workers category in the productions department and their work is to produce boiler pressure parts like pipes tubes and water valves.

### 1.5 Review of literature

**John W. Newstorm** and **Keith Davis** have made the following observations about stress i.e Individual differences account for a wide range of reactions to stress- a task viewed as a challenging by one may produce high levels of anxiety in another. According to **J. Jayasankar** stress is not always bad. The stress- performance relationship may be compared to the amount of salt in food. Certain amount of stress in fact is necessary to secure performance.

### 1.6 Research design

This study is a descriptive study. The required data are collected from both primary and secondary sources. Primary data were collected by administering Questionnaire to the respondents and secondary data were collected from the journals books and websites. The total number of workers who are working in the production departments is taken as universe i.e 1200 welders of which 150 sample respondents were selected on the basis simple random sampling method. Pilot study was undertaken with 50 respondents and the questionnaire is modified according to the suggestions given by the respondents. The questionnaire consists of two dimensions a) personal profile b) ORS dimensions.

### 1.7 Limitations of the study

- The study is restricted only to the welder category of workers
- The study is limited to only a public sector unit BHEL Trichy.

**Table – 2,Role Stagnation**

Sl.no	Particular		Never for rarely	Occasionally	Sometimes	Frequently	Always	Total
1.	Not Learning enough	Frequency	93	12	30	15	-	150
		Percentage	62	08	20	10	-	100
2.	Top preoccupied	Frequency	51	15	60	09	15	150
		Percentage	34	10	40	06	10	100
3.	No opportunities for future challenge	Frequency	45	21	45	30	09	150
		Percentage	30	14	30	20	06	100
4.	Little Scope for personal growth	Frequency	54	36	30	24	06	150
		Percentage	26	24	20	16	04	100
5.	Feel Stagnant	Frequency	45	30	45	15	15	150
		Percentage	30	20	30	10	10	100

Source : primary data

Table 2 shows opinion of the respondents with respect to one of the organizational role stress dimension-role stagnation

1. 43 respondents rarely feel that they are not securing knowledge from the present job to take up higher responsibilities.



2. 60 respondents sometimes feel that there are not able to prepare themselves for higher responsibilities since they are preoccupied with present task.
3. 45 respondents sometimes feel that they do not find opportunities to equip themselves to face future challenges
4. 54 respondents rarely feel that there is no scope for personal growth.
5. 45 respondents sometimes feel that they are stagnant in their roles without promotion.

**Table – 3,Role Erosion**

Sl.no	Particular		Never for rarely	Occasionally	Sometimes	Frequently	Always	Total
1.	Role Reduced in importance	Frequency	30	27	57	24	12	150
		Percentage	20	18	38	16	08	100
2.	Functions assigned to other task	Frequency	75	15	42	09	09	150
		Percentage	50	10	28	06	06	100
3.	Accept more responsibilities	Frequency	12	09	60	33	36	150
		Percentage	08	06	40	22	24	100
4.	Can do more than assigned task	Frequency	24	15	42	30	39	150
		Percentage	16	10	28	20	26	100
5.	Can take more challenging task	Frequency	12	21	30	33	54	150
		Percentage	08	14	20	22	36	100

Source : primary data

Table 3 gives the snapshot of the respondent's opinion about Role Erosion i.e Vital function of one role are carried or done by some other role and the role contribution credits are given to others.

1. 57 respondents sometime feel that role importance has been reduced and hence not able to prepare themselves for future role.
2. 75 respondents rarely feel that their functions have been assigned to some other role.
3. 60 respondents sometime feels that they are ready to accept more tasks and hence their scope of responsibilities can be increased
4. 30+39 respondents respectively frequently & very frequently those they can handle more job than assigned to them.
5. 54 respondents very frequently feel that they are really ready to face challenges in their role they occupied.

**Table – 4, Resource Inadequacy**

Sl.no	Particular		Never for rarely	Occasionally	Sometimes	Frequently	Always	Total
1.	No adequate information	Frequency	15	30	48	27	30	150
		Percentage	10	20	32	18	20	100
2.	Do not get enough resource	Frequency	36	33	36	30	15	150
		Percentage	24	22	24	20	10	100
3.	Do not have enough people	Frequency	36	21	63	18	12	150
		Percentage	24	14	42	12	08	100
4.	Lack of necessary facilities	Frequency	30	21	60	39	-	150
		Percentage	20	14	40	26	-	100
5.	Need more financial resource	Frequency	27	24	21	30	48	150
		Percentage	18	16	14	20	32	100

Source : primary data



### **Conclusion**

Stress results in physical and mental exhaustion. It is a major concern and challenge not only because of the effects on the health of the individual workers, but also because of the cost or economic impact on business. Stress indeed interferes with task performance in many situations. Besides the organizational role stressors effects depends on many factors such as the complexity of the tasks being performed and personal characteristic of the individuals involved in the task. Finally we may agree that role stress results from the interaction of the workers and the conditions of work. So the characteristics and the working conditions are the primary cause of stress.

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