

**EFFECT OF PERSONALITY ON ORGANISATIONAL
ROLE STRESS: A CASE STUDY OF WORKING WOMEN
IN LUDHIANA**

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Abstract:

Today the women is performing multitask and versatile roles which leads sometimes to Role conflict. Role Expectations, Role ambiguity, Personal Inadequacy due to this role stressors she is going through many of psychological, social and emotional problems and this is again producing the vicious circle of stress leading to personality disorders then these personality disorders leading to have more stress In the present study, an attempt has been made to find whether there is any effect of personality on the organisational role stress. The results of the study revealed that on the four factors of personality has negligible effect on role stressors as Inter Role Distance, Role ambiguity, Personal Inadequacy, Resource Inadequacy. There is not a strong correlation of any of personality dimension with different role stressors. Organisation role stress is due to the problems within the organisation. Probably due to the roles are not properly allocated, role expectation are high, versatility of roles played by women ,inadequate resources, lack of personal inadequacy, role erosions and role stagnation due to lack of modern and technical facilities.

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Earlier the women was consider to be the weakest creature in the society, like the ROSSEAU a naturalist has said, “Man is born free but every where he is in chains”. Women was not able to decide about her fate, she was on the mercy of husband, sons, father etc. but these days due to the advancement of society, high standard of living, industrialization, Increasing levels of education, urbanization, awareness of rights, great influence of media, westernization all these have changed the image and status of women in this era. The number of working women is increasing day by day. Today the women are working in MNC’s in BPO as entrepreneur, as managing director of companies, pilots, locomotive engine drivers, participating in politics, president and chief minister of states, Working women’s percentage is increasing day by day in metropolitan cities and this has increased the role of women in household activities and outside the home are increasing. Today the women is performing multitask and versatile roles which leads sometimes to role conflict. Due to this role conflict she is going some of psychological, social and emotional problems. Even these days when we are in modern era still we are of this feeling that women has to play one role on the priority that is managing household, looking after kids etc. If women are not capable of doing these activities and duties then she fills up with guilt and it leads her to depression, frustration, anxiety and many more psychological disorders. Due to these psychological disorders women are having problems at the work place. In the present study we have tried to find that if the personality factors such as psychoticism, extroversion, neurotics, lie score has any role to play in the organistion where the women is working .

The term Personality is very much used word in our day to day life. The word Personality is basically is derived from the Latin word persona which means, mask. Personality is made up of hereditary, environment and situational factors. According to Freguson (2000) the basic assumption of the concept is that people do differ from one another in their style of behavior, in the ways that are at least relatively consistent across time and place.

Allport (1937) defined personality as ‘the dynamic organization within the individual of those psychophysical systems that determine his unique adjustments to the environment.’ Eysenck’s Theory of Personality (1968) He defined personality as “a more or less stable and enduring organization of a person’s character and temperament intellect and physique which determines his unique adjustment to the environment”. The basis of personality dimensions are

- (i) Psychoticism

- (ii) Extraversion
- (iii) Neuroticism
- (iv) lie scale

Psychoticism: The word psychoticism refers to an undulating trait present in varying degree in all people.

Extraversion refers to the outgoing uninhibited, impulsive and social inclinations of person.

Neuroticism: The third major dimension neuroticism refers to a general emotional over responsiveness and liability to neurotic breakdown under skills. A neurotic individual tends to be anxious, depressed, guilty, tense, shy, and moody and has low self esteem.

Lie scale and social desirability: the lie scale was first incorporated in EPI to measure a tendency on part of the subjects to face good responses.

Personality is the collection of thoughts, attitudes, values, beliefs, perceptions and behaviour that define how we see our environment and ourselves. There are certain type of personalities that might be linked to the stress.

Relationship between stress and personality:

Friedman and Roseman found that people with type A personality are more vulnerable to stress. They put tremendous under enormous pressure and are aggressive, hostile, restless, impatient and unable to relax. Type B personality (opposite of A) they are characterized by relaxed, non competitive, easy going and accommodative behavior.

REVIEW OF RELATED LITERATURE:

Nagpal (1991) He found that as far as perception of role stress is concerned an employee high on extraversion perceives lesser role stress due to high levels of cortical arousal as compared to the introvert.

Fisher (1995) Analysis of the survey data confirmed that both role conflict and role ambiguity are significantly negatively associated with auditor job performance and job satisfaction. However the expected moderating role of the Type A behaviour pattern on the

relationships between the components of role stress and job satisfaction and auditor job performance was not found. Also a direct positive relationship between the Type A behaviour pattern and both job outcome variables was apparent. The latter result suggests that, among audit professionals, Type A individuals tend to outperform and be more satisfied with their employment than Type Bs.

Mohan *et.al*, (2000) In his study of 240 army officers found that neuroticism were positively related with various dimension of role stress. Metropolitan life insurance company (1984) reported that an average of million workers are absent on any given work day largely one to stress related disorder

Nirmala (2002) attempted to identify main sources of occupational stress and the relationship between various sources of occupational stress and job performance. The respondents were 175 cashiers-cum-clerks of nationalized banks of Haryana. The findings showed significant negative co relation between the major sources of occupational stress and job performance. The relationship of other occupational variables was also in expected directions, though not significant.

Lehal and Singh (2005) studied Organisational Role Stress among college teachers of Patiala district. The study indicated that the level of organisational role stress in government college teachers in Patiala district was significantly low than that being experienced by private college teachers.

Cinemon and Rich (2005) has revealed that the fact that the teachers attributed high importance to both roles. They are not considered to be as efficient as men and they face discrimination at workplace and household activities. John (2000) studied organizational role stress in two small law enforcement agencies. A total of 86 officers were surveyed as part of this study. The objectives of the null hypothesis are to examine compare the self reported existence of role stressors that exist within the agencies and between the agencies.

Bhattacharya and Basu (2007) their study revealed that among IT professionals of Kolkata, subjectively experienced distress and wellness were closely associated with Organizational role stress. In other words, personal and professional stressors exert cumulative effect on the individuals. Women professionals had a greater feeling of wellness and less organizational stress than men professionals.

Ahmady *et al.* (2007) their findings show that role stress was experienced in high level among almost all faculty members. All three studied medical schools with different ranks are threatened with relatively the same levels of role stress. Specific differences were found among faculty members from different disciplines, and academic ranks. Also having permanent position and the length of services had significant correlation with the level of role stress. The major role-related stress and forms of conflict among faculty members were role overload, role expectation conflict, inter-role distance, resource inadequacy, role stagnation, and role isolation.

Goyal and Nadeem (2007) The women executives under study were of the view that in changing times, middle class families find it difficult to have a decent standard of living without women's incomes. Therefore their going to the workplace was very much accepted by family members. Due to this acceptance, other family members try to adjust their roles within the family and a change was being felt in the attitude of the husband and other family members. Moreover due to changes in the technological environment, telecommunication, better transportation facilities, electronic gadgets etc., stress is reduced

Kazmi *et al.* (2009) their results showed that Type A experienced more stress than Type Bs. This stress might result in poor performance and job dissatisfaction also found that Type A individuals tend to outperform The major factors contributing the stress among Type A individuals were lack of resources, job pressure, work overload and lack of communication and comfort with supervisor. In case examined the relationship between job stress and job of Type B individuals, overall job stress and job performance was negatively correlated. Type B individuals were less stressful than Type A and the major stress contributing factor is lack of resources. It had been observed that there was an inverse relationship between job stress and job performance among Type A and Type B personality individuals.

Need and Relevance of the Study:

The present study was to done to find the relation of personality and organizational role stress of women working in different service sectors like banks, colleges insurance and schools. The need for studying personality was of tremendous importance as this showed the personality

dimensions, organizational stress were crucial for effectiveness and superior performance at work place.

Scope of Study:

Study was confined to the women working in service sector such as banking, insurance institutes. Total sample comprises total of 76 working women 19 in the schools, 22 in public sector bank, 16 in the college, and 19 in the private sector bank.

Objectives of Study:

1. To study the personality dimensions such as psychoticism, neuroticism, extroversion and lie score of the women working in service sector..
2. To study the organizational role stress of the women working in service sector.
3. To study relationship between personality and organizational role stress.
4. To suggest and make recommendation for coping up the stress of the working women.

Hypothesis:

1. *There is a positive correlation between the different role stressors and the personality dimension psychoticism..*
2. *There is a positive correlation between the different role stressors and the personality dimension extraversion..*
3. *There is a positive correlation between the different role stressors and the personality dimension neuroticism.*
4. *There is a positive correlation between the different role stressors and the personality dimension lie score..*
5. *There is a significant relationship among different type of role stressors and the dimensions of personality..*

Research Methodology:

Selection of Sample:

Study was confined to district Ludhiana comprising of bank sector, college teachers and school teachers. Random sampling was applied to collect the data.

Tools

Eysenck's Personality Questionnaire ; Eysenck's Personality questionnaire was used to measure psychoticism (P) neuroticism (N) extraversion (E) lie scale (L) out of 100 items (dichotomously) 32 items measure P, 23 measures E, 24 measures N, 23 measures L.

Organizational Role Stress (ORS)

- This scale was also developed by Udai Pareek (1983) to categorize role stress in terms of role space, role set, and role system. The instrument consists of 50 items on ten variables. Inter role distance (IRD) A person usually performs than one role in different capacities. At times there can be a conflict between the various roles played by him.
- Role stagnation (RS) When a person feels that he has reached a dead end in his career and he can not move further, grow further in his present role.
- Role expectation conflict (REC) when the individual perceives that other people's expectations from him are mutually compatible, then he defines his role expectation conflict.
- Role Envy (RE) when a role occupant feels that something done by him is being performed by others he experiences role envy.
- Roles overload (RO) when the person is overloaded by too many roles and feels incapable to perform these roles.
- Role isolation (RI) when the occupant feels that his role is isolated from the main stream of the organizational life, he experiences role isolation.
- Personal inadequacy (PI) when one feels that he lacks adequate skills and knowledge to handle his present role

- Self / role conflict (S/RC) if a person has to perform a role which does not match with his self concept and personal values.
- Role ambiguity (RA) when a person is not clear about the various expectations that others have from his role
- Recourses inadequacy (RI) when the person feels that he lacks adequate resources to perform his role effectively.

ORS was a five point scale (.0-4) containing five terms for each role stresses. This total of each role stresses from 0 to 20.

Data Collection; The study is based on primary data. The data were collected from women in different questionnaire-cum-scales from different organizations in Ludhiana. The researcher gave 100 questionnaire to the respondents but only 76 women responded back so response rate was 76%.. It was also a difficult task to get the forms filled from women, as the number of women executives is very less in almost all the organizations.

Statistical Tools

Descriptive statistics has been applied to find the means of the personality dimensions and the organisational role stress .Skewness was also found to check the normality of the data. Kurtosis a measure for checking the convexity of the curve has also been applied. To check the relationship between personality and organisational role stress correlation technique has been applied and further t-test applied to support the findings.

Interpretation of the data

Stress is a part and parcel of modern life structure. Even in the organizations, in institutions, in family no one is free from stress. Stress is attached to, their jobs and to the role they play in their organisations. From the above table we analysis that school teachers are having more stress than the women working in the other service sectors. There conclusion says that data is having normal distribution. College teachers are having less stress as compared to the other categories, but they have negative skewed data as compared to the school teachers

Table 1 of Mean ,S.D ,Skewness, Kurtosis of Organisation Role Stress

	Schools (N ₁ =19)	Colleges (N ₁ =16)	Private Banks (N ₁ =19)	Public Banks(N ₁ =22)	
Mean of ORS	76.53	23.56	29.79	33.05	
S.D of ORS	6.938	4.912	6.460	6.036	
Skew ness of ORS	.085	-.720	.354	-.274	
Kurtosis of ORS	.885	.516	.014	.933	

Table 2 of Mean, S.D, Skewness, Kurtosis of Dimensions of Personality

	Schools (N ₁ =19)	Colleges (N ₁ =16)	Private Banks (N ₁ =19)	Public Banks(N ₁ =22)	
Mean of Personality	42.11	46.44	43.16	46.00	
S.D of Personality	7.310	5.391	5.052	6.437	
Skew ness of Personality	.090	-.220	.595	-.671	
Kurtosis of Personality	.923	.673	.482	.765	

The above table shows that the school teachers are having more variation in the dimensions of personality as compared to the other service sectors and the data is behaving normal in nature. College teachers and public bank employees are behaving same on the personality dimensions. In order to study the relationship, the help of statistical technique i.e., Correlation Analysis has been taken. The coefficient of correlation will vary from -1 (a perfect negative relationship between the variables X and Y) to +1 (a perfect positive relationship between X and Y). If r comes to be closer to +1, it means there is a strong and

positive correlation between the two variables and there is a complete association between the two variables. This test has been used to find out the relationship among the two variables.

Findings of correlation among Personality dimensions and different role stressors (Refer to Table:3)

1. The table shows that there is only one role stressor PI (Personal Inadequacy) which has positive correlation with the personality dimension psychoticism. Rest of the role stressors are having negative correlation IRD,RS, RE, RO ,RI ,RC,RA .Rin .Statistical analysis reveals that there is no perfect correlation among the different role stressors and the personality dimension psychoticism. The results rejects hypothesis ,”*there is a positive correlation among different role stressors and the personality dimension psychoticism.*” on whole. So we conclude that if women are having high scores on psychoticism this does not lead to the fact that they are having role stress due to this. This may be due to problems within the organisation as role ambiguity, role conflict, lack of resources, improper role allocations etc.

2. The table shows that there is a positive correlation of IRD, RS, RE, RO, RC with the personality dimension extraversion and rest of the role stressors RI, PI, RA, Rin are having negative correlation. Statistical analysis reveals that there is no perfect correlation among the different role stressors and the personality dimension extraversion. The results partially accept the hypothesis, ” *there is a positive correlation among different role stressors and the personality dimension extraversion*”. So we conclude that the women who are having high scores on extraversion they feel role stagnation, role overload and highly demanded in role expectation also at the same time highly extrovert has less complaint for resource inadequacy, personal inadequacy and role ambiguity.

3. The table shows that there is a positive correlation of RS, REC, RA, RC with the personality dimension neuroticism and rest of the role stressors RE,RO RI, PI, Rin are having negative correlation. The results partially accepts the hypothesis," *there is a positive correlation among different role stressors and the personality dimension neuroticism.*". So we conclude that the women who are having high scores on neuroticism they have more stress due role stagnation, role ambiguity, role expectation, role conflict and they have less stress of role expectation, role overload personal and resource inadequacy.

4. The table shows that there is a positive correlation of all the role stressors but there is only one role stressor PI. The results accepts the hypothesis," *there is a positive correlation among different role stressors and the personality dimension lie scores.*". So we conclude that the women who are having high scores on lie scores also have high scores on stress due role stagnation, role ambiguity, role expectation, role conflict and they have less stress of role expectation, role overload personal and resource inadequacy.

Further applying the correlation on the total of personality dimensions and Organisation Role Stress we find the correlation coefficient is $r=0.08655$ which indicates that there is a negative correlation among personality dimensions and the role stressors.

If N is 10 or large then the significant of r will be calculated by applying the t-test. This test will show the significance of the relationships. The formula is given as

$$t=r\sqrt{N-2/1-r^2}$$

TABLE-3 showing the correlation between dimensions of personality and different organizations role stressors.

Correlations

	P	E	N	L	IRD	RS	REC	RE	RO	RI	PI	RC	RA	RIN
P	1													
E	-.327**	1												
N	.320**	.193	1											
L	-.517**	.125	-.323**	1										
IRD	-.250	.103	-.010	.115	1									
RS	-.250	.240	.028	.139	.099	1								
REC	.000	.079	.099	.103	.242	.089	1							
RE	-.003	-.163	-.064	.027	-.203	-.422**	-.188	1						
RO	-.192	.040	-.058	.008	.154	.152	.046	.208	1					
RI	-.107	-.204	-.074	.070	.209	-.098	.169	-.167	.357**	1				
PI	.129	-.037	-.072	-.006	.002	-.065	.085	.086	-.231*	.009	1			
RC	-.015	.035	.096	.015	.243	.234	.243	-.228	.033	-.030	-.022	1		
RA	-.116	-.128	.114	.131	.018	.183	.152	-.216	.035	.221	-.237*	.037	1	
RIN	-.099	-.250	-.132	.172	.431**	-.092	.176	-.107	.074	.293	-.184	.140	.198	1

** correlation significant at 0.05 level two tailed

* correlation significant at 0.05 level one tailed

If calculated value of t is greater than table value of t at 5% level of significance, it shows that this relationship is significant but if less than relationship is insignificant.

In the present context we have the calculated value of t is less than the tabulated value 1.643 so we conclude that personality of the women in all the service sectors taken under study has almost null effect on the organisational role stress.

Major Findings:

1. A study of relationship between two variables, with the help of correlation technique brings to light that coefficient of correlation between Organisational role stress and personality indicates a negative relationship and explains that if scores on personality dimension is high role stress level is low or vice-versa.

2. To test the significance of coefficient of correlation, t -test is applied. The t -test explains that the relationship between the two variables is insignificant also. It further indicates that to study the relationship between the variables is insignificant from statistical point of view.

From the above analysis it has become clear that personality has very negligible effect on organisational role stress.

3. Organisational role stress arises when the role is not properly defined, there is role ambiguity, and role conflicts etc in the organisation the personality of a person is not responsible for these stressors.

The findings also support the results of some other studies in the related areas. Nirmala (2002) identified the relationship between ORS and job performance among bank employees in Haryana. The findings indicate a significant negative correlation between these two variables. Lehal Ritu (2007) identified that there is negative correlation among organisation role stress and the job satisfaction.

Recommendations:

- Organisational role stress is a factor, which has a negative role to play especially in case of women. To reduce the stress level in women work overload should be controlled, the role clarity should be there, group and political pressure should be reduced, the jurisdiction of authority should not create any uncertainty and ambiguity of the role, the women should not be kept so busy that she is not able to fulfill her social obligations, she should have sufficient time to solve domestic and personal problems. This will help them to come out of the role conflict and role ambiguity type of role stressor.
- The stress affects the working efficiency of an employee adversely. The management of institutions should organize the seminar for ways of coping up strategies for the stress.
- There should not be too much role expectation from the women as she is already playing the versatile roles in her life. Moreover they should be allocated the roles according to their personal skills in which they can excel. For getting the best out of employee we should provide the best possible resources to them.

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