

Relational Analysis of Organisational Role Stress and Conflict Management Strategies in Indian Service Sector



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Abstract

The fast changing business environment has multiplied the stress of social masses. The people working in varied sectors and at different managerial cadres experience the stress in day-to-day functioning. Though the level of stress may vary from every level and if stress increases beyond an optimum limit then it gives rise to conflict. Conflict and stress go hand-in-hand. If there is conflict, then stress is bound to be there and vice-versa. The present study highlights four important aspects. Firstly, the stress dimensions in Indian service sector. Secondly, the impact of select demographic variables on stress and conflict management strategies of service sectors executives, and thirdly, the impact of overall stress dimensions and conflict management strategies in all the sectors.

Keywords : Organisational Role Stress, Conflict Management Strategy; Avoiding, Compromise, Collaboration, Competition, Accommodation, Managing Conflict

1. Introduction

The fast changing business environment has multiplied the stress syndrome of social masses. The stressful environment has also affected the corporate relations and led to diverse types of the conflicts at workplaces. Though the organisational role stress and organisational conflicts are inevitable for any institution yet the environmental dynamics have given a multiplier effect to them. The people working in varied sectors of organization and at different managerial cadres experience the stress in day-to-day working which may vary from level to level. The incremental stress beyond a level breeds conflict thus requiring conflict management strategies from the managers. The concept of stress as such was first introduced in the life sciences by Hans Selye (1974) and has been viewed as the "non-specifically induced changes within a biological system. It is a concept borrowed from the natural sciences. During the 18th and 19th centuries, stress was equated with 'force, pressure or strain' exerted upon a material object or person which resists these forces and attempts to maintain its original state.

The changing business rules of the day are forcing organizations to continuously re-learn their conflict management strategies. The growing complexities of business

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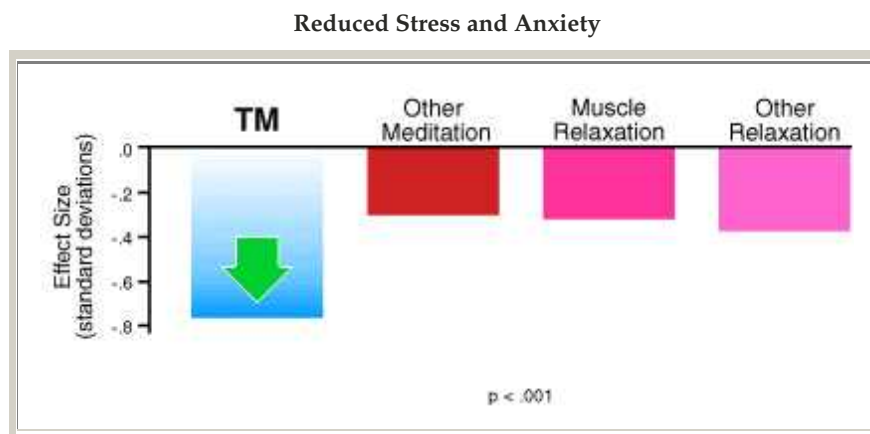
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have further multiplied the nature of organizational conflicts which otherwise have remained part and parcel since time immemorial. Conflicts, being the outcome of individual interactions are an integral part of human and organizational lives. In the context of growing population, cultural transformation and multiple roles that people have to play, stress is an inescapable psychological phenomenon. Though it is necessary for human progress when stress exceeds a tolerable limit, it becomes dysfunctional (as loose wires would not produce pleasant music). To make both ends meet as well as to make life challenging and enjoyable people play multiple roles. One such role is organisational role. Wherever there are conflicts they are bound to enhance the role stress of organizational employees and vice-a-versa. The employees in the organization resort to different conflict management strategies under different dimensions of role stress. Wherever at a point the level of these attributes is not optimum i.e. is not up to the mind of the human being then the vacuum is filled up by a psychological phenomena known as stress. Stress when exceeds a basic level definitely calls for lesser productivity and lesser quality of work which in turn gives rise to conflict. When there is conflict in the organisation due to stress then the organization must follow the conflict management strategies rising due to organization stress. It has been widely established that the conflict management strategies of the executives has a definite impact on the work performance of the individuals. However, conflict management strategies adopted by the executives help in reducing their stress levels. But, as to what strategy should be adopted by an individual at a particular stress level is a matter of concern. How do the conflicts management strategies find their correlates with different

dimensions of role stress in diverse service sector organisations has been endeavored in the present paper?

2. Related Studies

In order to assist managers in understanding conflict and stress, a number of factors regarding individuals and organisations have been identified. There are differences in individual characteristics which are bound to have an impact on the development of conflict and stress and its potential resolution. In context to this, a study conducted by Eppley and Abrams (1989) indicated that stress management, stress prevention and stress reduction are all necessary in today's high pressure corporate environment. The effects of stress in the workplace were devastating, both physically and financially. According to the national institutes of health, 80-90% of all illnesses are caused by stress, either directly or indirectly. Clearly, something more than stress balls, stress tabs, morale boosters and even health clubs is needed. The transcendental meditation technique was found to be more than twice as effective at reducing stress as any other form of relaxation or stress reduction. A statistical meta-analysis conducted at stanford university indicates that the effect of the transcendental meditation program on reducing anxiety as a character trait was much greater than that of all other meditation and relaxation techniques, including muscle relaxation. This analysis also showed that the positive transcendental meditation result could not be attributed to subject expectation, experiment bias, or quality of research design.



Barling and Phillips (1993) investigated that interactional, formal and distributive justice in the workplace cause a towering sum of stress and thus show the way to conflict. This corollary advocate that organisational stress and conflicts are positively correlated in the workplace, and if policies and change, processes are implemented then it is possible to seek and reduce the impact of conflict and stress individually. Research by Canary, et al. (2003) has put forward that individual stress often results from interpersonal interactions. However, it depends upon the manner in which people manage/handle conflicts which can increase or decrease the stress levels. Accordingly, this study examined how conflict management behaviors affected changes in self-reported stress. The study further emphasized that cooperative conflict

behaviors and competitive conflict behaviors have a different impact on the association between pre-conflict stresses at post-conflict stress. Besides this, the role of negative work-home interference (WHI) is also considered as a stressor-strain sequence. Janssen, et al. (2004) have shown that 'work life balance' is the most important want and demand of every employee - even higher in priority than salary. With the slowdown in economy followed by recession and the financial downturn has increased the levels of conflict accompanied by stress. The stress of job loss is putting new pressures on employees who still have their jobs. They keep nervously looking over their shoulder. They work harder, for longer hours and feel greater stress in their extended efforts to ensure they keep their job and keep the business afloat. The problem

has evolved into one of managing sustained excessive stress of work and personal life. The need of the hour is for work life balance where the employee can maintain an optimum balance in work as well in his personal life. People want quality of life, in a sense a reversal of work/life balance - life/work balance, where life is the central focus and work is one (important) resource.

The National Institute for Occupational Health and Safety (1999) reported on some sobering facts and figures about stress at work. 40% of people surveyed reported that their job is stressful - either very or extremely stressed. For those who feel tired or burned out one quarter of the population is involved. In a parallel study from Yale University, 29% reported elevated stress levels at work. Dr Bailey, a psychologist has pointed out that - mediation is not a trial; nor is it an opportunity to continue and elevate the argument. Mediation is a sound and simple process where two parties experiencing stress and conflict work hard to achieve a satisfactory and healthy solution to the cause of the stress. When the process has ended, both parties should feel positive about the process and outcome and both would have been able to relieve some of the built up stress that was causing them to feel unwell and/or unproductive.

Employees who join the organisation, after a span of time feel promotion stress which in turn gives rise to conflict. According to the report by ITO, Jack K.; Brotheridge, Celeste M. (2009) Workers who tended to have higher levels of promotion stress and conflict were (a) less likely to have experienced career support from their supervisors; (b) less likely to perceive attractive opportunities; (c) more likely to have promotion aspirations; (d) more likely to perceive the existence of competition for positions; and (e) more likely to be dependent on their organization for employment (employment dependence). Moreover, such workers were less committed to their organization and were more likely to be looking for another job. Due to the affective commitment ameliorated the association between promotion stress and the intention to leave the organization increases.

Though numerous styles/strategies have been framed for coping and managing stress but Ben-Zur, Hasida (2009) research focuses on testing the effects of coping strategies on negative outcomes such as distress, anxiety, and pathology. The results, showed that problem-focused coping was positively related to positive affect and negatively related to negative affect, whereas avoidance coping showed the opposite pattern of associations with positive and negative affect. Most important, coping is an important factor in well-being during normal everyday life. Another important factor which gives rise to stress and conflict is due to the individual differences arising due to difference in gender which in turns gives rise to negative affectivity (NA). Eaton, Rebecca J.; Bradley, Graham (2008) clearly predicted that, women rated the scenarios as more stressful than men and endorsed the use of emotion-focused coping strategies more than men, even when perceived stressfulness was controlled. Gyllensten and Palmer (2005) viewed in their study that women reported higher levels of stress compared to men. This is so because the stressors included, multiple roles, lack of career progress and

discrimination and stereotyping. The literature survey presented above indicates that though good number of studies has been conducted on role stress and conflict management strategies yet very scanty work has been done to explore the relational analysis of the two and necessitating the present work.

3. Scope, Objectives And Methodology

Stress has become every individual's part and parcel of life. The present study is based upon exploratory research design, which comprises of fact finding enquiries on different aspects of the research topic and exploring new dimension of the study. The study is carried out in various service sector organizations i.e. Banking Sector, Medical Sector, Education Sector, Insurance Sector, and Hospitality Sector operating in various states of Northern India i.e. Haryana, Punjab, Jammu and Kashmir, Delhi and Chandigarh. The broad objective of the present research is to study the relationship between 'Organisational Role Stress and Conflict Management Strategies' from the Indian service sector point of view. However, the specific objectives incidental to the main one are as under:-

- To study the dimensions of role stress in Indian service sector executives according to select demographic variables.
- To examine the relationship between the dimensions of role stress and conflict management strategies of the executives in different service sector organisations.
- To study the overall status of relationship among the dimensions of role stress and conflict management strategies in Indian service sector.

The present study being exploratory by nature calls for gathering primary data. The data from three hundred and seventy five respondents working in five different service sector organisations (75 respondents from each of the five sectors) of northern India has been collected with the help of a well-structured questionnaire. The questionnaire encompasses eighty five statements from two scales and a brief profile of the respondent. The standardized scale developed by Udai Pareek on Organisational Role Stress (ORS) has been used to ascertain the organisational role stress. Pareek developed and standardized the scale to ensure role stresses which measures ten types of role stresses i.e. Self- Role Distance (SRD); Inter- Role Distance (IRD); Role Isolation (RI); Role Ambiguity (RA); Role Expectations Conflict (REC); Resource Inadequacy (RI); Personal Inadequacy (PI); Role Stagnation (RS); Role Erosion (RE); and Role Overload (RO). The respondents were asked to answer on a five point scale ranging from 0 (if you never or rarely feel this way) to 4 (if you very frequently or always feel this way). The scale developed by Thomas Kilman (1974) for conflict management strategies is used to determine the level/choice of one or more strategies exercised by service sector executives for managing conflict. This scale consists of thirty statements and attempts to measure conflict management strategies on five levels i.e. Avoiding; Compromise; Collaboration; Competition and Accommodation. In addition overall status of 'Managing Conflict' has also been examined through the scale. The respondents were asked to answer on a four-point scale for the strategies and on a five point scale for managing conflict. In fact

it is commonly known that if there is conflict then the stress is bound to be their, and if stress is their then conflict is bound to be their hence the study of their relationship becomes all the more important in the present day stressful environment. The data so gathered has been analyzed by applying statistical tools like standard deviation and mean score. Variations whether significant or not have been examined with the help of t-test and relationship has been examined through inter-Correlational analysis.

4. Results and Discussion

4.1 Demographic Analysis of ORS Dimensions

Organisational role stress is the outcome of role performed by an individual in his/her official capacity. Due to the specific requirements of service sector, the quantum and dimension of ORS also varies. Alongside the employee demographics also influence the level of ORS. How do the demographic variable of respondents influence the ORS level and is there any significant variation between the dimensions of demographic variable has been studied in this part. Four demographic variables i.e. gender, academic qualification, managerial cadre and work experience have been taken as a base of analysis and the results are presented henceforth.

4.2 ORS according to Gender

Gender the principal demographic variable which influences certain dimensions of life and particularly the behavioural dimension of stress. The Table-1 presents the analysis on the basis of gender i.e. male and female and the findings of mean and standard deviation as cited in the table enlighten that male executives have been found more stress prone on all dimensions of ORS as compared to female executives. To test whether the variations are significant or not, t-test has been applied and found that on gender basis the respondents do not differ significantly on the Personnel Inadequacy, Self role distance and RA dimensions of ORS. In rest of the dimensions the variations have been found significant at .05 level or .01 levels of significance.

4.3 ORS according to Academic Qualification

The level of academic qualifications is also a prominent factor in managing or enhancing the level of stress. To make the study simpler, the academic qualifications have been divided into two dimensions only i.e. upto graduation level and above graduation level, and similar treatment is given to professional qualifications of the executives. The findings on the basis of academic qualifications have been presented as per the Table-2 and depict a clear picture of higher role stress amongst the respondents having qualifications upto graduation level as compared to the respondents having qualifications above graduation level. The reason may be because of the higher level of academic qualification, the stress coping intensity of individuals increase and enable them to cope with stress effectively. Very surprisingly, the variations in the views of respondents across the two categories of academic qualifications have been found significant on all the ten dimensions of organisational role stress on one level or the other level of significance.

4.4 ORS according to Managerial Cadre

Demographic factor is one of the other variables having impact

on organisational role stress among executives. It is usual thinking that with elevation in managerial position, the roles stress also increases. To what extent the managerial cadre affects organisational role stress has been shown as per the Table-3. The table explains that higher level of role stress is found among top/middle level respondents as compared to the operative level respondents. However Role Stagnation and Role Expectation Conflict have been found more comparatively in operative level executives. The reason may be due to the difference in managerial cadre/roles/responsibilities which exists between the respondents. As cited in the table significant difference is found only in the Role Erosion dimension at .05 level. The t-value computed for top/middle level and operative level respondent is 2.19 which mean that the former category respondents feel more stressed as compared to the later one. However in rest of the dimensions of role stress no significant differences have emerged at any of the levels of significance.

4.5 ORS according to Work Experience

Work experience is also one of the prominent factors which may give rise to role stress. The Table-4 highlights the role stress dimensions on the basis of work experience. As can be seen from the table that a mixed picture has emerged on role stress dimensions across the two categories of respondents. In some dimensions longer work experience act as a stress stimulant and some dimensions less experience creates stress. Further the results show that respondents having experience of more than five years exhibit a better indulgent of coping with role stress in organisations. However the results of t-test do not bring out any significant difference between the two categories of the respondent at any of the levels of significance.

5. Sectoral Analysis of Correlation between Conflict Management Strategies and ORS

It is a well established fact that present day service sector executives are full of organisational role stress due multifaceted expectations of different interest groups. Where customers expect superior services at the same time the employers expect increased revenue and profits. This phenomenon leads to multiple stresses amongst its executives which further culminate in to interpersonal conflicts. As mentioned elsewhere in the paper, conflict management strategies may be grouped into five categorized i.e. Avoidance; Compromise; Collaboration; Competition and Accommodation; and simultaneously overall status of Managing Conflict have also been examined. In fact how do the diverse conflict management strategies find their correlates with the various dimensions of organisational role stress have been explained in this part of the study according to different service sector organisations?

5.1 The Banking Sector

Table-5 highlights the correlations drawn on the basis of role stress dimensions and conflict management strategies in banking sector. On observing the values in the table, it is seen that the correlation between competition as a strategy of conflict management and the role stagnation dimension of ORS have been found significant at .05 level of significance. This shows that the employee is able to handle role stagnation and conflict effectively by using competition strategy. Similar trend

is observed in role ambiguity and competition strategy. In fact

the correlation between role ambiguity and competition has been found significant at .05 level of significance which signifies that the employee being not clear about what is expected from him (not clear about his role) leads to stress which gives rise to conflict and in this phenomenon competing with situation is better option. It further reveals that highest preferred conflict management strategy in banking sector is competition and least preferred strategy adopted by the executives is accommodation. The management of conflict is highest in role ambiguity dimension followed by role erosion. Very interestingly role inadequacy has shown virtually no correlation with management of conflict which means that management of conflicts is highly difficult and stressful when the individual is not having adequate resources.

5.2 The Medical Sector

Another sector which adds to the services is the medical sector where the employee while performing his assigned roles may feel stressed and finally indulge himself in conflict. The findings in Table-6 illustrate the correlation among conflict management strategies and ORS dimensions in medical sector. It can be seen from the results that role stagnation has been found significantly correlated with collaboration, compromise and accommodation as conflict management strategies. It means that when the role of an individual becomes stagnant due to one reason or the other, the best conflict management strategies to be adopted should be individually or in composite way the collaboration, compromise and accommodation. Role ambiguity has shown significant correlation with compromise meaning thereby that in case of confusion go for compromise. The significant relationship between resource inadequacy and accommodation highlights that when not having adequate resources go for accommodating the other's views. The results also reveal that highly preferred conflict management strategy in medical sector is compromise followed by accommodation. Further more the results give an interesting picture as the least preferred conflict management strategy is avoiding and compromise. It is due to the fact that when Role Expectation Conflict and Role Isolation correlated with compromise then the compromise strategy fails to resolve the conflict. On the other hand it is seen that management of conflict is highest in Resource Inadequacy dimension followed by Inter Role Distance. Role Erosion has shown significant correlation with overall status of managing conflict.

5.3 The Insurance Sector

Insurance sector is considered to be one of the important service sectors because it provides a sense of security in terms of life coverage, to the insurer/customer. To make customers feel secured, the executive of the sector may have to pass through various stress levels which results into conflict. The Table-7 represents the results of the same and highlights the significant correlation of compromise with Role Erosion and Role Ambiguity which signifies that in case of these stress dimensions, the executives should go compromising with the situation. The study further highlights that executives should go for collaboration strategy in case of Role Expectation Conflict, Role Erosion, Role Isolation and Role Ambiguity. In fact when the executive is stressed due to role erosion, it is

better for him adopt compromise strategy to overcome stress and conflict. Further more, similar sequence is observed in the correlation established between role ambiguity and conflict compromise at .05 level and conflict collaboration at .01. The overall management of conflicts has brought out significant correlations with Inter Role Distance, Role Expectation Conflict, Role Overload, Self Role Distance and Role Ambiguity dimensions of conflict at one level or the other.

5.4 The Education Sector

Table-8 scrutinizes the correlation analysis done for the education sector drawing the inferences between conflict management strategies and the ORS dimensions. On seeing the inferences drawn from the table, significant level is found in collaboration strategy with Inter Role Distance, Role Expectation Conflict, Role Isolation, Personal Inadequacy, Self Role Distance and Role Ambiguity at .01 level while Role Erosion, Role Overload and Role Isolation at .05 level which signifies that in case of all the above mentioned ORS dimensions, the executives have gone with collaboration conflict management strategy. It may be because of the reason as collaboration strategy follows the WIN-WIN approach to interpersonal conflict handling. The reason may be because of the changes in education scenario where students are given a free platform to keep forward their views and suggestions.

It may be also because the service sector being the education sector where the discussions/arguments/conflicts arise and revolve around authorities, peer group and also students which are the integral part of the sector. While on the other side a similar progression is seen in table where, significant level is seen in compromise strategy with Role Isolation, Personal Inadequacy and Self Role Distance at .05 level and Role Ambiguity at .01 level. The results gives an interesting picture as when Role Isolation, Personal Inadequacy, Self Role Distance and Role Ambiguity correlated with compromise and collaboration strategies, collaboration strategy is found to be more effective than the compromise strategy. The reason may be because of the feature of collaborative strategy that executives are able to share, examine and assess the reasons for conflict which finally leads to development of alternatives that effectively resolve conflict and are fully acceptable to everyone involved. Accommodation strategy when correlated with Role Isolation, Personal Inadequacy and Role Ambiguity has a significant correlation at .05 level. However, the ideal strategy in education sector is collaboration strategy due to its feature WIN-WIN approach and least preferred strategy is avoidance strategy. The management of conflict is seen uppermost in Personal Inadequacy and slightest in Resource Inadequacy. This may be because of the reason that Personal Inadequacy in an executive can be managed by him by improving upon the skills /traits required to perform the job in terms of content delivery, communication, confidence etc.

5.5 The Hospitality Sector

Table-9 presents the correlation of conflict management strategies and ORS dimensions on the basis of Hospitality sector. It can be witnessed from the table that the respondents in hospitality sector use almost parallel type of conflict management strategies excepting for role isolation where significant level is seen at .05 level with conflict collaboration strategy and .01 level with conflict compromise strategy. It may

be due to the attribute of the competition management strategy where WIN-LOSE approach to interpersonal conflict is there as hospitality sector being one of the most promising sectors of service industry and neck to neck competition is there, however sometimes competing style becomes necessary depending upon the situational factors. However, highest idyllic strategy in hospitality sector is competition management strategy and least preferred is avoidance strategy. It may be due to the reason of high competition prevailing in hospitality sector. On the front of overall conflict management, utmost management of conflict is seen in role ambiguity stress dimension followed by role stagnation stress dimension and role expectation stress dimension. The slightest management of conflict is observed in inter role distance where the respondents are unable to manage conflict effectively.

5.6 Overall Correlation of Conflict Management Strategies with ORS: Service Sectors.

The overall analysis of five conflict management strategies is done on the basis of five service sectors i.e. banking, medical, insurance, education and hospitality industry where a correlation has been established between conflict management strategies and ORS dimensions. The Table-10 illustrates the results of the same. As cited from the table correlation established between conflict compromise management strategy, conflict collaboration and conflict accommodation with the ORS dimensions, it is observed that level of significance is at .01 level while correlation established between resource inadequacy and conflict collaboration, role overload and conflict compromise is seen at .05 level. It may be because of the reason that service industry being purely a customer oriented industry where there is a direct interaction with the customer, immediate feedback is there, competition is tough, it becomes essential for the service industries to adopt the conflict management strategies to resolve conflict and minimize stress. However, the most preferred conflict management strategy among service sector executives to resolve conflict and minimize stress is collaboration strategy as it follows the feature of WIN-WIN approach followed by compromise strategy. The insignificant strategy practiced by service sector executives for managing conflict is avoidance strategy. It may be because of the reason that in today's heavy competitive market avoiding/running from a problem will not solve or resolve conflict and stress.

Besides this, the overall management of conflict is paramount in role ambiguity and role expectation conflict which are at parity with each other which means that the executive can overcome these ORS by improving and enhancing the traits and skills require to execute the service followed by self role distance, personal inadequacy and least management of conflict is observed in resource inadequacy.

6. Conclusion

The present study highlights two important aspects. First, that organisational stress varies from organization/sector to organization/sector and secondly, the level of stress and the strategies to cope up with stress and conflict also varies. The outcome of the study brings out very interesting findings on the basis of demographic variables, vis-à-vis sectoral analysis

and overall analysis of all the five sectors. The findings brings out the a mix of conflict management strategies is being used by the five service sectors in the study where in banking sector the preference is given to competition strategy, in medical sector the best strategy adopted by the executives is compromise strategy, in the field of education sector most favored strategy is collaboration strategy, while in insurance sector executives rely upon collaboration strategy and hospitality sector executives have a preference towards competition, strategy. In spite of other things, one thing is certain that work may be of any type, sector may be of any type, executives may be of any type stress and conflicts go hand in hand. If there is conflict stress is bound to be there and if there is stress then conflict will take place. On seeing the above discussion, we may conclude that management should adopt such kind of strategies in which stress and conflict can be minimized by involving those kinds of strategies which help in resolving /minimizing conflict.

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Table 1 : Role Stress Dimensions on the Basis of Gender

RSD	Gender	Male (n=226)		Female (n=149)		t-value
		Mean	S.D	Mean	S.D	
Inter Role Distance (IRD)		1.86	0.60	1.67	0.67	2.98**
Role Stagnation (RS)		1.92	0.72	1.73	0.82	2.32*
Role Expectation Conflict (REC)		1.87	0.71	1.67	0.65	2.68**
Role Erosion (RE)		2.00	0.62	1.87	0.58	2.10*
Role Overload (RO)		1.89	0.68	1.69	0.77	2.67**
Role Isolation (RI)		2.02	0.62	1.84	0.63	2.70**
Personal Inadequacy (PI)		1.93	0.65	1.88	0.68	0.66
Self Role Distance (SRD)		2.07	0.72	2.01	0.78	0.78
Role Ambiguity (RA)		1.81	0.75	1.70	0.72	1.38
Resource Inadequacy (RI)		2.10	0.70	1.90	0.72	2.70 **

Note : RSD= Role Stress Dimension, *Significant at .05 level, ** Significant at .01 level

Table 2 : Role Stress Dimensions on the Basis of Academic Qualification

RSD	Qualification	Graduate (n=103)		Ab. Graduate (n=272)		t-value
		Mean	S.D	Mean	S.D	
Inter Role Distance (IRD)		2.03	0.56	1.69	0.64	4.71**
Role Stagnation (RS)		1.98	0.60	1.79	0.81	2.21 *
Role Expectation Conflict (REC)		1.98	0.52	1.72	0.73	3.37 **
Role Erosion (RE)		2.21	0.52	1.85	0.61	5.31 **
Role Overload (RO)		2.08	0.56	1.71	0.75	4.49 **
Role Isolation (RI)		2.20	0.55	1.85	0.63	4.96 **
Personal Inadequacy (PI)		2.12	0.50	1.83	0.69	3.81 **
Self Role Distance (SRD)		2.17	0.51	2.00	0.82	2.01 *
Role Ambiguity (RA)		1.95	0.53	1.69	0.79	3.07 **
Resource Inadequacy (RI)		2.24	0.55	1.93	0.75	3.80 **

Note : RSD= Role Stress Dimension, Ab. Graduate=Above Graduate *Significant at .05 level, ** Significant at .01 level

Table 3 : Role Stress Dimensions on the Basis of Managerial Cadre

RSD	Managerial Cader	Top /Middle (n=300)		Operative (n= 75)		t-value
		Mean	S.D	Mean	S.D	
Inter Role Distance (IRD)		1.80	0.62	1.73	0.67	0.94
Role Stagnation (RS)		1.84	0.77	1.85	0.75	0.09
Role Expectation Conflict (REC)		1.78	0.70	1.81	0.65	0.26
Role Erosion (RE)		1.85	0.61	1.81	0.61	2.19*
Role Overload (RO)		1.82	0.73	1.76	0.72	0.49
Role Isolation (RI)		1.96	0.63	1.89	0.64	0.91
Personal Inadequacy (PI)		1.92	0.67	1.89	0.61	0.34
Self Role Distance (SRD)		2.06	0.77	1.99	0.65	0.70
Role Ambiguity (RA)		1.78	0.74	1.72	0.75	0.56
Resource Inadequacy(RI)		2.02	0.72	2.00	0.71	0.27

Note : RSD = Role Stress Dimension, *Significant at .05 level, ** Significant at .01 level

Table 4 : Role Stress Dimensions on the Basis of Work Experience

RSD	Experience	Exp 1 (n =217)		Exp 2(n= 158)		t-value
		Mean	S.D	Mean	S.D	
Inter Role Distance (IRD)		1.79	0.65	1.78	0.62	0.05
Role Stagnation (RS)		1.82	0.78	1.88	0.75	0.72
Role Expectation Conflict (REC)		1.79	0.68	1.79	0.71	0.02
Role Erosion (RE)		1.98	0.64	1.90	0.56	1.32
Role Overload (RO)		1.78	0.76	1.86	0.67	1.07
Role Isolation (RI)		1.92	0.64	1.98	0.62	0.89
Personal Inadequacy (PI)		1.90	0.67	1.93	0.64	0.49
Self Role Distance (SRD)		2.01	0.75	2.10	0.74	1.07
Role Ambiguity (RA)		1.77	0.73	1.76	0.75	0.19
Resource Inadequacy(RI)		2.03	0.73	2.00	0.69	0.39

Note : RSD = Role Stress Dimension, *Significant at .05 level, ** Significant at .01 level.
Exp 1 upto 5 yrs, Exp 2 6 yrs & above.

Table 5 : Relational Analysis of Conflict Management Strategies and Role Stress : Banking Sector

RSD	CMS	Av	Co	Cl	Cp	Ac	MC
		Inter Role Distance (IRD)	.09	.01	.15	.11	.04
Role Stagnation (RS)	.19	.05	.07	.25*	.06	.05	
Role Expectation Conflict (REC)	.09	.07	.13	.18	.05	.04	
Role Erosion (RE)	.07	.10	.15	.08	.13	.11	
Role Overload (RO)	.13	.15	.04	.17	.03	.01	
Role Isolation (RI)	.06	.18	.17	.13	.03	.04	
Personal Inadequacy (PI)	.16	.19	.01	.09	.13	.03	
Self Role Distance (SRD)	.12	.19	.06	.14	.02	.11	
Role Ambiguity (RA)	.16	.05	.11	.23*	.05	.15	
Resource Inadequacy (RI)	.08	.08	.06	.18	.05	.00	


Note : RSD = Role Stress Dimension CMS = Conflict Management Strategy Av = Avoiding, Co = Compromise, Cl = Collaboration, Cp = Competition, Ac = Accommodation, and MC = Managing Conflict
*Significant at .05 level, ** Significant at .01 level.

Table 6 : Relational Analysis of Conflict Management Strategies and Role Stress : Medical Sector

RSD	CMS	Av	Co	Cl	Cp	Ac	MC
		Inter Role Distance (IRD)	.11	.04	.01	.08	.01
Role Stagnation (RS)	.20	.02	.23*	.08*	.23*	.05	
Role Expectation Conflict (REC)	.00	.00	.21	.10	.15	.16	
Role Erosion (RE)	.00	.02	.04	.09	.19	.10*	
Role Overload (RO)	.04	.08	.14	.05	.02	.17	
Role Isolation (RI)	.01	.00	.01	.08	.07	.05	
Personal Inadequacy (PI)	.05	.04	.09	.08	.05	.07	
Self Role Distance (SRD)	.12	.04	.15	.04	.08	.15	
Role Ambiguity (RA)	.06	.06*	.03	.09	.04	.17	
Resource Inadequacy (RI)	.04	.27	.15	.02	.26*	.38	


Note : RSD = Role Stress Dimension CMS = Conflict Management Strategy, Av = Avoiding, Co = Compromise, Cl = Collaboration, Cp = Competition, Ac = Accommodation, and MC = Managing Conflict
*Significant at .05 level, **Significant at .01 level.

Table 7 : Relational Analysis of Conflict Management Strategies and Role Stress : Insurance Sector

 RSD	CMS	Av	Co	Cl	Cp	Ac	MC
Inter Role Distance (IRD)		.08	.09	.06	.03	.10	.04*
Role Stagnation (RS)		.02	.06	.09	.10	.00	.22
Role Expectation Conflict (REC)		.09	.18	.24*	.13	.00	.25*
Role Erosion (RE)		.00	.30**	.27*	.05	.14	.05
Role Overload (RO)		.10	.22	.16	.16	.12	.25*
Role Isolation (RI)		.10	.16	.28*	.07	.09	.16
Personal Inadequacy (PI)		.01	.17	.16	.01	.06	.17
Self Role Distance (SRD)		.03	.21	.19	.01	.04	.23*
Role Ambiguity (RA)		.01	.24*	.38**	.12	.06	.36**
Resource Inadequacy (RI)		.06	.18	.17	.13	.04	.21


Note : RSD = Role Stress Dimension CMS = Conflict Management Strategy, Av = Avoiding, Co = Compromise, Cl = Collaboration, Cp = Competition, Ac = Accommodation, and MC = Managing Conflict
 *Significant at .05 level, **Significant at .01 level.

Table 8 : Relational Analysis of Conflict Management Strategies and Role Stress : Education Sector

 RSD	CMS	Av	Co	Cl	Cp	Ac	MC
Inter Role Distance (IRD)		.10	.04	.34**	.01	.08	.08
Role Stagnation (RS)		.09	.01	.16	.06	.01	.17
Role Expectation Conflict (REC)		.00	.12	.37**	.01	.12	.23**
Role Erosion (RE)		.06	.21	.26*	.02	.16	.21**
Role Overload (RO)		.01	.11	.24*	.02	.09	.14
Role Isolation (RI)		.22	.29*	.41**	.01	.23*	.30**
Personal Inadequacy (PI)		.16	.26*	.43**	.07	.28*	.34**
Self Role Distance (SRD)		.17	.29*	.34**	.00	.15	.18
Role Ambiguity (RA)		.17	.36**	.53**	.11	.24*	.17
Resource Inadequacy (RI)		.11	.21	.40*	.07	.14	.06

Note : RSD = Role Stress Dimension CMS = Conflict Management Strategy, Av = Avoiding, Co = Compromise, Cl = Collaboration, Cp = Competition, Ac = Accommodation, and MC = Managing Conflict
 *Significant at .05 level, **Significant at .01 level.

Table 9 : Relational Analysis of Conflict Management Strategies and Role Stress : Hospitality Sector

 RSD	CMS	Av	Co	Cl	Cp	Ac	MC
Inter Role Distance (IRD)		.21	.04	.11	.03	.08	.01
Role Stagnation (RS)		.10	.10	.15	.03	.07	.13
Role Expectation Conflict (REC)		.15	.00	.13	.15	.04	.12
Role Erosion (RE)		.14	.10	.00	.05	.00	.10
Role Overload (RO)		.00	.04	.13	.06	.21	.01
Role Isolation (RI)		.07	.22	.24*	.30**	.06	.04
Personal Inadequacy (PI)		.06	.16	.17	.11	.20	.03
Self Role Distance (SRD)		.09	.02	.16	.19	.06	.05
Role Ambiguity (RA)		.02	.11	.08	.03	.02	.15
Resource Inadequacy (RI)		.02	.14	.06	.07	.09	.00

Note : RSD = Role Stress Dimension CMS = Conflict Management Strategy Av = Avoiding, Co = Compromise, Cl = Collaboration, Cp = Competition, Ac = Accommodation, and MC = Managing Conflict
 * Significant at .05 level, ** Significant at .01 level.

Table 10 : Overall Correlations of Conflict Management Strategies with Role Stress : Service Sectors

RSD	CMS	Av	Co	Cl	Cp	Ac	MC
	Inter Role Distance (IRD)		.02	.17**	.17**	.09	.12*
Role Stagnation (RS)		.04	.14**	.15**	.05	.12*	.18**
Role Expectation Conflict (REC)		.03	.21**	.26**	.16**	.18**	.25**
Role Erosion (RE)		.07	.22**	.21**	.07	.21**	.13*
Role Overload (RO)		.02	.24**	.24**	.11*	.18**	.17**
Role Isolation (RI)		.01	.25**	.32**	.03	.16**	.20**
Personal Inadequacy (PI)		.01	.25**	.29**	.07	.23**	.21**
Self Role Distance (SRD)		.03	.22**	.23**	.01	.10	.21**
Role Ambiguity (RA)		.04	.32**	.40**	.16**	.15**	.25**
Resource Inadequacy (RI)		.06	.22**	.30*	.14**	.16**	.12*

Note : RSD = Role Stress Dimension CMS = Conflict Management Strategy Av = Avoiding, Co = Compromise, Cl = Collaboration, Cp = Competition, Ac = Accommodation, and MC = Managing Conflict

* Significant at .05 level, ** Significant at .01 level.