



**IMPACT OF ORGANIZATIONAL ROLE STRESSORS ON AFFECT AND
RELATIONSHIP QUALITY OF AN EMPLOYEE**

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ABSTRACT

The current study was conducted to investigate the relationship between organizational role stressors on affect and relationship quality of an employee. During the study three different tests were used namely organizational role stressors scale, Positive and negative affect schedule to assess role stressor's impact on affect and quality of relation inventory to understand the effect of stressors on relationship quality. The sample of 104 employees was collected via snowball sampling method. The collected data was analyzed with the help of SPSS software and t-test and

two-tailed correlation was performed. The t-test assessed the effect of work experience on role stressors and the correlation helped to understand the relationship between organizational role stressors and affect of an employee and role stressors and quality of relationship. The study assumed there will be a significant difference in the role stressors based on work experience, there will be negative correlation between role stressors and affect and there will be a negative correlation between role stressors and quality of relationships as well. The result of the study showed that there is no such significant difference between role stressors based on work experience. Secondly it was observed a significant positive relationship between few components of organizational role stressors (Role stagnation, role expectation conflict, role erosion & role overload) and the positive emotion of an employee and there exists a significant positive relationship between all the aspects of organizational role stressors and negative emotion of an employee. Subsequently it was proved a significant positive relationship between four aspects of organizational role stressors (role stagnation, role expectation conflict, role erosion & role overload) and quality of relationship of an employee.

Keywords: *organizational role stressors, affect, quality of relationships, conflict, and work experience*

INTRODUCTION

Stress refers to factors and impact of the feelings of an individual under pressure. Every individual has certain perceived notions to cope up with these pressures which are directly related to one's level of resistance, resilience, and one's emotional situation. Therefore, the relationship and interplay between of demands, constraints and support available become

important and paves the way towards research. Stress here can be termed as a response to the perceived relationship by an individual between the demand and its ability to cope.

An employee faces a lot of difficulty while working in an organization. These difficulties include culture of an organization (unsupportive involvement, criticism and unprofessional activities which are hampering a personal life of an employee), Management practices (ineffective manner to achieve the goals), Job content (the demand of a job requires physical exhaustion and a heavy physical work environment) and emotional relationships with fellow employees also cause major disruption and stress in many ways. A lot many times changes in the management results in lack of proper communication and support, which therefore results in stress for both employees as well as management. Role conflict also results in creating confusion between employees and, hence creating a stressful environment. There are several causes of work-related stress which are long working hours, heavy workload, changes within the organization, tight deadlines, changes to duties, Job insecurity, Lack of autonomy, Boring work, Insufficient skills for the job, Over-supervision, Inadequate working environment, Lack of proper resources, Lack of equipment, Few promotional opportunities, Harassment, Discrimination, Poor relationships with colleagues or bosses.

Theories of Stress

General Adaptation Syndrome (GAS)

***“Every stress leaves an indelible scar, and the organism pays for its survival
after a stressful situation by becoming a little older.”***

~Hans Selye

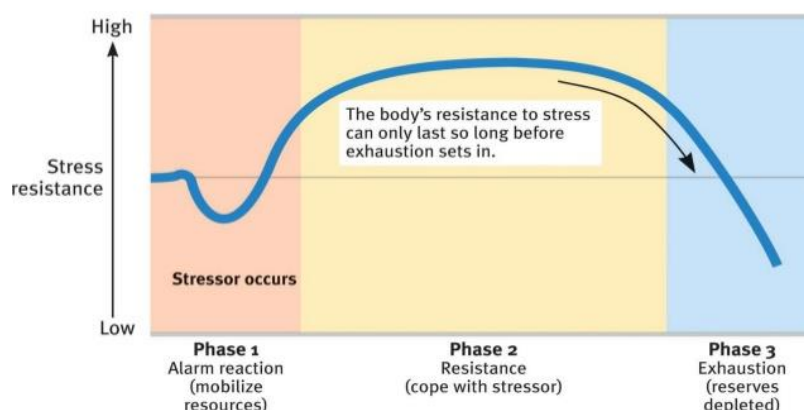
Selye explained the stress model which was based on physiological and psychobiological aspect of a human being. This model stated that when a body detects a stressor which can harm the well being, the body leads a three-stage response:

Stages of General Adaptation Syndrome

- a) **Alarm Stage:** On detecting a stressor, the body reacts with a “fight-or-flight” response. The sympathetic nervous system then uses the body’s resources to meet the threat or danger.
- b) **Resistance Stage:** The body then tries to resist and compensate as the parasympathetic nervous system attempts to return the basic bodily functions to normal levels while body focuses resources against the stressor and remains on alert.
- c) **Exhaustion Stage:** If the stressor continues beyond the body’s capacity, the resources to deal with stress become exhausted and the body is susceptible to disease and death.

General Adaptation Syndrome [GAS] (Identified by Hans Selye):

Our stress response system defends, then fatigues.



Source 1

<https://sanescohealth.com/> (General Adaptation Syndrome, Selye)

Transactional Theory of Stress and Coping

The Transactional Theory of Stress and Coping (TTSC) was developed by Dr. Richard Lazarus and Dr. Susan Folkman in 1966. Their framework illustrates how major life events affect human emotions. The focus of the theory lies on cognitive assessment and dealing with stress (coping). The assessment consists of three levels: primary, secondary, and tertiary (reassessment) assessment. In the academic world of psychology, stress is defined in three ways.

Selye (1936) defined stress as a defense mechanism which occurs during resistance, exhaustion, or danger. Stress, if long-term, can lead to adaption disease and even death.

Holmes and Rahe (1967) thought stress were a stimulus. They stated that change is always stressful, and that in certain events, such as divorces, relocations, loss of loved ones or job, etc, an adjustment or reaction is required.

Folkman and Lazarus (1984) claimed stress to be a product of interactions between a person and their environment. This theory received a lot of attention after Suzanne Kobassa used the term winter hardiness, which is a personality trait. This meant that stress, the experience of stress and the reaction to stress, was first associated with personalities.

Ajayi (2018) conducted a study to assess effect of stress on employee performance and job satisfaction. He conducted the study and stated that stress is a universal and common challenge to organization and employee productivity, it is the reality of modern-day workplace.

Individuals working in different work sectors experience varied occupational situations which include may include:

- a) Physical environment; including man and material.
- b) Work objectives; demands and expectations and targets.
- c) Emotional factors; including self-perception, temperament, attitude.
- d) Availability of support system.

These work situations impact an individual variedly in both positive and negative manner and directly impacts one's performance and personality growth development. As positive, supportive, competitive, and accommodative system motivate individual in one's path of productivity, performance and growth, the ambiguous, negative, and non-accommodative environment results in stressful, confused, and decreased productivity. The later may include lack of administrative support, excessive workload, unrealistic targets and timelines, work demand, relationship with seniors and co workers, work life balance associated job risks. Stress has short term and long-term impact on an individual. Short term and budding impacts and individual with concerns like headaches, sleep deprivation, temper, low morale, unwillingness to perform, low morale, irritability, indecisiveness, lack of decision making.

These concerns if not timely addressed, can result in long term impacts that can have deep and long-lasting effects on individual as well as the organization. These can affect individual's health including emotional and physical well-being, as can result in concerns like chronic headaches leading to migraine, hypertension, cardiovascular diseases, obesity, compromised immunity due to lifestyle, low vision, smoking, alcoholism, anxiety, depression, indecisiveness. Impact Organization may include delayed, low, and poor employee productivity eventually leading to low organization performance, high rate of employee absenteeism, high staff turnover due to low motivation or morale.

Brough (2020) conducted research to find the interpersonal transfer of stress termed as psychological cross over. The study showed that the study of the process of this transfer was difficult due to limited research done, biased sampling, traditional research limited to how husband's stressors were transferred to the spouse. Further, due to emerging dual income and dual partner this research requires further intervention. The study voice out the two issues and reports on a firsthand model mapping the process of crossover. Qualitative method of enquiry was adopted, and dyadic interviews were conducted with 16 dual- earner couples who were employed full time. Template analysis of the study revealed the presence of both negative and positive crossover experiences between the couples. These experiences encompass 5 step process which included work event experience, work event impact, impact of the transfer on the partner, effect on well being of the partner and one's work performance, and the outcomes of the dyadic. The research paved the way towards budding discussions of the process of crossover by supporting the mentioned five step crossover process model. The results showed the occurrence of both negative and positive emotional crossovers as factors resulting in crossover, negative work stressors being more prominent. The study showed gender as initiating partner or recipient partner was insignificant as influencing factor in crossover process.

Jian et al. (2020) did research studying the impact of stress in job, satisfaction, and work-family-conflict on seafarer performance. Authors explained seafarer is a high-risk job along with a lot of stress in terms of mental and physical exhaustion. The authors used role theory to explain the same. During the data collection for the study, cross sectional data was collected via questionnaires. Work-family-conflict was evaluated by a six-item scale developed by Matthews, Kath, & Farrell. Cronbach's Alpha for the scale was 0.90. Job stress was measured by a five-item scale by Fairbrother and Warn. Alpha for the same was 0.80. Satisfaction in job was tested by a

two-item scale derived by Wanous. Cronbach's Alpha was taken out as 0.84. Job performance was also measured by a three-item scale having Cronbach's Alpha as 0.92, developed by Sanchez and Coca. The result of the study showed that where work-family-conflict was increasing, the job performance was decreasing. The authors concluded that predictors of job performance are of as equal importance to comprehend as job importance itself.

Mittal and Bhakar (2018) examined the impact of overload of roles in job on stress, job satisfaction and performance. This study was done among married working women. The authors explained role overload as the situation when an employee is given several different tasks, each having its own demands. The sample of the study was various working women in bank institutions of Raipur and a sample size of 150 was taken. Non-probability purposive sampling technique was used during the research. A standardized questionnaire on role overload, job stress, job satisfaction and performance were distributed. All the four tools were evaluated for reliability using SPSS-18. The study concluded that role overload had a significant impact on women's life as they must work and give time to their family as well, hence, stress level was observed high and job satisfaction was observed with a negative correlation.

Vijayan (2017) completed research studying the impact of job stress on employee performance. The author explained that job stress has become a very common problem in every type of organization. The study aimed to analyze the relationship between job stress, its factors, and its impact on employees. A sample of 100 respondents was taken and a quantitative study was done using random sampling method. Structured questionnaire was distributed and tools such as percentage analysis, T-test, correlation, Chi-Square, and regression were used. SPSS 21 was used to complete the analysis. The result of the study showed that there was a significant

interrelationship between workload and job security. Further, it was concluded that there was a positive correlation between job performance and factors such as income and job security.

Bala et al. (2017) investigated how employee performance is affected because of job stress. The authors chose a research design to examine the causal relationship between the impact of stress and employee stress. The independent variable in the study was taken as 'impact of stress' and the dependent variable was the 'employee performance'. The sample of the study was taken from office based working professionals from various industries and business sectors. 136 responses were collected out of 310 questionnaires distributed. Respondents were aged between 20- 60 years. For the research, a questionnaire with Likert scale of 1-5, was developed using past literature and had 26 items measuring employee performance, workload, time pressure, lack of motivation, and role ambiguity. Cronbach's Alpha was used to test the reliability of the research instrument. The study showed that time pressure and ambiguity in roles had a significant adverse on the performance of the employees. Workload and lack of motivation also effects employee performance.

Prem et al. (2016), did research aiming to understand the relationship between job stressors and ego depletion. The study aimed to analyze whether the state of anxiety and the state of control would affect a person relationship, planning, decision making and emotional dissonance. 97 samples were collected via experience sampling design. The study showed the results which concluded that the state of anxiety affects time pressure and emotional dissonance. The study also showed a negative correlation between job stressors and job autonomy.

Priyadarshini and Prabakar (2016), aimed to study organizational role stressors in IT sector. The authors explained that in the globalization era, the competition as well as the stress

level in the IT sector has increased drastically. The data for the study was collected from 205 employees working in IT sector via random sampling method. The study analyzed and confirmed that there was a positive relationship between organizational role stress and age of the respondents. The other conclusion of the study observed a negative correlation between the qualification level, marital status, and length of service. The authors also explained in their study that unmanaged stress leads to burn out and problems like suicide. High level of stress of reduces job productivity and increases absenteeism.

Goswami (2015) studied the effect of job stress on employee's performance in banking sector. The paper aimed to analyze the impact of occupational stress on employee's health and organization's performance. The author stated that the workplace stress has detrimental effect on physical health and employee well being as well as on work productivity and profit. The study also highlighted some of the reasons behind occupational stress such as inability to meet work demand, mismatched job distribution and profile, job insecurity, relationship amongst employees, and structural factors of the organization. 100 responses from different bank employees were collected through a structured questionnaire. Z-test was used to build the inference. The findings of the study showed that the factors such as overload and over expectations lead to stress. The author also concluded that lack of proper working condition and healthy environment also lead to stress which further reduces job performance.

Moroka (2014) studied interrelation between stress, social relationship and, health outcomes in towns of low-level incomes in Southern Africa. The author aims to examine the relationship between individual's life stressors, social relationships, and quality of life. Concepts of stress theory were used as the basic conceptual framework for the study. Both descriptive and explanatory (cross sectional quantitative design) methods were used to evaluate the relationship.

Sample was collected from 388 low-income urban dwellers in the town of Botswana. The result of the study showed that better physical health, psychological health, level of independence and better social relationships are all interrelated. Hence, these all control the physical domain of quality of life. Chronic life stressors affect social relationships negatively. Hence affecting QoL.

Dar et al. (2011) studied how job performance is affected because of stress in business sector. The study's objective was to understand different factors of job stress and its affects at the workplace. The data for the study was collected by random sampling technique in which 143 employees of different MNCs were targeted and by using structured questionnaire, the data was collected. After using T-test and Chi-square, the result analyzed from the study showed that job stress brings out a lot many changes in the employees, such as poor concentration, mental block, and hampered decision making. The conclusion stated that there is a negative correlation between stress in job and performance.

Shahid et al. (2011) examined the relationship between work stress level and performance of employee in Banking sector. The authors explained occupational stress as a very harmful factor for the work environment and have several negative effects on physical and mental health. In the study conducted, job performance was taken as the dependent variable and the independent variable was job stress that an employee faces. 100 questionnaires were distributed in 10 large banks which had branches in the district of Faisalabad. The age range of employees who were asked to fill the questionnaire was between 20 and 60 years. 144 responses were collected out of 150 distributed. The impact of all the variables was tested using 5-scale Likert. The questionnaire covered variables such as lack of administrative support, work demand, relation with customers, family and work life like balance and co-worker relationships. The result of the study showed that majority of the employees felt their job stressful. Further, it

was concluded that the stress in the job was the key factor resulting in low job performance. It was also studied that due to work overload and time pressure, the employees are unable to manage their personal and family life.

Bashir (2010) explored and tested the impact of stress on performance of employees in job in banking sector. The author explained stress with help of theories of Selye. He explained that some stress is good whereas some is bad. During the study data was collected via means of structured questionnaire. A sample size of 144 was targeted. 87% of respondents were male and 79% of the population was married. The average age was 30-40 years. The result of the study showed that stress has negative relation with job performance. With high stress in the job, it affects performance of the employee and affects results. The hypothesis was proved right. Even though the theories state that minimum amount of stress is important for optimum performance, but when this level exceeds, it affects the job performance drastically.

Imtiaz and Ahmad (2009) studied the impact of stress on employee's performance, turnover and overall productivity. This study was done with a managerial aspect in an industry. The authors explained that stress is experienced by employees everywhere and has become a major problem. The universe of the study was the twin cities of Pakistan, Rawalpindi, and Islamabad. Sample was collected from both public and private sector. The primary data sources were the medical officers and the house officers, who were working in the hospitals. The secondary data was collected from the hospital records. 78 responses were appropriately collected giving a 65% response out of 120 questionnaires that were distributed. The collected data was analyzed with the help of statistical package for social sciences (SPSS version 16). With the help of descriptive tools such as mean, standard deviation, for the predictors of independent variables of stress and inferential tools; Pearson correlation and multiple regressions

for the predictors of dependent variables of stress were used to enhance the generalizability. The result of the study showed that the general behavior of the managers and the administrators were the key factors for the low employee performance and high stress levels.

Daalen et al. (2009) studied the relationship between family-to-work conflict and the impact of job demands and resources on the employees. The authors focused on emotional exhaustion and mental health problems. The method of the study was multiple regression analysis which was done on data collected from 1008 mental healthcare employees. A separate regression analysis was evaluated for high and low patient interaction jobs. The results of the study showed that social support from colleagues was a major factor in emotional exhaustion and family-to-work conflict. The study also showed that different job types are associated with different types of different work conflicts and mental health problems.

Wang and Repetti (2009) examined the relationship and association between neuroticism and job stress and family social behavior during the first hour after working hours with family mainly with spouse and school going children. 30 dual-earning families were studied on two weekdays. An observational coding system was used to evaluate the relationship between behavior pattern and negative emotion expressions. A self report measure of job stressors and trait neuroticism was also completed by the participants. The study highlighted significant link between work experience, and family behavior expressed by men with different levels of neuroticism resulting in dispositional tendency towards emotional instability. Study revealed that men with high neuroticism, job stresses were more active and inclined towards more negative behavior, along with negative spillover effect vis-a-vis with men with low neuroticism, job stress showed less talking, low negative behavior and withdraw from social interactions. The pattern however was not similar amongst women participants.

METHOD

PROBLEM

To assess the impact of organization role stressors on affect and relationship quality of an employee.

RESEARCH OBJECTIVES

An attempt has been made through this study to understand the role stressors and its impact on life of employees through the following objectives:

- To study the difference in role stressors of an employee based on work experience.
- To assess the relationship between role stressors and affect among employees.
- To study the impact of role stressors on relationship quality among employees.

HYPOTHESIS

- H1; There will be a significant difference in role stressors of an employee based on work experience.
- H2; There will be significant negative correlation between role stressors and affect of an employee (more experienced and less experienced).
- H3; There will be a significant negative correlation between role stressor and relationship quality of an employee (more experienced and less experienced).

SAMPLE

In this study, the data was collected from 104 employees (working professionals, self employed, and others) residing in Delhi-NCR, by distributing the questionnaire via Google form.

SAMPLING

There are different methods of sampling which can be used while conducting research depending upon the type of the research and the type of data. In the present study conducted "Snowball sampling" method is being used. Snowball sampling method requires nominating/selecting potential data sources which will be able to participate and support the study. Snowball sampling is also termed as chain - referral sampling method.

In this process of sampling the researcher recruits initial subjects to which the survey forms / questionnaire is distributed. Following this process, the initial subjects are asked to recruit additional subjects to whom the forms are relayed. There are several advantages and disadvantages of this method. It allows the researcher to collect a large amount of data without approaching a large number of subjects. The drawback of this method is, it becomes impossible for the researcher to determine the sampling error and make inferences about the data collected.

For the current study, a Google form was created containing the three tests mentioned below. The form was then distributed amongst the employees, and they were asked to fill their responses as per their experiences. They were also asked to mention the number of years of their job experience in the same form. Further, they were requested to distribute the form with their acquaintances who are working professional, self employed or others.

TOOLS

S. No.	Name of the Test	Author and Year	No. of Items	Reliability and Validity
1.	Positive & Negative Affect Schedule (PANAS)	David Watson, Lee Anna Clark & Auke Tellegen (1988)	20	Cronbach's alpha for PANAS-P is 0.91 and 0.87 for PANAS-N
2	Quality of Relationship Inventory (QRI)	Pierce & Sarason (1991)	25	
3.	Organizational Role Stress Scale (ORS)	Udai Pareek (1993)	50	Cronbach's alpha of all the dimensions lies between 61.4 and 82.3

- ***Positive & Negative Affect Schedule (PANAS)***

PANAS was created by David Watson, Lee Anna Clark & Auke Tellegen in year 1988. It is a 20 item, self report questionnaire that helps to measure positive and negative effect on an

individual. Each item is rated on a 5-point scale of 1 (not at all) to 5 (very much). The sum of both 10 positive and 10 negative item is calculated and then the result is derived.

- ***Quality of Relationship Inventory (QRI)***

QRI was created by Pierce & Sarason in year 1991. It constitutes 25 items and is widely used to assess relationships specific perceptions of social support of a person with a significant other. QRI model emphasis on situational and interpersonal and intrapersonal context.

- ***Organizational Role Stress Scale (ORS)***

This scale focuses on the concept of role, role stress, role conflicts and role set conflicts. This scale was developed by Udai Pareek in year 1993 and it consists of 50 items which helps a researcher to assess the influence of stress on employees.

DATA ANALYSIS

After the data collection was done, the responses were organized in an excel sheet. After the organization of data, it was imported to SPSS Software for analysis. As per our objectives, independent t-test and correlation was used to analyze the result.

The t-test is a statistical tool used to compare the means of two groups. It tests whether the process influences the population, or the two groups are different from each other. The t-test analysis was used to understand the difference in role stressors of an employee based on work experience.

Correlation analysis is done to assess the relationship between two variables. Positive correlation means if one variable increases, the other will also increase. On the other hand, negative correlation means when one variable increases, the other will decrease and vice-versa. No correlation means that the two variables are not at all related. Correlation analysis was done to assess the relation between role stressors, affect and relationship quality amongst employees.

RESULT AND DISCUSSION

Table 1

Group statistics of organizational role stressors

Group Statistics					
Your work experiences? (Mention the number of years)		N	Mean	Std. Deviation	Std. Error Mean
IRD	0-4 years	26	7.12	5.376	1.054
	4 years +	78	8.24	5.338	0.604
RS	0-4 years	26	66.96	10.585	2.076
	4 years +	78	67.90	10.916	1.236
REC	0-4 years	26	133.54	21.274	4.172
	4 years +	78	135.29	21.757	2.463
RE	0-4 years	26	264.08	42.548	8.344
	4 years +	78	266.59	43.513	4.927

RO	0-4 years	26	493.04	82.078	16.097
	4 years +	78	498.23	83.720	9.479
RI	0-4 years	26	4.88	3.702	0.726
	4 years +	78	6.59	4.476	0.507
PI	0-4 years	26	6.12	4.950	0.971
	4 years +	78	5.55	4.653	0.527
SRD	0-4 years	26	5.19	3.805	0.746
	4 years +	78	6.09	4.545	0.515
RA	0-4 years	26	5.12	4.819	0.945
	4 years +	78	4.58	4.577	0.518
RIN	0-4 years	26	5.69	4.174	0.819
	4 years +	78	6.31	4.702	0.532

This table indicates all dimensions of “Organizational role stressors” along with the number of participants with their means, standard deviation, and standard error mean.

Table 2

Independent sample t-test to determine the difference in the organizational role stressors based on working experience.

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means							
		F	Sig.	t	df	Significance		Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
						One-Sided p	Two-Sided p			Lower	Upper
IRD	Equal variances assumed	0.000	0.999	-0.932	102	0.177	0.354	-1.128	1.211	-3.530	1.274
	Equal variances not assumed			-0.928	42.636	0.179	0.358	-1.128	1.215	-3.580	1.323
RS	Equal variances assumed	0.082	0.775	-0.381	102	0.352	0.704	-0.936	2.454	-5.803	3.931

	Equal variances not assumed			-0.387	44.070	0.350	0.700	-0.936	2.416	-5.805	3.933
REC	Equal variances assumed	0.083	0.774	-0.358	102	0.360	0.721	-1.756	4.900	-11.476	7.963
	Equal variances not assumed			-0.363	43.744	0.359	0.719	-1.756	4.845	-11.523	8.010
RE	Equal variances assumed	0.083	0.774	-0.256	102	0.399	0.798	-2.513	9.801	-21.952	16.927
	Equal variances not assumed			-0.259	43.744	0.398	0.797	-2.513	9.690	-22.046	17.020
RO	Equal variances assumed	0.103	0.749	-0.275	102	0.392	0.784	-5.192	18.868	-42.618	32.233
	Equal variances			-0.278	43.643	0.391	0.782	-5.192	18.681	-42.849	32.465

	not assumed										
RI	Equal variances assumed	3.019	0.085	-1.751	102	0.041	0.083	-1.705	0.974	-3.636	0.226
	Equal variances not assumed			-1.926	51.343	0.030	0.060	-1.705	0.885	-3.482	0.072
PI	Equal variances assumed	0.515	0.475	0.527	102	0.300	0.599	0.564	1.071	-1.560	2.688
	Equal variances not assumed			0.511	40.747	0.306	0.612	0.564	1.105	-1.667	2.795
SRD	Equal variances assumed	2.028	0.158	-0.906	102	0.184	0.367	-0.897	0.991	-2.863	1.068
	Equal variances not assumed			-0.990	50.701	0.163	0.327	-0.897	0.907	-2.718	0.923

RA	Equal variances assumed	0.272	0.603	0.513	102	0.305	0.609	0.538	1.050	-1.545	2.622
	Equal variances not assumed			0.500	41.086	0.310	0.620	0.538	1.078	-1.638	2.715
RIN	Equal variances assumed	0.403	0.527	-0.594	102	0.277	0.554	-0.615	1.037	-2.672	1.441
	Equal variances not assumed			-0.630	47.848	0.266	0.532	-0.615	0.976	-2.579	1.348

This table exhibits independent t-test, which analysis weather duration of work experience influences organizational role stressors. Two dimensions of work experience were taken as 1. 0-4 years of experience and 2. 4+ years of experience. This table indicates that there exists no difference in the organizational role stressors based on the work experience.

Table 3*Relationship between organizational role stressors and effect of an employee.*

Correlations												
	Positive	Negative	IRD	RS	REC	RE	RO	RI	PI	SRD	RA	RIN
Positive	1	-.404**	- 0.144	.430**	.429**	.429**	.346**	- 0.050	- 0.065	- 0.092	- 0.119	- 0.037
Negative		1	.356**	.533**	.534**	.535**	.596**	.354**	.298**	.424**	.415**	.373**
IRD			1	.618**	.623**	.623**	.661**	.570**	.411**	.530**	.481**	.436**
RS				1	.999**	.999**	.995**	.492**	.351**	.481**	.426**	.440**
REC					1	1.000**	.996**	.491**	.352**	.481**	.425**	.441**
RE						1	.996**	.489**	.352**	.480**	.426**	.440**
RO							1	.513**	.372**	.508**	.454**	.461**
RI								1	.666**	.801**	.699**	.629**
PI									1	.769**	.796**	.735**
SRD										1	.848**	.792**
RA											1	.777**
RIN												1

This table demonstrates Correlation analysis. This correlation examines the relationship between affect of an employee and organizational role stressors. This indicates that there is a significant positive relationship between few components of organizational role stressors (Role stagnation, role expectation conflict, role erosion & role overload) and the positive emotion of an employee.

Furthermore, there exists a significant positive relationship between all the aspects of organizational role stressors and negative emotion of an employee.

Table 4

Relationship between organizational role stressors and QRI of an employee.

Correlations											
	IRD	RS	REC	RE	RO	RI	PI	SRD	RA	RIN	QRI
IRD	1										
RS	.618**	1									
REC	.623**	.999**	1								
RE	.623**	.999**	1.000**	1							
RO	.661**	.995**	.996**	.996**	1						
RI	.570**	.492**	.491**	.489**	.513**	1					
PI	.411**	.351**	.352**	.352**	.372**	.666**	1				
SRD	.530**	.481**	.481**	.480**	.508**	.801**	.769**	1			
RA	.481**	.426**	.425**	.426**	.454**	.699**	.796**	.848**	1		
RIN	.436**	.440**	.441**	.440**	.461**	.629**	.735**	.792**	.777**	1	
QRI	0.189	.446**	.441**	.441**	.438**	0.109	- 0.004	0.148	0.106	0.089	1

This table also demonstrates Correlation analysis. The above analysis examines the relationship between organizational role stressors and quality of relationship within the family of an employee. There is a significant positive relationship between four aspects of organizational role stressors (role stagnation, role expectation conflict, role erosion & role overload) and quality of relationship of an employee.

Role stressors are the challenges an employee faces in his/her job. There are ten different types of role stressors defined in the organizational role stressors scale.

Inter role difference (IRD) which means when an employee is expected to fulfill different roles at different places, for example workplace and home. **Role stagnation (RS)** means when an employee is fixated in a designation and is not getting any types of promotion and growth. **Role expectation conflict (REC)** is explained as when the employer is expecting something different than what the employee is giving to the organization and the technically the efforts of the employee are going waste. **Role erosion (RE)** is when an employee's competence is not being used and utilized optimally about his knowledge, experience and expertise. **Role overload (RO)** is a situation where an employee is given more tasks than he can perform in optimum way. **Role isolation (RI)** is the feeling when there is an emotional psychological connect of person to a specific task or a job. **Personal inadequacy (PI)** is explained to be when an employee lacks skills for a specific type of task or job. **Self role distance (SRD)** is referred to as when there is no coordination between person's role assigned and his/her self concept. **Role ambiguity (RI)** means when there is no clarity provided to the employee that what exactly s/he has to do in the job. **Resource inadequacy (RIN)** is situation where the employee has all the skills and expertise to perform the job but is not provided with proper resources which are required to do the tasks in the job. The authors anticipated a result which would show a

significant difference in the role stressors on the bases of job experience, where as the research proved that there is no significant difference in role stressors on the bases of years of experience. Hence our hypothesis is rejected.

Affect is the psychological concept of mood and an individual's expression of mood. Explanation of affect lies from the simplest emotions of a human being to the most complex behavior which cannot be understood in general basis. The authors expected a significant negative correlation between organizational role stressors and affect of an employee. The study result showed a significant positive relationship between few components of organizational role stressors (Role stagnation, role expectation conflict, role erosion & role overload) and the positive emotion of an employee. Furthermore, there existed a significant positive relationship between all the aspects of organizational role stressors and negative emotion of an employee. Author's hypothesis was partially accepted.

The researchers explained quality of relationship as an individual's level of compatibility with his/her peers, colleagues, friends, and family members. It was assumed there will be a significant negative correlation between organizational role stressors and quality of relationships of an employee, whereas it was proved a significant positive relationship between four aspects of organizational role stressors (role stagnation, role expectation conflict, role erosion & role overload) and quality of relationship of an employee, and hence the hypothesis is completely accepted.

From time immemorial the employer-employee relationship has always been cushioned by rewards in one hand and constraints on other. Studies have shown that a balance between rewards and conflicts is required to have a beneficial output for both employer and the employee.

Even though a minimal amount of stress is required and important for optimum performance (eustress) in a competitive environment but when this limit exceeds, it affects an employee's performance, work productivity, organizational relationships, family relationships and most importantly one's health, both physical and mental. In this fast-moving world this is a very common yet important and ignored issue which needs some light to be showered so that corrective and preventive measures should be taken to improve the employer-employee relationship and effect of stress on employees and to improve organization's working environment. The authors chose this topic to understand the vitals of how an organization works and how stress affects employees and their relationships. Understanding the dynamics of how different types of organizations, different levels of work experience and its impact on employee's affect and its relationships with family and others drew my interest as an aspiring professional psychologist.

CONCLUSION

The research concludes that there exists no difference in the organizational role stressors based on the work experience. Which means organizational role stressors are equally expected in employees having less experience and more experience (0-4 years is low experience, 4+ years experience is high experience). The study also indicates that there is a significant positive relationship between few components of organizational role stressors (Role stagnation, role expectation conflict, role erosion & role overload) and the positive emotion of an employee. Furthermore, there also exists a significant positive relationship between all the aspects of organizational role stressors and negative emotion of an employee. There is a significant positive

relationship between four aspects of organizational role stressors (role stagnation, role expectation conflict, role erosion & role overload) and quality of relationship of an employee.

LIMITATIONS

A human error was made while collecting the data. All the questions in the questionnaire were supposed to be mandatory for the respondents but the question where work experience and sector of job was asked was missed and was not marked mandatory. Hence a few responses had to be eliminated. Designation of the employees was also not taken as a socio-demographic variable. Designation should've have been taken to assess the impact of organizational role stressors better. The comparison of work from home and physical working environment was not taken during the study. Work sector was not considered as factor while compiling the research and any data from rural background was not collected for the study.

SUGGESTIONS FOR FUTURE RESEARCH

For any further research designation of the employees can be taken as a socio-demographic variable which will make the result more refined. Age can also be taken as a factor while collecting the data. While conducting any further research work sector along with the comparison of type of job can be taken to understand the impact of role stressors in a better way.

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