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Unraveling Executive Stress in India's Manufacturing Landscape

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Abstract
The current study sought to examine the association among different dimensions of organizational stress and their impact on the physical health of employees. A total of 407 manufacturing sector employees were randomly picked from 10 companies in industrial zones of Uttarakhand state of India. Self-reported health issues, socio-demographic information, and work stress-related information were acquired by adopting the survey method. The Statistical Package for Social Sciences (SPSS) was used to process all of the data. The Coefficient of Correlation by Karl Pearson has been utilized as a statistical tool to analyze the link between role stress parameters and their physiological impact. Findings show that the physiological consequences had a statistically significant and positive link with Role Stagnation, Role Erosion, Self-role Distance, and Resource Inadequacy. Inter-role distance, role overload, role isolation, and personal inadequacy were found to have a statistically negligible link with the physiological repercussions of stress. All factors of role stress show a positive correlation with the physiological effects of stress, except for role ambiguity.

Keywords: Role Stress; Manufacturing; Work Stress; Consequences of Stress; Health

1.1 Introduction

The term "stress" is derived from Middle English stresse, which implies difficulty or anguish, Old French estresse, which means narrowness, Latin strictus, which means tight or narrow, and the past participle of stringere, refers to draw tight (Common dictionary). Stress was first came to use in the seventeenth century to explain struggle and misfortune. However, throughout the eighteenth and nineteenth centuries, stress was defined as a power, strain, or pressure applied to an item or person (Hinkle 1973). Though stress appears to be a known and ancient notion to us, it was developed by Hans Selye, the pioneer of the biological idea of stress, a little more than 50 years ago. According to Seyle (1936), stress is a non-specific reaction from the human body to detrimental stimuli that arise when someone's expectations exceed their resources. Stress at work is caused by environmental pressures and the diverse reactions that every individual has to the given expectations. For example, the outbreak of the Covid-19 pandemic caused worry, despair, and stress among people, especially those who were already ill (Wang et al., 2020; Brokks et al., 2020). In today's world, when speed and urgency to continually confront new difficulties in professional, home, and social life rule, work stress is a common and developing phenomenon. Because of the costs involved, learning to identify work stressors, recognize the signs of stress, manage to prevent them, and develop effective strategies for their management is becoming an increasingly important priority for both employee's and employers' institutions. Professionals may experience stress due to responsibilities, constant transformations, making difficult decisions, and the demands of technological development(Montano, M. D. L. N. V., Martínez, M. D. L. C. G., & Lemus, L. P. (2023).

Organizational stress is regarded as a significant issue for organizations because it contributes to high turnover rates, organizational inefficiency illness absenteeism, reduced quality of work processes, reduced job satisfaction and productivity, and increased healthcare costs (Kar and Mishra, 2016). A mismatch between work expectations and available resources and abilities of employees to achieve these needs leads to job stress. Work-related stress is described as an unfavorable emotional condition with mental and emotive components that negatively impact the well-being of professionals and organizations (Redin and Erro-Garces, 2020; Hassard and Cox, 2011).

Nowadays, about half of Indian workers experience some form of stress (Bhattacharyya and Basu, 2018). These days, a significant degree of job stress is observed in all organizations (Chaudhary and Lodhwal, 2017). The main stressors in the workplace appear to be personality and stress coping mechanisms (Khoury and Analoui, 2010). A significant degree of workplace stress was also experienced by workers as a result of an overwhelming workload,

little possibilities for advancement, role conflicts, and poor working conditions. Because a large number of workers report missing work due to sickness, workplace stress has an impact on workers' physical health (Shikieri and Musa, 2012). Stress at work has been referred to as a "psychosocial" hazard in recent research. Anxiety can arise from a system failing (Pareek, 1977). Motivation usually requires a little bit of stress (Satpathy et al., 2014). Workplace stress is primarily caused by a variety of issues, including an excessive workload, job instability, poor communication, work-life balance, unclear and stagnant roles, strained interpersonal relationships, and unreachable goals (Sharma and Singh, 2016). Increased stress causes bad health, which in turn causes disorders including depression, hypertension, weight gain, and insomnia (Tyagi and Dhar, 2014). Stress has a range of effects on health outcomes, including headaches, eating disorders, sleep disorders, fatigue, and low energy (Kirkcaldy et al., 2002).

When people believe they no longer exercise authority over what happens in their lives, they experience stress. Some of the reasons for organizational stress are industrialization, urbanization, and contemporary technology. However, the harsh reality is that stress is an unavoidable component of modern life. As a result, we must devise strategies for dealing with them in a constructive and useful manner. Many names that are synonyms for stress or have the same meaning have been utilized. Stressors are the stimuli that cause stress; stress is used for the emotional component in the feeling of incongruence; and coping is used for any activity that deals with the emotional component in the experience of stress(Universari, N., & Harsono, M. (2021).

Research Problem

Work stress is a global concern, particularly in the highly competitive business world. Factors such as mergers, acquisitions, strategic alliances, and downsizing have led to changes in employment conditions, including insecure jobs, increasing work hours, and multitasking. This stress can lead to poor quality of life, decline in creativity, increased turnover, absenteeism, and diminished motivation. The health and well-being of individuals can be severe, with physical, behavioral, or psychological consequences such as depression, irritation, anxiety, and fatigue. The highly competitive work environment places heavy demands on executives, who are constantly undergoing the upgradation of knowledge and skills. This issue is particularly concerning in developing nations, where there is a lack of knowledge and proper data recording systems. The rapid growth of the manufacturing sector in Uttarakhand could potentially contribute to work stress among executives. The paper intends to examine the intensity and nature of stress among executives in this growing sector. Organizational stress is a pervasive challenge in today's dynamic and competitive business environment, affecting employees at all levels. Understanding the diverse sources of stress within an organization is crucial for developing effective strategies to mitigate its impact and foster a healthier workplace. This research paper aims to provide a comprehensive analysis of the sources of organizational stress, delving into both internal and external factors that contribute to the complex tapestry of workplace stressors.

Aim of the Study

1. To explore the relationship between various dimensions of work stress and employee’s Physiological health.

Hypotheses of the Study

H01: There is no significant relationship between different parameters of role stress and Physiological consequences of stress.

2.1 Literature Review and Hypotheses Development

2.1.1 Organizational Stress

The International Labour Organisation defines work stress as negative emotional and psychological reactions. Organizations with a history of inefficiency are more likely to recognize occupational stress. significant turnover owing to sickness, low job quality, raised healthcare expenditures, and impaired work satisfaction. Stress at work impairs the productivity, efficiency, and well-being of employees and their long working life(Rubin, et al., (2021; (Naeem, 2018). Literature shows that stress at work has worse productivity and higher health hazards. According to Cao et al., stress is defined as a psychological or physical stimulus that can cause mental strain or physiological responses that lead to diseases and weak immunity. Occupational stress has a negative impact on the health and

performance of an organization's personnel. Occupational stress is a perplexing psychological condition. Stress is linked with reduced performance and employee productivity, higher accidents at work and low standard of work quality, higher attrition, and absence. According to the Health and Safety Executive, frequent workplace stressors include position uncertainty, organizational transformation, work expectancy, and harassment (Kar B and Mishra B. A (2016). A negative relationship has been observed between occupational stress and life satisfaction. (Shan, B., Liu, X., Gu, A., & Zhao, R. (2022). Organizational stress, according to Denning et al.,(2021) is a physical, physiological, or emotional condition that induces either emotional or physical arousal and may contribute to sickness. When we perceive a threat-full situation our body adopts a fight or flight reaction to encounter it. Occupational stress is likely to cause a person's medical or mental state to worsen in reaction to the job, posing a challenge for that individual.

2.1.2 Sources of Organizational Stress

Internal Sources of Organizational Stress

The leadership style adopted within an organization plays a pivotal role in shaping the work environment. Autocratic leadership, micromanagement, and a toxic organizational culture can create an atmosphere of constant tension and uncertainty. Lack of transparency, unclear communication, and arbitrary decision-making processes contribute significantly to the stress levels experienced by employees (Jamali, A., Bhutto, A., Khaskhely, M., & Sethar, W. (2022).

Excessive workload, unrealistic deadlines, and an overwhelming number of tasks can strain employees and lead to burnout. The demand for constant productivity in a fast-paced environment may result in employees feeling pressured to sacrifice work-life balance, negatively impacting both their physical and mental well-being (Bolliger, et al., (2022); (Naeem, 2021) Ambiguity in job roles and responsibilities can create confusion, frustration, and stress among employees. Additionally, interpersonal conflicts within teams or between individuals can escalate, further intensifying workplace stress. Unresolved conflicts may hinder collaboration and diminish overall team performance (Bolliger, et al., (2022; Ho, J., Shaari, I., & Kang, T. (2023). Concerns about job security, limited career advancement opportunities, and a lack of professional development programs can induce stress among employees. The fear of redundancy or stagnation can lead to increased anxiety, affecting job satisfaction and overall performance (Ashton, A. S. (2018).

External Sources of Organizational Stress

External economic conditions, such as recessions or market downturns, can exert pressure on organizations to cut costs, downsize, or restructure. The fear of job loss and financial instability resulting from such external factors contributes significantly to organizational stress (Nemteanu, M. S., Dinu, V., & Dabija, D. C. (2021). Rapid technological advancements and the need for constant adaptation can create stress, particularly among employees who may struggle to keep up with the pace of change. The fear of becoming obsolete or irrelevant in the face of technological disruption can be a potent source of stress (Naeem, F. (2018). Organizations operating in highly regulated industries may face stressors related to compliance with ever-evolving legal and regulatory frameworks. The fear of legal consequences, coupled with the challenges of maintaining compliance, can add to the overall stress levels within an organization (Ramlawati, R., Trisnawati, E., Yasin, N., & Kurniawaty, K. (2021). Globalization brings diverse cultures, communication styles, and work practices into the organizational landscape. Managing diversity effectively is essential but can be a source of stress if not handled properly. Cross-cultural misunderstandings, language barriers, and the complexity of global operations contribute to workplace stress (Payne, M., & Askeland, G. A. (2016). In conclusion, organizational stress is a multifaceted phenomenon influenced by a myriad of internal and external factors. Recognizing and addressing these sources of stress is crucial for promoting a healthy and productive work environment. Organizations that proactively manage and mitigate stressors are likely to foster higher employee morale, engagement, and overall well-being, leading to increased productivity and long-term success. This research paper provides a foundational understanding of the sources of organizational stress, laying the groundwork for further studies and the development of targeted interventions to alleviate workplace stress

2.1.3. Impact of Organizational Stress

Over the past few decades, role stress has drawn a lot of interest from researchers in the fields of psychology, sociology, and organizational studies. This article looks at some of the more well-known effects of role stress,

based on a survey of around 300 research publications. Using meta-analysis approaches, research is specifically focused on examining differences in correlations between elements of role stress including role conflict, role overload, role ambiguity and commonly reported effects. The findings show an association between each job stress component and the eight effects that were examined (Örtqvist., & Wincent (2006).

The results of the scientific research reviewed for this study may demonstrate how occupational stress affects interpersonal connections and emotional tiredness comprehensively, creating a network that supports the onset and progression of burnout syndrome. The research included in this study could unanimously demonstrate how occupational stress causes a decline in relationships within the workplace and the professional community. This directly jeopardizes the mental health of professionals and increases the risk of health problems; the syndrome of burnout is the most common pathology in this context (da Costa, J. S., Leite, D. G., Sales, W. B., & de Lima Coutinho, M. (2023). Work stress can exert profound negative consequences on employees, impacting both their physical and mental well-being. Persistent exposure to high levels of stress in the workplace has been associated with a range of adverse health outcomes, including increased risk of cardiovascular diseases, compromised immune function, and heightened susceptibility to mental health disorders such as anxiety and depression. Beyond the direct health implications, work stress can erode job satisfaction and overall job performance (Naeem, F. (2017). It often leads to a decrease in productivity, concentration, and creativity, as employees grapple with the cognitive burdens imposed by chronic stress. Moreover, the strain of work stress can spill over into personal lives, affecting relationships and contributing to a diminished quality of life. As employees struggle to cope with mounting stressors, job dissatisfaction, and burnout become more prevalent, creating a negative feedback loop that can further exacerbate the overall impact of work stress on individuals and organizations alike. Understanding these multifaceted consequences is crucial for developing effective interventions and organizational strategies to mitigate the detrimental effects of workplace stress (Ning, L., Jia, H., Gao, S., Liu, M., Xu, J., Ge, S., & Yu, X. (2023). Based on the above discussion researcher therefore proposes the following hypotheses:

H01: Organizational stress is negatively correlated with various health consequences.

3.0 Research Methodology

The research strategy and research process are crucial in achieving research objectives and ensuring a comprehensive understanding of the subject matter. To get the data required to understand job stress and its effects on manufacturing workers, a descriptive study was done to learn more about the phenomenon's current state. As a consequence, data was obtained from 407 employees working in managerial, supervisory, and executive capacities within Uttarakhand's industrial sector using the random sampling technique. As a result, decisions founded on the data may be made with confidence. The secondary data was obtained from a range of research publications, including books, websites, academic journals magazines, and other sources. Physiological parameters of stress were studied through the instrument. The dimensions of Physiological consequences include 6 items i.e. Headaches, Stomach aches or tension in the stomach, Backaches, Stiffness in the neck and shoulder, Increased blood pressure, and Fatigue.

3.1 Tools Used

3.1.1 Organizational Role Stress (ORS) Scale

“Training Instruments in HRD and OD” by Professor Udai Pareek (2002) has been referred for scoring.

The ten role stressors are:

Inter Role Distance

Inter-role distance refers to the stress caused by an individual's inconsistency in performing many demanding responsibilities at the same time. Conflicting expectations between organizational and familial roles, for example, might result in an inter-role gap.

Role Stagnation: Role stagnation refers to stress caused by fewer opportunities for learning and progress in the position.

Role Expectation conflict: The stress that arises as a result of competing expectations by different persons in the organization such as the boss, subordinate, peers, or clients from the job occupier is referred to as role expectation conflict.

Role Erosion: Role erosion refers to stress caused by the subjective belief that the duties he wishes to do have been assigned to another role.

Role Overload: position overload is defined as stress that occurs when a position occupier perceives too many expectations from others and a lack of power or substantial fluctuations in the expected role.

Role Isolation: Role isolation is defined as stress arising from a psychological sense towards particular roles in terms of frequency and ease of interaction. Low connection is synonymous with high isolation, and vice versa.

Personal Inadequacy: Stress arising out of a shortage of adequate knowledge, skills, or training to execute work properly is known as personal inadequacy.
Self-Role Distance: Stress caused by a misalignment of self-idea and belief with role expectations is referred to as a self-role gap.

Role Ambiguity: The term "role ambiguity" refers to the stress caused by the role occupant's ambiguous and confusing criteria, which leads to role ambiguity.

Resource Inadequacy:
The stress caused by a lack of essential resources such as knowledge, people, and materials to accomplish tasks properly is referred to as resource insufficiency.

3.1.2 Reliability Statistics

Sen (1981) assessed the retest reliability coefficients for a sample of 500 bank workers. Except for one, all of the coefficients are significant at the .001 level; one coefficient is significant at the .003 level. The instrument was judged to be reliable enough.

3.1.3 Stress Test

Dr. Prabhu G.G. of NIMHANS, Bangalore, developed this test in 1991-92. Slight changes have been made to the test to make it suitable for the current study. Physiological parameters of stress were studied through the instrument. The dimensions of Physiological consequences include 6 items i.e. Headaches, Stomach aches or tension in the stomach, Backaches, Stiffness in the neck and shoulder, Increased blood pressure, and Fatigue.

3.2 Data collection

A total of 500 questionnaires were distributed for the data collection and 450 were recollected.407 questionnaires were found to be correct in all respects. Data collected has been analyzed in terms of various demographic and other significant variables. Respondents have been selected through random sampling. Data was gathered using both primary and secondary sources. The study is primarily based on primary data. The information was acquired by surveys from respondents from various production facilities.

All statistical procedures were carried out with the help of statistical software package 20.0, and spreadsheet Microsoft Excel. The Pearson Correlation method was used to find the relationship between different stressors and consequences.

Sampling Technique

4.0 Results & Discussion

Except for role ambiguity, all variables of role stress exhibit a positive link with the physiological repercussions of stress. At the .05 level, there is a substantial positive association between role stagnation, self-role distance, and resource insufficiency, and physiological repercussions. At the. 01 level, role erosion shows a substantial positive connection with physiological repercussions.

Inter-role distance and physiological consequences have a positive connection (r=.038). Taking on numerous roles at the same time may result in health effects. The physiological implications of role stagnation have a substantial positive connection (r=.125). When employees believe they are not progressing in their roles, stress can emerge as bodily problems. A difficult endeavor motivates a person both psychologically and physically. A person suffering from role stagnation may find his work unchallenging, and his sense of accomplishment after completing

his task may lead to medical difficulties. In their research report, Bosma et al. (1998) discovered that low prospects of advancement and a static career raise the risks of developing heart disease by 2.15 times.

There is no association between role expectation conflict and physiological repercussions (r=.000).

The relationship between role degradation and physiological repercussions is considerable (r=.225). The feelings arise from the transference of an essential function that he should have done, and they manifest in bodily symptoms. It is discovered to be significant at the .01 level.

Table 1.1 shows that role overload has a positive link with physiological repercussions (r=.058). Employees who are overburdened and work long hours may exhibit signs of physiological difficulties. Marcatto et al., (2016) discovered that excessive workload contributes to neck and shoulder discomfort in their study. The physiological repercussions of role isolation have a positive correlation (r=.042). When an employee feels unjustly criticized by his superior, he may experience role isolation, which can lead to physiological difficulties such as tension in the muscles, high blood pressure, abnormal production of stomach juices, and so on. Ariens et al., (2001) and Hoogendoorn et al., (2000) discovered that a lack of support from coworkers increases the likelihood of developing back, neck, and shoulder disorders. Personal insufficiency and physiological effects have a positive link (.058). The notion that one lacks the necessary information, abilities, and training to play a function effectively might cause bodily symptoms. Self-role distance has a substantial positive connection with physiological impacts (.106). Taking on a role that is contrary to one's self-concept and expectations may result in health difficulties. Role Ambiguity has a substantial negative link with physiological repercussions (r=-.083). Individuals who take on a newly developed role in the organization may experience role ambiguity while becoming acquainted with the new role. As a result, suffer from less severe physiological repercussions. There is a considerable positive link (r=.120) between Resource Inadequacy (RIn) and physiological effects. If the necessary resources to do his task are not available, the individual may get unwell with physiological implications.

Table 1.1 Relationship (Correlation Coefficient) of dimensions of Stress with its Consequences

Dimensions	*Physiological Consequences*
Inter Role Distance (IRD)	0.038
Role Stagnation(RS)	.125*
Role Expectation Conflict(REC)	0
Role Erosion(RE)	.225**
Role Overload(RO)	0.058
Role Isolation (RI)	0.042
Personal Inadequacy(PI)	0.058
Self Role Distance(SRD)	.106*
Role Ambiguity(RA)	-0.083
Resource Inadequacy (Rin)	.120*

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

Hence, the Null Hypothesis H01 stating that there is no significant correlation between different dimensions of stress and the Physiological of stress is not accepted. However; it is accepted for role expectation conflict and physiological consequences as no relationship has been observed between these two factors.

4.1 Findings & Conclusion

The Coefficient of Correlation of Karl Pearson has been utilized as a statistical tool to analyze the link between job stress and its repercussions. When the physiological repercussions were considered, it was discovered that the physiological consequences had a statistically significant and positive link with Role Stagnation, Role Erosion, Self Role Distance, and Resource Inadequacy. Inter-role distance, role overload, role isolation, and personal inadequacy were found to have a statistically negligible link with the physiological repercussions of stress. All factors of role stress show a positive correlation with the physiological effects of stress, except role ambiguity. The physiological consequences of role stagnation, self-role distance, and resource scarcity are significantly positively correlated. Role degradation exhibits a strong positive correlation with physiological consequences.

There is a positive correlation between inter-role distance and physiological effects. Taking on several responsibilities at once might be detrimental to your health. There is a strong positive correlation between role stagnation and its physiological effects. Stress can manifest physically in employees who feel they are not making success in their employment. A challenging task stimulates a person's physical and psychological faculties. The physiological impacts of work stress are inversely connected with role ambiguity. The last sub-variable, Role Expectation Conflict, has no association with physiological repercussions.

4.2 Research Implications

These recommendations aim to guide policymakers in creating targeted and effective interventions to improve employee well-being and reduce the physiological repercussions of job stress.

Develop targeted interventions for employees experiencing Role Stagnation, Role Erosion, Self Role Distance, and Resource Inadequacy

- Since these factors show a statistically significant and positive link with physiological repercussions of job stress, policymakers should design and implement specific interventions to address issues related to Role Stagnation, Role Erosion, Self Role Distance, and Resource Inadequacy. This may include targeted training programs, mentoring, or resource allocation strategies to mitigate the impact of these stressors on employees.

Implement measures to address role overload and role isolation

- Although role overload and role isolation were found to have statistically negligible links with physiological repercussions, policymakers should still consider implementing measures to address these issues. This could involve workload management strategies, team-building activities, or communication improvement initiatives to minimize the potential negative impact on employees' well-being.

Promote work-life balance and stress management for individuals with high inter-role distance

- Given the positive correlation between inter-role distance and physiological effects, policymakers should encourage organizations to promote work-life balance and stress management practices. This may include flexible working arrangements, time management training, and resources for employees to better balance their professional and personal responsibilities.

Address role ambiguity in organizational policies

- Since role ambiguity is inversely connected with the physiological impacts of work stress, policymakers should emphasize the importance of clarity in job roles and responsibilities within organizations. Clear communication of expectations, job descriptions, and organizational goals can contribute to reducing the physiological effects associated with role ambiguity.

Investigate the factors contributing to Role Degradation and formulate strategies to mitigate their impact

- Considering the strong positive correlation between Role Degradation and physiological consequences, policymakers should conduct further research to identify the specific factors contributing to role degradation. Once identified, targeted strategies and policies can be developed to address and mitigate these factors, ultimately reducing the physiological impact on employees.

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