

A Study on the Levels of Role Stressors in Retail Sector

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ABSTRACT

Retail Employees are the key drivers for the success of Retail Company. Retail business entirely depends on their combination in terms of sales. Therefore, by knowing the levels of Role Stress maintaining healthy status of Job satisfaction of employees working in Retail sector is very essential to study and understand. Retail is quite dynamic sector as customers preferences and tastes are changing every day, hence there is a dynamic skill set employees are required to run the business to fit the hierarchy, people with varied demographic background in terms of gender, age, marital status, role and department etc., and thus the nature and management of Role Stress and job satisfaction in this sector may not be the same as in other established sectors.

INTRODUCTION

Retail Sector: Retail involves the sale of goods or services from a single point (malls, markets, departmental stores etc.) directly to the customer in small quantities for end use. In common language, Retailing is nothing but transaction of goods between the seller and the end user i.e. customer in small quantities to satisfy the needs and for the direct consumption. Retail sector, one of the fastest changing & evolving and vibrant sectors in the world, has contributed to the economic growth of almost every country. “The term 'Retail' has been derived from the French word Retailer which means 'to cut a piece off or to break bulk'. With the introduction of organized Retailing, the scale of Retailing operations has increased a lot. From local grocery shops, the meaning of Retail has now shifted to big shopping malls and supermarkets. These organized Retailers work on 7-days week format and are usually open for long timings everyday offering shopping convenience to their customers. The standard working hours do not apply here. Stress in Retail organization has emerged as a focal theme of research in India and abroad. Stress refers to the causes and the effects of feelings of work pressure. How we cope with these pressures often is

determined by individual's own levels of resistance and what else is going on at the time. Thus, the interplay of constraints, demands and supports is endlessly variable and, it makes research into the area more complex. So, stress can be started as the stress may be defined as "a response to the perceived relationship between the demands on us and our ability to cope". Stress in general term applied to various psychological (mental) and physiologic (bodily) pressures experienced or felt by people. Stress can be defined as "a state of psychological and physiological imbalance resulting from the gap between situational demand and the individual's ability and motivation to meet those needs."

Concept of Role Stressors amongst Employees in Retail Sector

Role in a common and perspective of social psychology considers being an everyday activity to be acting out of socially defined categories (e.g., a mother, a manager, and a teacher). Each role is a set of rights, duties, expectations, norms and behaviors that a person has to face and fulfill. Role, in sociology, the desired behavior which is expected from an individual who occupies a given social position or status. A role is a comprehensive pattern of behavior that is socially recognized, providing a means of identifying and placing an individual in a society. In an organizational term, a clear role definition helps the employees to know exactly what is expected out of them. When employees are being assigned with a clearly defined role, they became open. Clear Role definition work as a tool to help each employee to focus on his/her core Roles. Stressors are something that causes a state of strain or tension. And factors that are responsible for causing stress are called Stressors. A stressor is that causes the release of stress hormones. There are two broad categories of Stressors: Physiological Stressors and Psychological Stressors.

In this study we will discuss about the psychological stressors, i.e. Roles Stress, that employees experience in the lives particularly working in Retail sector in India. Role Stress is broader in term consist various factors related to occupational or work stress.

REVIEW OF LITERATURE

In this study we will discuss about the psychological stressors, i.e. Roles Stress, that employees experience in the lives particularly working in Retail sector in India. Role Stress is broader in term consist various factors related to occupational or work stress.

Kahn et al (1964) conducted a series of studies which was based on Institute of Social Research (ISR) and found role conflict and role ambiguity is source of job stress.

According to **Cooper & Marshall (1978)** sources of managerial stress can be categorized into six components -intrinsic to job , role in organization , career development ,organizational structure and climate, relationship within organization and organizational interface and outside.

According to **Ivancevich & Matteson (1980)**, Role Stress variables that consist of role conflict, role ambiguity and role overload belongs to organizational variables.

French Caplan & Harrison (1982) and Beehr & Newman, (1978); & Roberts et al., (1997); Miller &Ellis, (1990) , Role ambiguity and Role conflict have been identified as a major source of job stress. Other than these two Stressors ,work overload both quantitatively and qualitatively has been experimentally linked to a variety of physiological, psychological and behavior strain symptoms. A number of researchers **Fisher and Gitelson, (1983); Jackson and Schuler, (1985);Van Sell et al., (1981); Lee, (1997); Jones, (1993) and Johnson et al., (1990); Jackson and Schuler,(1985)** has found that Role Stressors are responsible for creating negative impacts such as job stress ,job dissatisfaction ,employee turnover ,employee exhaustion , low organizational commitment and employee performance.

Matteson & Ivancevic (1999) and Cook & Hunsaker (2001) has identified that stress can be caused by environmental, organizational, and individual variables.

Beehr & Glazer, (2005), Role overload or workload is the third form of Role Stress and hence it can be defined as a number of tasks assigned to perform more than individual's capabilities, time pressures as well as scarcity of resources to fulfill commitment.

Vakola, M., & Nikolaou, I. (2005): Occupational stress and organizational change are now broadly accepted as two major issues in organizational life. The current study explores the linkage between employees attitudes towards organizational change and two of the most significant constructs in organizational behavior; occupational stress and organizational commitment.

Jung, H. S., & Yoon, H. H. (2014): The purpose of the study is to understand the interrelationships among employees emotional labor, emotional dissonance, job stress, and turnover intent in the foodservice industry. The study was administered to 338 family-style restaurant employees. The results showed that

employees' emotional labor was positively associated with emotional dissonance, job stress, and turnover intent.

Chao, M. C., Jou, R. C., Liao, C. C., & Kuo, C. W. (2015). The strategies to decrease stress relating to work load, role conflict, family factors, and working environment should be focused and implemented urgently to lower the turnover rate of health care workers in rural Taiwan.

Syed Talib Hussain1& Shen Lei (2015): The owners are required to take steps to decrease role stress and increase job satisfaction in different dimensions of their jobs. However, the changes which will improve one dimension of the job satisfaction may not be related to increase job satisfaction in a different dimension.

RESEARCH METHODOLOGY

Research Design: The research study was based on a survey method. Three hundred and twenty one Retail employees had taken the online questionnaire across India. The employees in Retail sector working in the renowned Retail stores were sent an online questionnaire through goggle docs link having fifteen situation related to Role Stress which they encounter in their working life, and fifty situations were given to check their status of Job satisfaction and asked to opt the choice as per their experience on a linear scale 1-5.

Sample: Selection of sample is an important part of the research work. The probability sampling method does not provide alternatives to researcher. But non-probability sampling method especially convenience sampling method provides a range of alternatives and options for the research.

- **Universe-** Employees working in Retail sector in India
- **Sample area-** Companies of Retail sector India
- **Sample size-**59 Retail stores from 3 categories (Luxury Retailing, Lifestyle Retailing & Value Retailing).
- **Type of sampling:** Convenient sampling method has been used.

This is a statistical descriptive research. Graphical Interpretations are done. Sample size was 321.To find. Applied t – test to find out the effects of Role Stress on all the demographic factors.

Results and Interpretations:

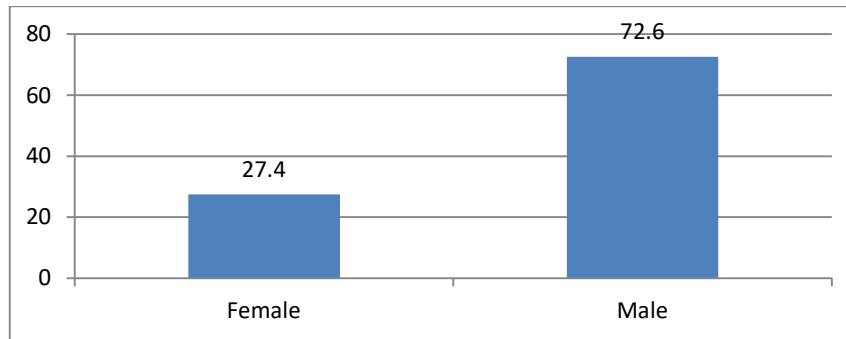


Figure 1 Gender wise distribution of sample Percent

Figure 1 indicates the gender wise distribution of the Retail employees. Out of 321 respondents, 72% (233) were male employees and 27% (88) were female employees.

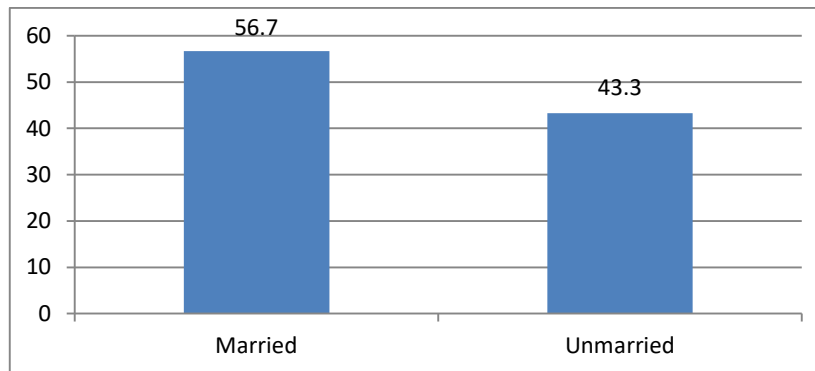


Figure 2 Marital status wise distribution of sample Percent

Figure 2 indicates that in the sample 56% (182) respondents were married and 43% (139) respondents were unmarried.

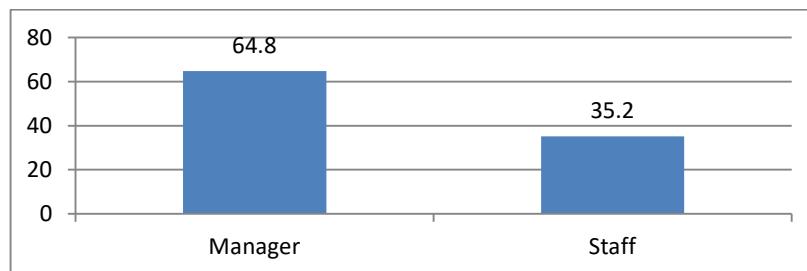


Figure 3 Designation wise distribution of sample Percent

Figure 3 indicates that in the sample 64.8% (208) Retail employee was at the designation of Manager and 35.2% (113) Retail employees were at the staff cadre.

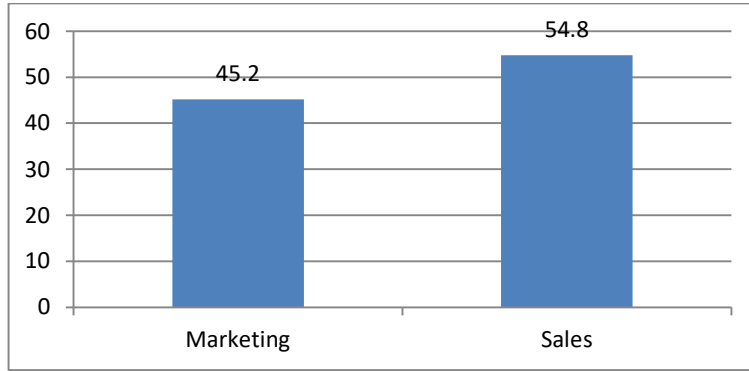


Figure 4 Department wise distribution of sample Percent

Figure 4 indicates that in the sample 54.8% (176) Retail employee were from the sales department and 45.2% (145) Retail employees were from marketing the department.

Comparison of Gender with Respect to Role Stress

Group	N	Mean	SD	SE	t. value	p. vale
Male	233	43.71	12.68	0.83	1.12	0.11
Female	88	41.87	13.88	1.48		
Total	321					

It can be observed that the p value of 0.11 is not significant at 0.05 levels with degree of freedom equals to 319; it means Male & Female groups do not signifies from each other in terms of Role Stress. Male & Female have similar level of Role Stress. . In the light of this, the null hypothesis namely “There will be no significant difference between male and female with respect to Role Stress amongst employees in Retail sector” is not rejected. Hence it may be concluded that Male & Female have similar level of Role Stress.Role Stress value of Female is 41.87, whereas the mean value of Male is 43.71, which is significantly higher than that of Female. Hence, it may be concluded that Male group have higher level of Role Stress than Female group.

Comparison of Marital Status with Respect to Role Stress

Group	N	Mean	SD	SE	t. value	p.vale
Married	182	42.56	12.36	0.83	1.011	0.12
Unmarried	139	44.05	13.85	1.48		
Total	321					

It can be observed that the p value of 0.12 is not significant at 0.05 levels with degree of freedom equals to 319; it means married & unmarried groups do not signifies from each other in terms of Role Stress. Therefore, Null hypothesis namely “There will be no significant difference between married and unmarried with respect to Role Stress amongst employees in Retail sector” is not rejected hence, it may be concluded that with respect to Role Stress Married and Unmarried are similar. Further, Role Stress value of Married is 42.56, whereas the mean value of Unmarried is 44.05, which is significantly higher than that of Married. Hence, it may be concluded that Unmarried groups have higher level of Role Stress than Married.

Comparison of Designations with Respect to Role Stress

Table 3 Comparison of Designations with respect of Role Stress						
Group	N	Mean	SD	SE	t. value	p.vale
Manager	208	41.62	12.09	0.83	2.98	0.013
Staff	113	46.11	14.19	1.33		
Total	321					

It can be observed that the p value of 0.013 is significant at 0.05 levels with degree of freedom equals to 319; it means Manager and Staff groups have significant level of Role Stress. Therefore, Null hypothesis namely “There will be no significant difference between Manager and Staff with respect to Role Stress amongst employees in Retail sector” is rejected. Role Stress value of Manager Group is 41.62, whereas the mean value of Staff Group is 46.11, which is significantly higher than that of Manager Group. Hence, it may be concluded that Staff Group have more Role Stress of than that of the Manager Group.

Comparison of Departments with Respect to Role Stress

Table 4 Comparison of Departments with respect of Role Stress						
Group	N	Mean	SD	SE	t. value	p.vale
Sales	176	45.1	13.63	1.02	2.9	0.015
Marketing	145	40.91	11.9	0.988		
Total	321					

It can be observed that the p value of 0.015 is significant at 0.05 levels with degree of freedom equals to 319; it means Sales and Marketing group have significant level of Role Stress. Therefore, Null hypothesis namely “There will be no significant difference between Sales and marketing group with respect to Role Stress amongst employees in Retail sector” is rejected. Further, Role Stress value of Sales group is 45.10, whereas the mean value of Marketing group is 40.91, which is significantly lesser than that of Sales group. Hence, it may be concluded that Sales group have higher level of Role stress than Marketing group.

Comparison of Age with Respect to Role Stress

Table 5 Comparison of Age Group with respect of Role Stress						
Group	N	Mean	SD	SE	t. value	p. vale
Young	259	43.51	13.17	0.8188	0.867	0.09
Adult	62	41.91	12.41	1.57		
Total	321					

It can be observed that the p value of 0.09 is not significant at 0.05 levels with degree of freedom equals to 319; it means Young & Adult group do not signifies from each other in terms of Role Stress. In the light of this, the null hypothesis namely “There will be no significant difference between Young and Adult group with respect to Role Stress amongst employees in Retail sector” is not rejected hence, it may be concluded that Young & Adult groups have similar level of Role Stress. Further, Role Stress value of Young group is 43.51, whereas the mean value of Adult group is 41.91, which is significantly higher than that of Young group. Hence, it may be concluded that Young groups have higher level of Role Stress than Adult group.

FINDINGS AND DISCUSSIONS:

Levels of the Role Stressors of Employees in Retail Sector

By examining the mean values and data interpretation it was observed that sale target and shift time pressures puts the retail employees usually under pressure. Sometimes the reasons are lack of product training. Employees also face lack of work life balance due to demand of high energy levels and close involvement at work, due the nature and type of business this sector also demands extended working hours , working during weekends , and on almost all festivals. Ineffective leadership is a very important factor for any employee especially if

we talk about job where there is constant pressure of sale and productivity an effective leader can bring in positive results with the help of constructive feedbacks constantly and also able to motivate his or her team members by both monetary and non monetary techniques. On the other hand low pay and employee benefits such as, leaves, insurance, health checkups, reimbursements etc., Incentives are the best motivators so this was came out to be the major contributor in the exercising the Role Stress. Other item like, lack of employee engagement activities, Lack of growth opportunities, Presence of heavy physical tasks, Low support at job, Poor working conditions, less events and celebrations, Lack of customer facilities contributes in the Role stress. Other important factors are the poor organizational culture and flow of information.

Comparison of Demographic Variables with Respect to Role Stress

It was found that Male & Female, Married & Unmarried, and Young & Adult do not signifies from each other in terms of Role Stress, which means it can be said that Male & Female, Married & Unmarried, and Young & Adult have similar level of Role Stress.

It was found that Manager and Staff groups have significant level of Role Stress. The Role Stress value of Manager Level is less, whereas the staff level is high. Hence, it may be concluded that staff level employees have more stress of than that of the Managers level employees.

It was found that Sales department & Marketing Department have significant level of Role Stress. The Role Stress value of Sales group is high, as compare to marketing. Hence, it may be concluded that Sales staff have higher level of Role stress than Marketing staff.

With respect to Level of Role Stress, in the study it was found out that Role Stress amongst the different demographic groups of Male and Female, Married and Unmarried, Staff and Manager, Sales and Marketing, Young and Adult produces effects only on Married and Unmarried, Staff and Manager, Sales and Marketing groups only. Where, it produced high effect on Staff and Sales groups.

CONCLUSION

By the above analysis and research findings we can conclude that the employees have agreed that they face Role Stressor with respect to Sales and Shift Time Pressures. Another factor like Lack of Work Life Balance contributed in high level of Role Stress, whereas, Poor information flow contributed to lower the level of Role Stress. Also, there was a strong agreement on the Role Stressors

due to Ineffective Leadership. It is also concluded Unmarried group have high Work Life Balance than that of the Married group. Although it the Role Stress doesn't have significant difference between Male & Female, Married & Unmarried, Young & Adult with respect to Role Stress hence, the Role stress doesn't have any significant effect on Gender ,Age and marital status amongst employees in Retail Sector in India. In further analysis of Role Stress it is concluded that there was a strong effect on the Designations and the Departments, employees working at Staff level have high level of Role Stress as compare to employees working at Managerial level and employees working in Sales department have high level of Role Stress as compare to employees working in Marketing Department.

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