

# Organization Structure and Cultural Stressors: The Actual Story

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## Abstract

The Study consists of a sample of 480 associates of public and private sector in the age range of 20- 55 years. The sample was drawn using randomized sampling technique. The associates were tested on Formalization of Personnel Rules, Organizational Culture, Authority Utilization, Work Specialization, Organizational Climate and Organizational Stress was administered to all the subjects individually. The mean scores of public and private sector associates were calculated to ascertain the organizational structure and culture in public and private sector. The results show that the public sector associates have scored higher on Professional Help, Formalization, Professional Management, Standardization, People Orientation, Centralization, Formal Communication, Welfare Concern, Power Orientedness, Dependency, Bureaucratic Norms, Close Supervision, Open Culture, Formalization of Personnel Rules, Existence of Personnel Rules, Implementation of Personnel Rules and Work Specialization. They have even scored higher than standard norms. The public sector associates have moderate scores on Organizational Risk Taking and low scores on Authority Utilization. The mean scores of Private sector associates show that they have scored higher on Professional Help, Formalization, Professional Management, Standardization, Welfare Concern, Dependency, Open Culture, Formalization of Personnel Rules, Existence of Personnel Rules, Implementation of Personnel Rules, Work Specialization, and Authority Utilization. The private sector associates have moderate scores on Organizational Risk Taking, People Orientation, Centralization, Formal Communication, and low scores on Power Orientedness, Bureaucratic Norms, and Close Supervision. Regression was applied to find the effect of various organizational structure and culture factors on stress. The results show that in public sector, Professional Management, Organizational Risk Taking, Dependency, and Close Supervision have significant positive effect on Stress. Professional Help, Bureaucratic Norms, and Authority Utilization have significant negative effect on Stress. In private sector, Organizational Risk Taking, and Centralization have significant positive effect on Stress and Professional Help, Welfare Concern and Work Specialization have significant negative effect on Stress.

## INTRODUCTION

Organizations are identified by their structures and culture, which exist as a result of historical influences. Little explicit attention might have been given to evolving company's structure and culture best suited to the company's objectives. This can be a major pitfall, since the structure and culture can influence company's

operations in fundamental ways to loose sight of the strategic direction. The structural relationships and culture in which people work, have an important bearing on employee attitudes and behavior. There is a large body of writing on the structure of organizations as well as human behavior within those structures. The movement known as 'post structuralism' contends that reality is not to be found in formal structures but in the experiences of individuals and groups within organizations. This leads to such issues as for example the way power is used and distributed in organizations. The poststructuralist viewpoint would suggest that claims of universal patterns should be replaced by the study of particular contexts where the real experiences of people can be portrayed authentically.

To be successful, a company's culture needs to support the kind of business the organization is in and its strategy for handling that business viz. support, innovation, competition and profit. Schwartz and Davis (1981) in a study of international banking division point out how these could have devastating importance on the company's bottom line and its stakeholders' needs, if culture considered in the design of the major business strategies. Companies like GE, GM, IBM, TEXAS Instrumentation, Mitsubishi, Sony, ICIS Philips and Siemens, are well run corporations of the world which have distinctive cultures that are somehow responsible for their ability to create, implement and maintain their world leadership positions. The overall organization development can take place when the organizational environment, structure and policies are humanistic and account for interests, motives, abilities and needs of the individuals. To get the maximum output from employees, organization's structure, policies and psychological makeup of people working should be complementary to each other.

For an organization to perform well in a competitive environment there must be internal consistency among the four dimensions of organization viz. structure, system, people and culture and good fit with the strategy. A lack of fit between culture and planned changes in other aspects of organization may result in the failure of a new measure to take hold. They also contribute to disasters in organizations. When these structural and cultural characteristics are appropriate, and fit the environmental, technological, and internal

requirements, they have a positive impact upon individual satisfaction and performance. However major deficiencies in structure & culture can lead to many major organizational problems as motivation and morale may be depressed, stressed out workforce, poor performance etc. This leads to delayed decision-making, lack of co-ordination, conflict amongst groups and lack of innovation & creativity.

As in the modern era of globalization the organizations are under constant pressure of changing their policies, technology and working styles so as to face the increasing competitive spirit of global village. This pressure gets transferred to the employees to change and modify their working styles and attitudes and to motivate themselves to keep pace with the rapidly changing business scenario.

There is a constant reminder that the changes in organization are putting extra stress on the employees. Cartwright and Cooper (1994) have documented some statistics around mental illness in the work place and found that one in five of the working populations suffers some form of mental illness each year; some 90 million working days are lost each year as a result of mental illness; when asked about the true reasons for absence from work, over half the employees felt that emotional/personal problems and stress were to blame. Extensive research shows that excessive job stress can adversely affect the emotional and physical health of workers. The relationship between organizational factors and stress suggests that different aspect of organizational design, such as formalization, standardization, and centralization may significantly influence perception of job stress. Other organizational processes like leadership, various modes of information sharing, and management policies and practices may also influence the perception of stress. A potential source of organizational stress is simply being in the organization- the threat to an individual's freedom, autonomy, and identity that this employment poses. Lack of participation in the decision making process, lack of effective communication, and restriction on behavior, and over rigid rules and regulations may be a cause of high stress (Marshall & Cooper, 1979).

Bhagat (1983) has reported that work performance can be seriously impaired by external stressors. There are many aspects of organizational life that can become external stressors. These include issues of structure, management's use of authority, monotony, a lack of opportunity for advancement, excessive responsibilities, ambiguous demands, value conflicts, and unrealistic work loads. Many situations in organizational life can be stressful. These include: 1) problems with the physical environment, such as poor lighting or excessive noise, 2) problems with the quality of work such, as lack of diversity, an excessive pace, or too little work, 3) role ambiguities or conflicts in responsibilities, 4) relationships with supervisors, peers, and subordinates, and 5) career development stressors, such as lack of job

security, perceived obsolescence, and inadequate advancement. Adverse working conditions, such as excessive noise, extreme temperatures, or overcrowding, can be a source of job-related stress (McGrath, 1976). Lawless (1991) identified the five most common causes of worker stress: 1) too much rigidity in how to do a job, 2) substantial cuts in employee benefits, 3) a merger, acquisition, or change of ownership, 4) requiring frequent overtime, and 5) reducing the size of the work force. Over forty percent of the work force experienced one or more stress-related illnesses as a result of these five stressors.

Although the organizations have rapidly started recognizing the issue of stress in their organization and are even organizing Stress Management Programs to deal with them. However the effects of these programs are short-lived as these programs often ignore the root causes of stress. They focus on the worker and not the organizational environment. The organization's functional aspects of structure and the dominance of its culture leave a remarkable impact on the day to day working of employees. They effect not only the job related performances but also the personal imperatives. In fact human resources strategist believes that if the organizations have people oriented job styles, the organizations can excel. The high levels of job stress leading to burnouts and turnovers are the result of two indispensable potential forces of organization that is structure and culture. So what we need is to focus on how to eliminate the environmental causes of stress. Keeping in view the importance of these structural and cultural factors and their effect on stress, the present study was designed to see the impact of organizational structure and culture on stress amongst the public and private sector associates.

## LITERATURE REVIEW

Marshall and Cooper (1979) reported that the relationship between organizational factors and stress suggests that different aspect of organizational design, such as formalization, standardization, and centralization may significantly influence perception of job stress. Other organizational processes like leadership, various modes of information sharing, and management policies and practices may also influence the perception of stress. A potential source of organizational stress is simply being in the organization- the threat to an individual's freedom, autonomy, and identity that this employment poses. Lack of participation in the decision-making process, lack of effective communication, and restriction on behaviour, and over rigid rules and regulations may be a cause of high stress. Jackson and Schular (1985) found a significant relationship between the measures

of role- conflict and role- ambiguity with the measures of job stress and job strain. Other sources of stress and strain are under utilization of skills (Gupta & Beehr, 1979; Kaufmann and Beehr, 1989), role overload (Beehr et al 1976) interpersonal conflict (Beehr et al 1997) and job future ambiguity (Kaufmann and Beehr, 1989).

A study conducted by Pettinger (1996) underlines that the structural factors causing and contributing to job stress are centralization, lack of participation in decision-making, little opportunity for advancement, a great amount of formalization, high degree of specialization, interdependence of departments and line-staff conflicts. He also says that it is needed to have interaction between the desired culture and the organization's structures and systems. Serious misfit between these leads to stress, frustration, customer dissatisfaction, and also to staff demotivation. Buck (1972) has observed that both managers and workers who felt that they were under pressure reported that their supervisors always ruled with an iron hand and rarely tried out or allowed participation in decision making. Managers who were under stress also reported that their superiors never allowed them to do their work the way they thought best. Zastro (1984) has observed that the job events or structural factors (e.g. too long work hours, dead end assignments, isolation from peers, and impoverished social life) contribute to the high levels of anxiety, stress and 'burnout'.

In relation to the demands of the organizational environment, researchers have found that most workers are particularly distressed by a lack of role clarity (Cherniss, 1991), low levels of autonomy (Maslach, 1982) and the inability to be involved in the decisions that affect their work requirements (Schaubroeck & Jennings, 1991). Other more tangible organizational factors that have been associated with work stress include team functioning (Schulz et al., 1995), organizational size (Price & Spence, 1994) and work pressure (Jones et al., 1991).

Cherniss (1991) defined the institutional context as the bureaucratic structures that contribute to the unique "culture" of an area and, over time, socialize the human service professionals who work within that culture. It has been suggested that the conflicts and pressures that arise as a result of this institutional context may have a greater impact on stress and burnout than any individual or organizational factors (Leiter, 1991).

A study was conducted by Jana and Jean (2002) on 514 human service providers in Alberta, Canada to examine how certain conditions of work affect human service workers' job stress. For this they studied the effect of professional conditions (autonomy, coworker support, supervisors' support and client interaction) and bureaucratic conditions (formalization, routinization, work overload and role conflict) on expectations and job stress while controlling certain variables, which might effect the dependent variables too. These control variables were position, negative affectivity, work motivation, education, organizational tenure, hours worked, gender

and earnings. They reported that bureaucratization of procedures does not contribute significantly to their job stress. This shows that the bureaucratic requirements of following set rules and procedures or performing repetitive tasks are apparently not that unexpected nor that stressful for human service workers. However they also report that bureaucratic rules and duties have been found to be among the most disillusioning aspects of work in the helping professions, as well as a major cause of stress and burnout (Cherniss, 1980; Burke et al., 1996; Leiter & Harvie, 1996). Autonomy has a negative effect on unmet expectations and job stress that is greater the autonomy less will be the job stress. The literature shows how lacking control and discretion in one's job is associated with high levels of stress (Cherniss 1980; Hendrix et al. 1991; Leiter 1991; Guterman and Jayaratne 1994). Greater coworker and supervisory support and satisfaction from client interactions reduce job stress. The stress literature also shows that good relationships with colleagues and supervisors significantly reduce feelings of job stress (Burke 1988; Karasek and Theorell 1990; Bradley and Sutherland 1995; Collings and Murray 1996; Cartwright and Cooper 1997). Greater routinization (work specialization), work overload and role conflict results in greater job stress. In relation to the demands of the organizational environment, researchers have found that most workers are particularly distressed by a lack of role clarity (Cherniss, 1991), low levels of autonomy (Maslach, 1982) and the inability to be involved in the decisions that affect their work requirements (Schaubroeck & Jennings, 1991). Based on the results of this study, this would appear to involve granting workers sufficient autonomy and discretion in their work, ensuring collegial and supportive working relationships, especially with supervisors, and promoting satisfying and rewarding experiences from working with clients. The formalization and routinization of tasks may not be stressful for workers if the set procedures are consistent with the profession's norms and values as to how service providers should perform such tasks. That is, this bureaucratization of procedures may serve to protect and reinforce professional norms and values rather than challenge or contradict them (Wallace, 1995a).

Assadi (2003) conducted a study on 86 managers of physical education organizations to evaluate job stress at two levels: organizational and managerial. He found these results:

- (a) Development of human resource, maximum pressure for work quality, job importance, time pressure and bonus were found to be the most intensive job stress factors. This means that lack of logical relation between job and

bonus, lack of praising good work, sufficient salary, development of colleagues and employees' capabilities and lack of responsibility leads to higher job stress. Assadi further suggested that attention should be paid to all these factors to have a better organizational environment and reduced job stress.

- (b) Management method, cooperation, role ambiguity and responsibility against employees' acts were found to be minimum stress creating factors.
- (c) Organizational structure was found to have significant positive correlation with management method, work trend, development of human resources and minimum use of power management.
- (d) Average of organizational job stress is found to be higher than managerial job stress. Assadi further emphasize to pay attention to organizational stress which demands a glance at organizational structure.

welfare concern, and open culture would generate less stress.

- 2. It is assumed that the organizations (both in public and private sector) having organizational structure and culture high on organizational risk taking, dependency, and close supervision would generate more stress.
- 3. It is assumed that the organizations (both in public and private sector) having organizational structure and culture high on formalization of personnel rules, existence of personnel rules, and implementation of personnel rules would generate more stress.
- 4. It is assumed that the organizations (both in public and private sector) having organizational structure and culture high on formalization, standardization, centralization, power orientedness, bureaucratic norms, authority utilization, and work specialization would generate more stress.

*Aims & Objectives*

- To understand the organizational structure and culture of public and private sector organizations.
- To see the effect of various factors of organizational structure and culture on job stress amongst the associates of public and private sector organizations.

*Hypotheses*

- 1. It is assumed that the organizations (both in public and private sector) having organizational structure and culture high on professional help, professional management, people orientation, formal communication,

**Method And Procedure**

*Sample*

The universe of the sample consisted of top level management, middle level management, supervisors and workers out of which a sample of 480 associates was drawn from eight organizations out of which four were public sector undertakings and four were private sector companies. Out of this sample, 60 associates were taken from State Bank of India (SBI), 60 from Life Insurance Corporation of India (LIC), 60 from Steel Authority of India (SAIL), 60 from HMT watches, 60 were taken from ICICI Bank, 60 from Om Kotak Mahindra, 60 from TISCO, and 60 were taken from TITAN watches. The sample distribution is presented in Table 1:

TABLE 1: SAMPLE PROFILE

	ORGANIZATION							
	PUBLIC SECTOR				PRIVATE SECTOR			
	Service Sector		Manufacturing Units		Service Sector		Manufacturing Units	
	Bank	Insurance	Watches	Steel Plant	Bank	Insurance	Watches	Steel Plant
Lower Level Associates	15	15	15	15	15	15	15	15
Supervisory Level Associates	15	15	15	15	15	15	15	15
Middle Level Managers	15	15	15	15	15	15	15	15
Top Level Managers	15	15	15	15	15	15	15	15
<b>TOTAL</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>	<b>60</b>

The associates taken in the sample were in the age range of 20-55 years.

## TOOLS USED

### Formalization of Personnel Rules (Reddy, 1997)

This test was developed by K. P. Reddy in 1997. The purpose of this test is to measure the extent of formalization of an organization. Formalization is the extent to which rules, procedures, instructions, and communication are written down. The test contains 15 statements each followed by two sets of response statements. The two sets of response statements are on the summated rating scale. The first set of response statement measures existence of personnel rules and the second set of response statement measures implementation of personnel rules. It takes around 10 minutes to complete this test and it can be administered both individually and in group. The test has high face validity. The reliability for existence of personnel rules is 0.96 and for implementation of personnel rules is 0.95.

### Organizational Culture (Reddy, 1997)

This test was developed by K. P. Reddy in 1997. The purpose of this test is to measure the cultural variables of an organization and its effect on organizational structure and functioning. This test can be administered individually or in group. It takes around 10 minutes to complete this test. The test measures five dimensions of culture which are:

1. Dependency Proneness: Organizational culture characterized by strong dependency norms encourages a tendency in the employees to seek support and advice from their superiors even in situations which do not warrant such leanings, expect similar behaviour from their subordinates.
2. Power-Orientedness: Organizational culture that is characterized by favouritism, mistrust and imposing one's ideas on others.
3. Bureaucracy: Culture where employees are mainly concerned with following laid down rules and procedures.
4. Close Supervision: Culture where supervisory style practiced is the one that is intended to check the mistakes of subordinates.
5. Centralized Risk Taking: Organization culture where all innovations and changes are initiated and/or approved by the top management only.

The scoring of the test is done on 5-point scale. The test has high face validity. Reliability for dependency norms is 0.84 and for power-orientedness is 0.79.

### Organizational Climate Questionnaire (Singh, 1989)

This test was developed by Shailendra Singh in 1989 to measure the organizational climate. It is a 31 items

questionnaire in which each statement is rated on 5-point scale. In all, 9 dimensions of organization climate are measured through this test. These dimensions are as follows:

1. Professional Help: A general attitude of cooperation towards and concern for each other to facilitate professional growth.
2. Formalization: A perception that organization has too many rules and that too of rigid nature, violation of which is dealt with severely.
3. Professional Management: A perception that organization follows a professional approach in management where merit and expertise of the people are recognized and suitably rewarded.
4. Organizational Risk Taking: A perception that organization has a tendency to encourage and implement new and creative ideas even if it involves some risk of failure.
5. Standardization: A perception that requirements of the job and procedure to handle the job are specified in advance.
6. People Orientation: A perception that organization has genuine faith in human relations and is concerned about feelings of its men.
7. Centralization: A perception that only higher authorities of the organization decide every thing about the organization, even the routine matters.
8. Formal Communication: A perception that communication procedures are more formal, documented, and through proper channel.
9. Concern for Welfare: A perception that union- management relations are cordial and management is interested in well being of its employees.

Standard alpha reliability was determined for all the 9 dimensions, which is as follows: Professional help (0.72), Formalization (0.84), Professional management (0.80), Organizational risk taking (0.88), Standardization (0.65), People orientation (0.76), Centralization (0.68), Formal communication (0.59) and of Concern for welfare (0.51). Content validity for the test is also established. It takes approximately 10 minutes to complete this test and can be administered both individually and in group.

### Authority Utilization (Reddy, 1997)

This test was developed by K. P. Reddy in 1997. The purpose of this test is to measure the extent of delegated authority. The test has the basic idea that chief executives generally delegate a certain amount

of power to the people lower down in the hierarchy. In some cases, however, people may exercise more power than what is actually delegated to them. In some other cases, it may be other way round. So the test measures whether formally delegated authority exceeds the authority actually used by the person/committee or authority actually exercised by the person/committee exceeds the formally delegated authority. Each statement in the test is followed by the above stated authority utilization statements measured on a rating scale. It takes around 10 minutes to complete this test and it can be administered both individually and in group. The test has high face validity. The reliability of the test is 0.83.

### Work Specialization Scale (Constructed jointly by Lather & Jain)

This scale was designed by the authors of the present study to measure the extent of routinization and specialization of work in the organization. The scale consists of 10 items. The scale was not standardized because it was not measuring any personal imperative but was only measuring the job characteristics.

### Organizational Stress Questionnaire (Singh, 1989)

The Organizational Stress Questionnaire was developed by Shailendra Singh in 1989 to measure organizational stress. It is a 33 items questionnaire consisting of both positively and negatively keyed items in which each statement is rated on 5- point scale. This test can be administered individually or in group. It takes around 10 minutes to complete this test. The test measures 10 dimensions of stress, which are as follows:

1. Lack of group cohesiveness: A situation of stress where people do not stick together on group decisions and do not go along well.
2. Role Conflict: A situation of stress where contradictory demands are put on the role incumbent.
3. Feeling of Inequality: A situation of stress where incumbent feels that compensation provided to him is not justified.
4. Role Ambiguity: A situation of stress where incumbent is not clear about the requirement of the job.
5. Role Overload: A situation of stress where incumbent feels that he is required to do too much within assigned time and resources.
6. Lack of Supervisory Support: A situation of stress where incumbent perceives the role of leadership as passive and discouraging at the time he needs help and encouragement in tackling the problems.

7. Constraints of Change and Rule Regulations: A situation of stress where incumbent experience problems in coping with technological change as well as rigid rule regulations.

8. Job Difficulty: A situation of stress where incumbent feels that job is taxing to her/his abilities, and is significantly different from the requirement of the job.

9. Job Requirement: Capability Mismatch: A situation of stress where incumbent feels that her/his abilities are significantly different from the requirement of the job.

10. Inadequacy of Role Authority: A situation of stress where incumbent perceives that he is not provided with adequate amount of authority to discharge his responsibilities.

Standard alpha reliability for the 10 dimensions are as follows: Lack of group cohesiveness (.80), Role Conflict (.81), Feeling of Inequality (.90), Role Ambiguity (.73), Role Overload (.83), Lack of Supervisory Support (.83), Constraints of Change and Rule Regulations (.61), Job Difficulty (.63), Job Requirement- Capability Mismatch (.65) and Inadequacy of Role Authority (.79). Content validity of the test is .80.

### Procedure

The subjects for the study were selected by using stratified random sampling for middle level management, supervisory level and lower level associates and random sampling for top level management. The subjects from middle level management, supervisory level and lower level associates were chosen from the registers by picking up every fifth associate. The tests were administered in groups and sometimes in some stray cases individually. For this purpose firstly rapport was established with the subjects and then the purpose of the study was explained to them. The instructions for each test were given separately either in groups or individually depending on availability of subjects. For the top management questionnaires were given to them personally, explaining the instructions in details and these were collected from them later on.

## RESULTS & DISCUSSION

### Public Sector

The mean scores of public sector associates show that they have scored higher on professional help, formalization, professional management, standardization, people orientation, centralization, formal communication, welfare concern, power

orientedness, dependency, bureaucratic norms, close supervision, open culture, formalization of personnel rules, existence of personnel rules, implementation of personnel rules and work specialization comparing them to standard norms (Table I; Figure I; Figure II). The public sector associates have moderate scores on organizational risk taking and low scores on authority utilization (Table I; Figure I; Figure II). This means that public sector companies in India have a general attitude of cooperation towards and concern for each other to facilitate professional growth. They have rigid set of rules and norms which are to be followed strictly, clearly defined and logically structured job assignments, expectation of subordinates to have detailed guidance from boss to avoid mistakes. Impartial treatment is given to associates of different categories and department by management. There is a relaxed and easygoing work culture, well functioning teams and easy going work climate. The public sector has bureaucratic structures which automatically keeps a close check on the activities of associates. In public sector there is friendlier atmosphere, strong associations amongst associates and effective communication system with feedback mechanism. Management in public sector believes in happy people- good productivity. In public sector delegated authority is more than the authority actually exercised because here associates are not answerable for performance of their workforce.

The table of regression shows that the *t* values are found to be significant for Professional Help,  $t = -4.45$ ,  $p < .01$ , Professional Management,  $t = 4.77$ ,  $p < .01$ , Organizational Risk Taking,  $t = 3.08$ ,  $p < .01$ , Formal Communication,  $t = -3.78$ ,  $p < .01$ , Dependency,  $t = 2.88$ ,  $p < .01$ , Bureaucratic Norms,  $t = -2.92$ ,  $p < .01$ , Close Supervision,  $t = 2.53$ ,  $p < .01$ , and Authority Utilization,  $t = -3.24$ ,  $p < .01$  (Table III) for stress. In public sector, Professional Management, Organizational Risk Taking, Dependency, and Close Supervision have significant positive effect on Job Stress. Professional Help, Bureaucratic Norms, and Authority Utilization have significant negative effect on Job Stress. (Table III, Figure III). The high score on stress parameter means high stress. Thus the hypotheses:

1. There Would Be Low Job Stress As A Result of Professional Help in Public Sector, is upheld.
2. There Would Be High Job Stress As A Result of Organizational Risk Taking, Dependency, and Close Supervision in Public Sector, is upheld.
3. There Would Be Low Job Stress As A Result of Professional Management, People Orientation, Formal Communication, Welfare Concern, Open Culture, Formalization of Personnel Rules, Existence of Personnel Rules, and Implementation of Personnel Rules in Public Sector, is withheld.

4. There Would Be High Job Stress As A Result of Formalization, Standardization, Centralization, Power Orientedness, Bureaucratic Norms, Authority Utilization, and Work Specialization in Public Sector, is withheld.

The results reveal that professional management has positive effect on organizational stress. Since professional management here accounts for rewards and promotions given on the merit of the candidate, high trust in result achievers, recognition and rewards to knowledge and expertise of employee, rewards being given in proportion to the excellence in job performance, employee involvement in solving day to day problems through regular meetings and joint forums. In such an environment associates always remain under stress to perform better than others and to excel in one's own job. Discussing the results that organizational risk taking has positive effect on job stress, this is so because risk taking is anxiety inducing because of fear of failure so the risk taken in organizational context create stressful situations. Referring to the results that dependency and close supervision have positive effect on job stress; as dependency encourages a tendency in the associates to seek support and advice from their superiors even in situations which do not warrant such leanings, and close supervision is meant to keep a close check on the working of the subordinates. This does not give associates much opportunity to fulfill their needs for improving self, building competence, achieving goals and objectives for themselves and therefore create stress for them. Results show that professional help has negative effect on job stress. In a culture high on professional help associates have a general attitude of cooperation towards and concern for each other to facilitate professional growth, such an environment perpetually reduces stress. Bureaucratic norms have negative impact on job stress, since Indians basically are dependence prone so they prefer an environment where they need not have to take responsibilities. They feel more comfortable in following rules and thus feel less stress in an organizational culture high on bureaucratic norms. Authority utilization has negative impact on job stress. As is evident from the results above that in public sector there is almost no authority utilization which gives associates more autonomy and thus is less stressful.

### Private Sector

The mean scores of private sector associates show that they have scored higher on professional help, formalization, professional management, standardization, welfare concern, dependency, open culture, formalization of personnel rules, existence of

personnel rules, implementation of personnel rules, work specialization, and authority utilization comparing to the standard norms (Table I; Figure I; Figure II). The private sector associates have moderate scores on organizational risk taking, people orientation, centralization, formal communication, and low scores on power orientedness, bureaucratic norms, and close supervision (Table I; Figure I; Figure II). This means Private sector companies in India have a general attitude of cooperation towards and concern for each other to facilitate professional growth, rigid set of rules and norms which are to be followed strictly, clearly defined and logically structured job assignments, expectation of subordinates to have detailed guidance from boss to avoid mistakes. Impartial treatment is given to associates of different categories and department by management. There is a relaxed and easygoing work culture, well functioning teams and easy going work climate. In private sectors there is no close check on associates. They have the autonomy to do their work as they wish to. In private sector the working atmosphere is not so much friendlier and communication is also not much effective. In private sector more authority is exercised than the delegated authority it may be so because the performance output of an employee is measured in terms of his own as well as the output of his workforce, so to get the desired results from the workforce the bosses exercise more authority on them.

The table of regression shows that the *t* values are found to be significant for Professional Help,  $t = -1.93$ ,  $p < .05$ , Organizational Risk Taking,  $t = 1.94$ ,  $p < .05$ , Centralization,  $t = 2.42$ ,  $p < .01$ , Welfare Concern,  $t = -2.09$ ,  $p < .05$  and Work Specialization,  $t = -2.89$ ,  $p < .01$  (Table IV) for Stress. In private sector, Organizational Risk Taking, and Centralization have significant positive effect on Job Stress. Professional Help, Welfare Concern and Work Specialization have significant negative effect on Job Stress (Table IV, Figure IV). The high score on stress parameter means high stress. Thus the hypotheses:

1. There Would Be Low Job Stress As A Result of Professional Help in Private Sector, is upheld.
2. There would Be High Job Stress As A Result of Organizational Risk Taking, and Centralization in Private Sector, is upheld.
3. There Would Be Low Job Stress As A Result of Professional Management, People Orientation, Formal Communication, Open Culture, Formalization of Personnel Rules, Existence of Personnel Rules, and Implementation of Personnel Rules in Private Sector, is withheld.
4. There Would Be High Job Stress As A Result of Formalization, Standardization, Power Orientedness, Dependency, Bureaucratic Norms, Close Supervision, Authority Utilization, and

Work Specialization in Private Sector, is withheld.

The results reveal that organizational risk taking has positive effect on job stress, this is so because as discussed earlier risk taking is basically anxiety inducing because of fear of failure so the risk taken in organizational context create stressful situations. Referring to the results that centralization has positive effect on job stress, this is so because in a centralized structure only higher authorities of the organization decide every thing about the organization, even the routine matters, so the associates do not get the freedom to take their own decisions and express their self which lead to frustration in them and induce stress. Discussing the results that professional help and welfare concern have negative effect on stress. In a culture high on professional help and welfare concern associates have a general attitude of cooperation towards and concern for each other to facilitate professional growth, and management provides adequate welfare facilities and amenities, plans for career development of its associates, provide safe working conditions, attractive retirement benefits, such an environment perpetually reduces stress amongst its associates. Results show that work specialization has negative effect on job stress; here we can say that associates are basically resistant to change, they prefer to perform same kind of job as long as it is satisfying their personal as well as professional needs, moreover Indians basically avoids the situations of decision making and responsibility, thus they feel more comfortable and less stressed in an organizational structure high on work specialization where jobs are more monotonous and decision making is centralized.

Marshall and Cooper (1979) have reported that different aspect of organizational design, such as formalization, standardization, and centralization may significantly influence perception of job stress and lack of participation in the decision making process, lack of effective communication, and restriction on behaviour, and over rigid rules and regulations may be a cause of high stress.

Centralization, lack of participation in decision making, little opportunity for advancement, job difficulty, bad management, bureaucratic rules, work load, lack of autonomy, lack of job security, high authority utilization, great amount of formalization and high degree of specialization contributes to job stress (Buck, 1972; Margolis & Kries, 1974; Marshall & Cooper, 1979; Pettinger, 1996; Burton et al, 1999; Zohar, 1999; Jana & Jean, 2002). Factors like friendly environment, autonomy, concern for associates and their development, teamwork, participation, creative environment, co-worker and supervisory support, risk taking are the inhibitors of job stress (Burton et al, 1999; Jana & Jean, 2002).

## CONCLUSION

To perform well in today's competitive environment an organization must have consistency amongst its structure, system, people, culture and good fit with the strategy. When these structural and cultural characteristics are appropriate, and fit the environmental, technological, and internal requirements, they have a positive impact upon individual satisfaction, performance and is less stressful. However major deficiencies in structure and culture can lead to many major organizational problems of motivating employee who suffer from low morale, get depressed, stressed out and perform poorly. As is evident from the results of present study, that both public and private sector organizations in India have a general orientation for cooperation and concern for each other thus facilitating professional growth. They have rigid rules and norms, which have to be followed strictly. Clearly defined and logically structured job assignments, expectation of subordinates to have detailed guidance from boss to avoid mistakes is a way of life. There is also a relaxed and easygoing work culture, well functioning teams and easy going work climate. However the public sector companies have highly bureaucratic culture with friendly atmosphere, strong associations and effective communication with productive feedback mechanism. Although management keeps its people happy to maintain productivity however authority is still vested with them. In private sector companies there is no close check on associates and they have the autonomy. Working atmosphere here is not so friendly, communication is also not effective. However they actually utilize the authority even beyond delegated to them. The associates of public sector are facing more stress due to Professional Management, Organizational Risk Taking, Dependency and Close Supervision. While Professional Help, Bureaucratic Norms, and Authority Utilization are not stressful for them. In private sector, associates are facing more stress due to Organizational Risk Taking and Centralization. While Professional Help, Welfare Concern and Work Specialization do not generate stress on them. The one factor which is commonly stressful amongst the public and private sector associates is Organizational Risk Taking. The partial results of another study undertaken by Lather (2006) on 100 executives and non executives of Delhi Metro Rail Corporation (DMRC) reveal that organizational risk taking has positive impact on stress in DMRC associates. Organizational Risk Taking here means organization willingly takes chance on a good idea, prefers novel than safe and sure approach, encourages

general orientation towards risk taking and organization take some pretty big risks occasionally to keep ahead of the competition. These results show that in Indian organizations employees are not open to taking risks. They want to follow the safe and sure path.

## HOW TO REDUCE ORGANIZATIONAL STRESS?

The best way to reduce stress at work is to identify stress inducing organizational factors, which could be centralization, lack of decision-making, overuse of authority etc. The next step is to determine techniques and strategies to reduce/eliminate these stressful factors. Organization must first reach to the root cause of stress. This can be done by clearly defining associates' roles and responsibilities, giving associates opportunities to participate in decisions and actions affecting their jobs. Improving communication and reducing uncertainty about career development and future employment prospects will enhance performance and de-stress associates. The work schedules should be compatible with the demands and responsibilities outside the job and enough opportunities should be provided for social interaction among associates.

Although there is no definite design for stress reduction in organization because any such effort will be largely influenced by factors like the size and complexity of the organization, available resources and type of stress problems faced by the organization. However any endeavor towards stress reduction involves four distinct steps: *Identification of Problem, Design and Execute Intervention, Appraisal, and Follow-up.*

Before beginning any stress reduction exercise it is quite important to build general awareness about job stress (causes, costs, and control) and secure top management commitment and support for the program.

## STEPS OF STRESS REDUCTION EXERCISE

### Identification of Problem

The stress inducing factors can be identified through group discussions among managers, labor representatives, and associates themselves. The information about associate perceptions of their work condition and perceived levels of stress, health, and satisfaction is of prime importance. The list of organizational stressors, the warning signs and visible effects of stress provide good starting points for

deciding what information to collect. The data obtained from discussions, surveys, and other sources should be summarized and analyzed to ascertain the stressing organizational factors.

### Design and Execute Interventions

Once these stressful organizational factors are identified and their scope is understood, the next step should be to design and implementation of an intervention strategy. In small organizations, this can be done through informal discussions that helped identify these stressors. These discussions may also help in generating ideas for prevention. In large organizations, however a more formal process is needed. A team can be asked to develop recommendations based on analysis of data. Certain stressors such as a hostile work environment may be pervasive in the organization and require company-wide interventions. Other problems such as excessive workload may exist only in some departments and thus require more narrow solutions such as redesign of the way a job is performed. Still other problems may be specific to certain employees who are resistant to any kind of organizational change. Some interventions might be implemented rapidly with improved communication and stress management training but others may require additional time to put things into place (e.g., redesign of a manufacturing process). Before any intervention occurs, employees should be communicated about the course of the program.

### Appraise the Interventions

Appraisal is a vital step in the intervention process. Appraisal is necessary to determine whether the intervention is producing desired effects and whether changes in direction are needed. Short term and long term appraisal of intervention program should be done to analyze the early indication of program effectiveness or possible need for redirection and to determine the lasting effects respectively. Appraisals should focus on the same types of information collected during the problem identification phase and implementation of the intervention, including information from employees about working conditions, levels of perceived stress, health problems, and satisfaction. Employee perceptions are usually the most sensitive measure of workplace stressors and often provide the first indication of intervention effectiveness. The job stress prevention process does not end with appraisal, rather it should be a continuous process that uses appraisal data to refine or redirect the intervention strategy.

### Follow up

All fruitful efforts towards evaluating, controlling and eradicating stress may get diluted if concerted focused follow up is not done. The chances of prognosis for stress are 100% only if the program designed has 100% follow up.

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TABLE I: MEAN SCORES OF PUBLIC AND PRIVATE SECTOR ASSOCIATE RESPONSES ON ORGANIZATIONAL STRUCTURE AND CULTURE

Variables	Mean Scores of Public Sector	Mean Scores of Private Sector
	Associates	Associates
Professional Help	13.48/H*	13.81/H*
Formalization	21.17/H*	19.61/H*
Professional Management	21.75/H*	23.54/H*
Organizational Risk Taking	14.23/M*	12.63/M*
Standardization	11.52/H*	11.98/H*
People Orientation	18.85/H*	15.84/M*
Centralization	9.95/H*	8.30/M*
Formal Communication	18.01/H*	13.12/M*
Welfare Concern	25.64/H*	27.04/H*
Power Orientedness	3.04/H*	2.97/L*
Dependency	3.58/H*	3.18/H*
Bureaucratic Norms	3.51/H*	2.98/L*
Close Supervision	3.60/H*	2.45/L*
Open Culture	3.53/H*	3.40/H*
Formalization of Personnel Rules	7.99/H*	8.68/H*
Existence of Personnel Rules	4.12/H*	4.34/H*
Implementation of Personnel Rules	3.87/H*	4.34/H*
Authority Utilization	-2.63/L*	1.38/H*
Work Specialization	29.35/H*	32.74/H*

H\*-As per norms it denotes high scores M\*- As per norms it denotes moderate scores L\*- As per norms it denotes low scores

TABLE II: REFERENCE TABLE FOR VARIOUS FACTORS OF ORGANIZATIONAL STRUCTURE AND CULTURE

Variable	Explanation	Variable	Explanation
PH	Professional Help	Po Or	Power Orientedness
Form	Formalization	Depn	Dependency
PM	Professional Management	BN	Bureaucratic Norms
ORT	Organizational Risk Taking	CS	Close Supervision
Stan	Standardization	Ocul	Open Culture
Pe Or	People Orientation	FOPR	Formalization of Personnel Rules
Cent	Centralization	RE	Existence of Personnel Rules
FC	Formal Communication	RI	Implementation of Personnel Rules
WC	Welfare Concern	AU	Authority Utilization
WS	Work Specialization		

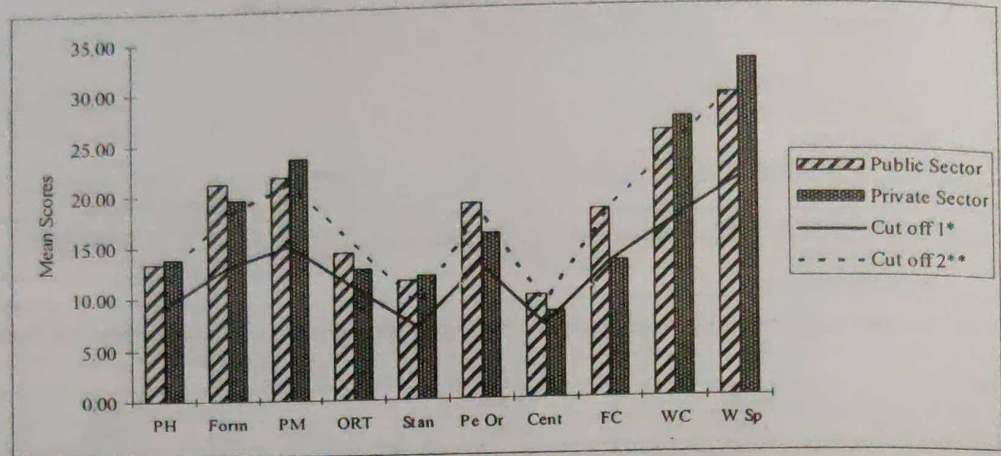
TABLE III: MULTIPLE REGRESSION ANALYSIS FACTORS OF ORGANIZATIONAL STRUCTURE AND CULTURE ON STRESS IN PUBLIC SECTOR

Variable	B	St Error	Beta	t	P
Constant	80.26	13.321			
PH	-1.687	0.379	-0.28	6.025	< .01
Form	-6.12E-02	0.232	-0.018	-4.449	< .01
PM	0.901	0.189	0.314	-0.264	NS
ORT	0.946	0.306	0.19	4.772	< .01
Stan	2.41E-02	0.105	0.012	3.089	< .01
Pe Or	-0.224	0.233	-0.059	0.23	NS
Cent	0.456	0.326	0.082	-0.96	NS
FC	-0.873	0.231	-0.225	1.4	NS
WC	-2.90E-02	0.178	-0.011	-3.787	< .01
Po Or	2.314	1.73	0.084	-0.163	NS
Depn	4.091	1.42	0.189	1.337	NS
BN	-4.523	1.549	-0.197	2.881	< .01
CS	2.111	0.833	0.152	-2.92	< .01
OCul	1.248	1.35	0.057	2.534	< .01
FOPR	1.346	7.816	0.112	0.924	NS
RE	1.123	7.832	0.048	0.172	NS
RI	-3.291	8.039	-0.063	0.143	NS
AU	-0.565	0.174	-0.203	-0.409	NS
WS	-0.212	0.231	-0.055	-3.236	< .01
				-0.916	NS

TABLE IV: MULTIPLE REGRESSION ANALYSIS FACTORS OF ORGANIZATIONAL STRUCTURE AND CULTURE ON STRESS IN PRIVATE SECTOR.

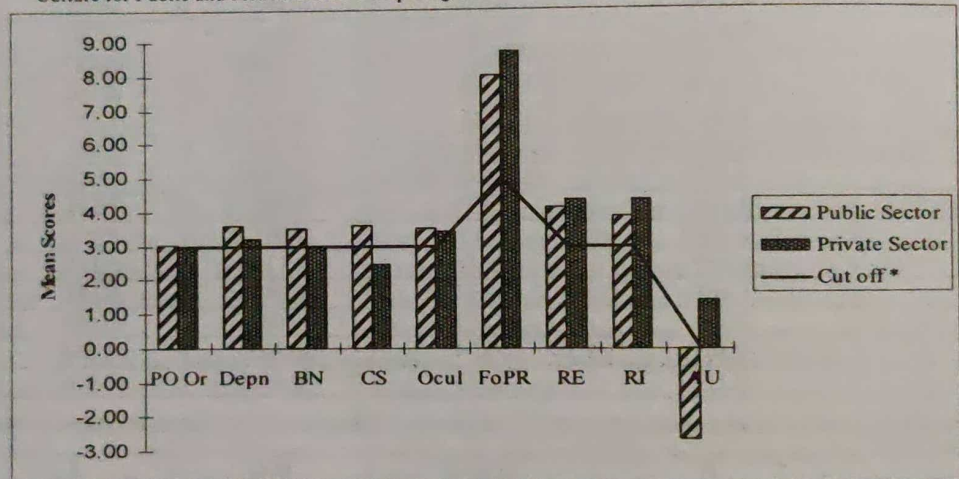
Variable	B	St Error	Beta	t	P
Constant	83.429	11.5			
PH	-0.615	0.318	-0.13	7.255	< .01
Form	-0.369	0.196	-0.133	-1.931	< .05
PM	-0.13	0.159	-0.056	-1.878	NS
ORT	0.491	0.253	0.149	-0.82	NS
Stan	-0.273	0.218	-0.085	1.941	< .05
Pe Or	-2.14E-03	0.18	-0.001	-1.25	NS
Cent	0.885	0.365	0.191	-0.012	NS
FC	0.248	0.21	0.097	2.423	< .01
WC	-0.368	0.176	-0.15	1.181	NS
Po Or	3.102	1.652	0.122	-2.092	< .05
Depn	1.861	1.142	0.136	1.877	NS
BN	-0.294	1.441	-0.017	1.629	NS
CS	0.635	0.593	0.072	-0.204	NS
OCul	1.725	0.999	0.139	1.071	NS
FOPR	-21.425	24.26	-2.072	1.727	NS
RE	22.533	24.317	1.09	-0.883	NS
RI	20.09	24.26	1.221	0.927	NS
AU	-6.21E-02	0.227	-0.017	0.828	NS
WS	-0.503	0.174	-0.258	-0.273	NS
				-2.895	< .01

Fig. I: Comparative Mean Scores on Ten Variables of Organizational Structure and Culture for Public and Private Sector Comparing them to Cut-off Points as Depicted by Standard Norms



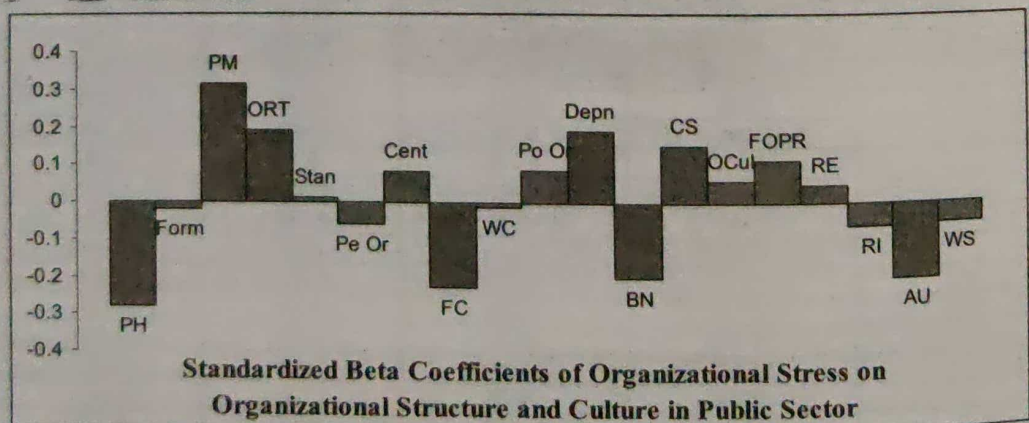
\* Area below the cut off 1 show low scores \*\*Area above cut off 2 shows high scores Between cut off 1\* and cut off 2\*\* shows moderate scores.

Figure II: Comparative Mean Scores on Nine Variables of Organizational Structure and Culture for Public and Private Sector Comparing them to Cut-off Points as Depicted by Standard Norms.



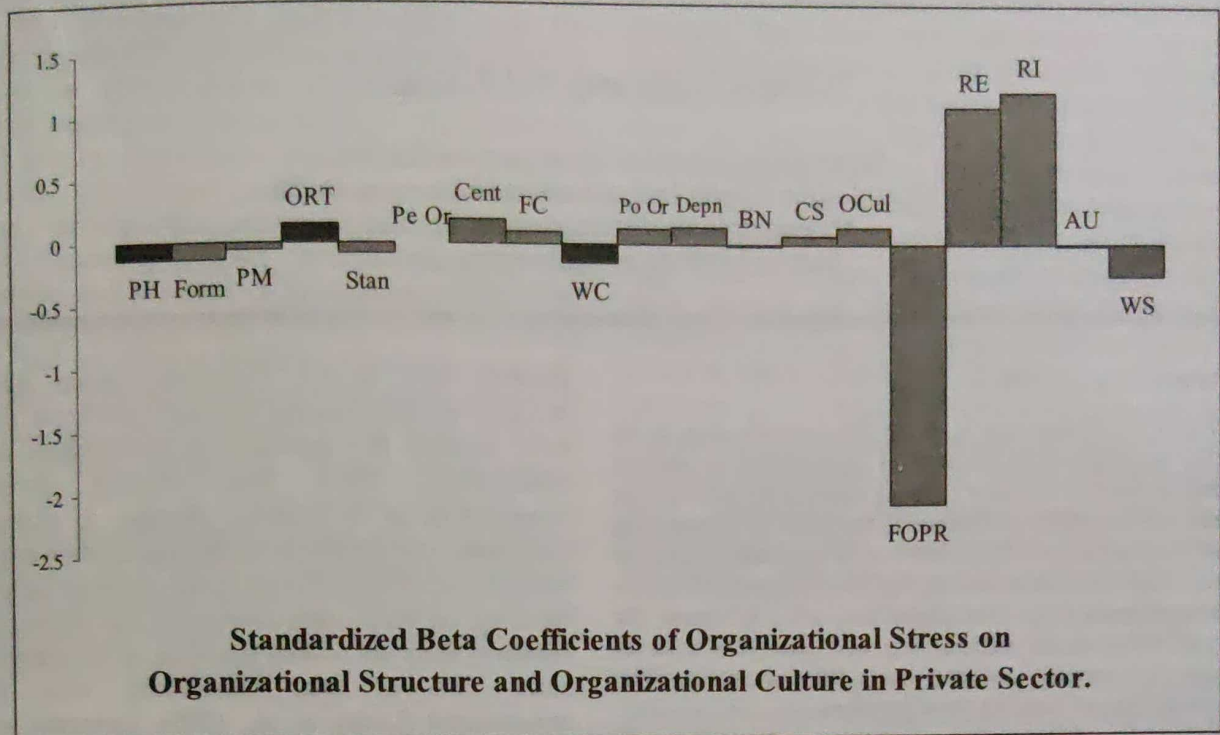
\*Area below cut off show low scores and above cut off shows high scores.

Fig. III: Standardized Beta Coefficients of Organizational Stress on Organizational Structure and Culture in Public Sector.



Shows Standardized Beta Coefficients Significant at .01 Level of Significance  
Shows Non Significant Standardized Beta Coefficients

Fig. IV: Standardized Beta Coefficients of Organizational Stress on Organizational Structure and Organizational Culture in Private Sector.



Shows Standardized Beta Coefficients Significant at .01 Level of Significance



Shows Standardized Beta Coefficients Significant at .05 Level of Significance



Shows Non Significant Standardized Beta Coefficients