Chapter-V

Consequences of Stress

Contents

Key Terms:

1) ***I/O Psychology**: The study of a branch of psychology where issues related to organization and industries are dealt with including human resources of the concerned organization*

2) ***Type – A**: It is a particular personality pattern identified by the psychologists who are over-responsive and react even earlier than the stimulus function.*

3) ***Physiological Consequences**: Self-report Physical problems faced by the job occupant due to stress.*

4) ***Psychological Consequences**: Self-report Psychological problems faced by the job occupant due to stress.*

5) ***Behavioral Consequences**: Self-report Behavioral problems faced by the job occupant due to stress.*

6) ***Burnout**: This is a state of extreme stressfulness of a job occupant under massive pressure of stress for prolonged period of time. Any incumbent under this situation may give up his/her self-control mechanism.*

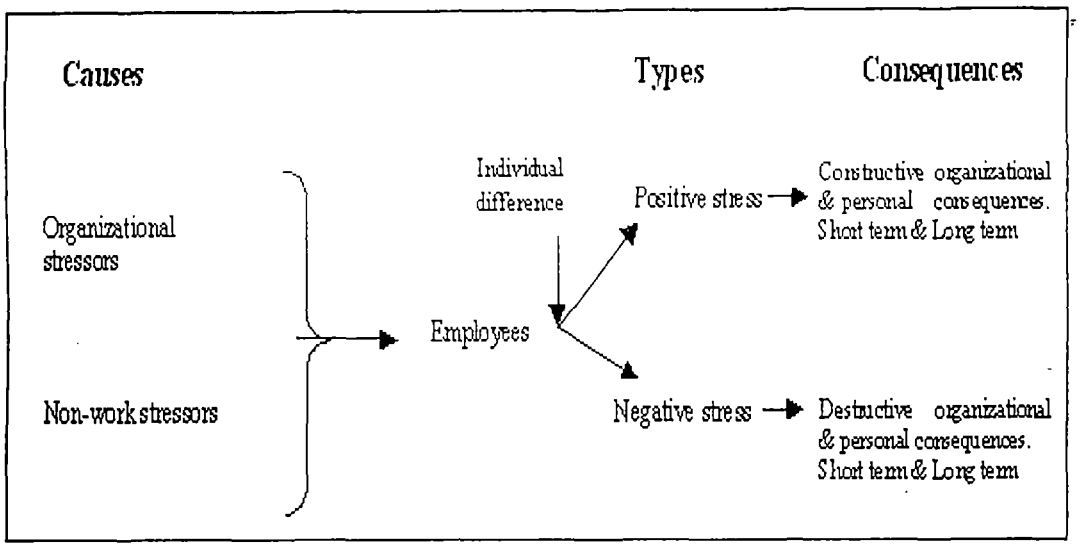
5.1 Introduction

The human consequences consist of health-related conditions that are primarily important to the individual and perhaps less important to the organization. Stress shows its affect in various ways. For instance, an individual experiencing high level of stress may develop high blood pressure, irritability, difficulty in making regular decisions etc. Most of the researchers thus categorized consequences of job stress in three different sections like Physical consequences, Psychological consequences, and Behavioral consequences.

In this chapter an attempt has been made to measure the consequences of job stress on individuals. The measures of individual consequences are shown and analyzed with different statistical tools and techniques. The questionnaire (Appendix-A) consists of altogether 26 questions in connection to individual consequences. Section 'C' consists of 10 specific questions of Psychological consequences. Section D' having 7 specific questions and section 'E' with 9 different questions, which together have sought physical and behavioral consequences of the respondents respectively. 614 respondents all together have responded through the questionnaire.

Beehr and Newman (1978)[1] stated in this context " It must be emphasized that it is the relative importance that is assessed here; employee deaths due to heart attacks, for example, are of concern and importance to employees, but not nearly so important as they are to the victims themselves."

Figure-5.1



[Source: Beehr and Newman, 1978]

It can be seen from the figure 5.1 that an employee under stress is affected both by organizational stressors and Non-work stressors (personal factors). However, the effect of the stressors is again influenced by the individual characteristics. Same stress factors thus do not have same impact on different individuals. Stress may have two-fold effect such as positive stress and negative stress. Positive stress however has been explained as an impact where the employee's productivity is not badly hit but he/she works under mild level of stress. A consequence in this model is also linked with positive as well as negative consequences. So far this model includes all possible factors in a lucid and comprehensive manner. It encompasses consequences of individual and the organization too. It is however, worth in mentioning that the organizational consequence of stress is talked very little in the field of I/O Psychology. It is even surprising that the organizers in general do not even bother about the same. However, individual consequences specially the negative consequences got wide propaganda due to obvious reasons that the employees are the most affected concern amongst all.

All these responses on different Physiological, Psychological and Behavioral responses collected from the sample postal employees are shown below along with various other interrelated statistical measures of these consequences.

5.2 Physiological Consequences

Most of the early researches on stress put immense importance on physiological consequences. This was primarily because the topic was taken over by the researchers who are specialists in the health and medical sciences. According to Srivastav, (1999)[2] "The relationship of mind and body has fascinated philosophers and scientists throughout the history. It was believed that a person's mantel state and physical activities were parts of the individual as a whole". Researchers in health and medical sciences have concluded that stress could create changes in metabolism, increased heart and breathing rates, increased blood pressure, and bring on headaches, and induce heart attacks. In the following section each of the reported symptoms of the respondents on seven different Physiological problems (vide section D of Appendix-A) are hereby analyzed.

Table: 5.1
Tension and headache

	Departmental				Extra-Departmental				Total			
	M	F	T	%	M	F	T	%	M	F	T	%
Never	29	0	29	9.86	34	0	34	10.63	63	0	63	10.26
Sometimes	105	40	145	49.32	167	28	195	60.94	272	68	340	55.37
Often	102	18	120	40.82	73	18	91	28.44	175	36	211	34.36
Total	236	58	294	100	274	46	320	100	510	104	614	100

5.2.1 Tension and Headache

Table 5.1 shows that both categories of employees suffer from acute feelings of tension and headache. For departmental staff the percentage of employees having this particular symptom either sometimes or often is 90.14% and that of the ED staff is 89.38. However, in case of departmental staff 40.82% do feel this symptom often in their job life. It is significant to note that female employees though less in number but none of them reported that she never feels that very symptom. Hence it can be said that female employees irrespective of categories are more vulnerable in comparison to their male counterpart.

Table: 5.2
Weakness

	Departmental				Ex-Departmental				Total			
	M	F	T	%	M	F	T	%	M	F	T	%
Never	79	7	86	29.25	87	3	90	28.12	166	10	176	28.66
Sometimes	95	12	107	36.39	131	18	149	46.56	226	30	256	41.70
Often	62	39	101	34.35	56	25	81	25.31	118	64	182	29.64
Total	236	58	294	100	274	46	320	100	510	104	614	100

5.2.2. Weakness

As it can be seen from table 5.2 that weakness reported by the employees from both the categories are all most same. Departmental employees however, score little lower than that of the ED employees. It is evident from the table that in total 71.34 % of the employees do feel weakness either sometimes or often. Once again the percentage of female employees suffering from the very symptoms in both the categories is higher than that of their male counterpart. Female staff of both departmental and ED report that 51 out of 58 and 43 out of 46 respectively do feel weakness either sometimes or frequently.

Table: 5.3
High Blood Pressure

	Departmental				Ex-Departmental				Total			
	M	F	T	%	M	F	T	%	M	F	T	%
Never	130	24	154	52.38	208	29	237	74.06	338	53	391	63.68
Sometimes	97	29	126	42.86	50	17	67	20.94	147	46	193	31.43
Often	9	5	14	4.76	16	0	16	5.00	25	0	25	4.07
Total	236	58	294	100.00	274	46	320	100.00	510	99	614	100.00

5.2.3. High Blood Pressure

Most job stress-heart attack research has focused on job stress element as one of the major 'risk factors'. They never have made this factor directly responsible for any sort of heart diseases. Kasl and Cobb, (1972)[3], Shirom et.al (1973)[4] have identified job stressors as a contributor of high blood pressure. But it is difficult to predict that in what extent job stress is responsible for high blood pressure due to the fact all these are self-report data for diagnosis. And these reports are also taken on a single point of time through questionnaire.

Table 5.3 however shows that overall 63.68 % employees do not have any complain of the symptom. Among departmental staff the percentage of employees reported high blood pressure symptom is more than that of the ED staff. It makes a little sense that as departmental staff are heavily loaded with responsible jobs hence they are experiencing higher rates.

Table: 5.4
Heart Pounding

	Departmental				Ex-Departmental				Total			
	M	F	T	%	M	F	T	%	M	F	T	%
Never	90	20	110	37.41	82	12	94	29.38	172	32	204	33.22
Sometimes	134	30	164	55.78	187	34	221	69.06	321	64	385	62.70
Often	12	8	20	6.80	5	0	5	1.56	17	8	25	4.07
Total	236	58	294	100.00	274	46	320	100.00	510	104	614	100.00

5.2.4. Heart Pounding

This symptom is considered to be an out come of trauma in work place. Employees working in a not so conducive work environment always feel under tremendous pressure. Stress and strain for a prolonged period of time may also result heart pounding for the employee while in work. The sample population under consideration shows a major portion of the employees have been suffering from this symptom. As per Table no. 5.4 the ED staff seems to be more vulnerable as 70.62 % of them have reported heart pounding either sometimes or often. The portion of departmental staff reported the same is 62.58 and the overall report of heart pounding shows as high as 68.77 % of the total employees.

Table: 5.5
Indigestion

	Departmental				Ex-Departmental				Total			
	M	F	T	%	M	F	T	%	M	F	T	%
Never	48	7	55	18.71	82	19	101	31.56	130	26	156	25.41
Sometimes	110	33	143	48.64	151	17	168	52.50	261	48	309	50.33
Often	78	18	96	32.65	41	10	51	15.94	119	28	147	23.94
Total	236	58	294	100.00	274	46	320	100.00	510	104	614	100.00

5.2.5 Indigestion

This is also a sort of physiological outcome of a stressful incumbent. It comes under the purview of Gastric or peptic ulcer phenomena. Various studies have been made in this area. Gupta et al. (1977) [5] reported that colitis patients negatively response to any kind of mental stress. In this study it is difficult to point out the actual reason for indigestion symptoms of the respondents and to make a conclusive comment on the degree of responsibility of job stress elements for the same. Various research works on the ground water quality in major part of south Bengal in respect of Arsenic show that the quality of water is not suitable for

digestion purpose. Hence the findings of the result must be discussed with consideration of above written facts.

Table 5.5 shows that over 74 % of the total employees report in favour of indigestion problem. The departmental staff report over 81 % and ED staff report 68% are having the symptom either sometimes or often.

Table: 5.6
Constipation

	Departmental				Ex-Departmental				Total			
	M	F	T	%	M	F	T	%	M	F	T	%
Never	118	10	128	43.54	131	23	154	48.13	249	33	282	45.93
Sometimes	93	32	125	42.52	133	19	152	47.50	226	51	273	44.46
Often	25	16	41	13.95	10	4	14	4.38	35	20	55	8.96
Total	236	58	294	100.00	274	46	320	100.00	510	104	614	100.00

5.2.6 Constipation

This is another Physiological problem believed by researchers in I/O psychology to be developed due to acute job stress for prolonged period of time. However, question may be raised about the general physical condition of the employees belonging to the particular geographical area. Considering all these, the table 5.6 shows the reported symptoms of the sample postal employees. In each case the derived result shows that the affected people are more than 50 % of the total sample. However, departmental employees score more than that of the overall score or the score of ED staff.

Table: 5.7
Muscle aches

	Departmental				Extra- Departmental				Total			
	M	F	T	%	M	F	T	%	M	F	T	%
Never	41	2	43	14.63	119	0	119	37.19	160	2	162	26.38
Sometimes	138	31	169	57.48	108	28	136	42.50	246	59	305	49.67
Often	57	25	82	27.89	47	18	65	20.31	104	43	147	23.94
Total	236	58	294	100.00	274	46	320	100.00	510	104	614	100.00

5.2.7. Muscle Aches

This is the last physiological problem considered in this segment of the research work. Many researchers have shown that the job stress has a direct bearing on muscle aches of the focal person. Due to excessive engagement of the departmental employees in the urban post offices, in all most all cases of physical problems they score extraordinarily higher than the ED staff. This symptom is also not an exception. The Table 5.7 shows that the ED Staff score 62.81 % who report muscle aches either sometimes or often. Whereas the departmental employee report that 75.37 % of them feel muscle aches either sometimes or frequently.

5.3. Psychological Consequences

On the basis of self-report the identified Psychological problems of the respondents have been analyzed in this section. Of course the self-report system has some inbuilt shortcomings but researchers in this field of I/O psychology are not left with any other option. Only measure that can be taken is to take utmost care in interviewing the respondents so that they keep their answer close to the actual mental state they belong to.

The role elements of a job, an employee associated with is the main source of his/her mental state. Researchers like French and Caplan et al., (1975)[6], Christopher (1982)[7], and many other have identified role variables to affect various Psychological states of the role occupants. Srivastav (1985)[8] has established the relationship between role stress and mental ill health in his extensive study on different group of working people. Constituent factors of ORS scale however tested several times as major factors generating massive psychological strain on focal employee. Srivastav and Jagdish (1983)[9] identified role conflict as a major factor negatively correlated with psychological well being of the supervisory personnel. Banerjee (1996)[10] in his work with employees of service department has established relationship between role stress and mental

health of the concerned job occupants. The investigation also documented that stress originated from IRD or Inter-role-distance caused maximum variance in psychological health of employees belonging to service sectors. On the other hand employees belonging to manufacturing sector had a great bearing of their psychological well being on SRD or Self-role distance.

Samuel Melamed. et.al., (1995)[11] while working with 1278 workers on job satisfaction, psychological distress and sickness absence, has observed that subjective monotony is directly related with work under load and job satisfaction. Psychological well-being is mainly related to subjective monotony. Kenny et.al., (2003)[12] has argued that the concept of occupational stress gets its prominence in the modern society and has also commented that job stressor has a direct bearing on workers' fatigue what they develop during the course of his job in the organization.

In this section of the study the responses of the postal employees in terms of their psychological well-being have been analyzed. Section 'C' of the questionnaire (vide appendix: A) consists of such psychological questions. All the respondents are approached to reply these questions on self-report basis and the results are shown separately in this section.

Table: 5.8
Not satisfied with the job

	Departmental				Extra- Departmental				Total			
	M	F	T	%	M	F	T	%	M	F	T	%
Never	0	2	2	31.29	6	3	39	12.19	106	5	131	21.34
Sometimes	41	6	77	60.20	11	29	140	43.75	252	5	317	51.63
Often	5	0	5	8.50	27	14	141	44.06	152	4	166	27.04
Total	36	8	94	100.00	74	46	320	100.00	510	04	614	100.00

5.3.1 Not satisfied with the job

It can be seen from the table no. 5.8 that overall 78.67 % of the total employees have been reported that they are not satisfied with their job and they do feel so either sometimes or very frequently. The ED staff even report more dissatisfaction. At least 87.81 % of the ED respondents report that they either feel sometimes or often that they are not satisfied with the job they are engaged with. Surprisingly 44.06% of them feel so very frequently. 60.20% of the departmental staff have the feelings though not so frequently but 8.50% of them do feel the same very frequently. Hence, it can be said depending on the reported result that a major portion of the postal employees is not happy with the job they are engaged with. And it is a matter of fact that this sort of dissatisfaction cannot any way help the organization to grow with prosperity. It is the main source of all sorts of mental ill-health symptoms persists among the postal employees.

Table: 5.9
Getting bored

	Departmental				Ex-Departmental				Total			
	M	F	T	%	M	F	T	%	M	F	T	%
Never	44	7	51	17.35	59	6	65	20.31	103	13	116	18.89
Sometimes	144	37	181	61.56	115	11	126	39.38	259	48	307	50.00
Often	48	14	62	21.09	100	29	129	40.31	148	43	191	31.11
Total	236	58	294	100.00	274	46	320	100.00	510	104	614	100.00

5.3.2. Getting bored

Getting boredom for people associated with routine and variation less job is very common in the modern society. If the work environment persisting makes a total miss match with such a kind of job, the whole work environment generates boredom for the employee concerned. It goes beyond the tolerance of the focused employee and he/she ultimately looses

the basic self-preventive mechanism to counter with any stressful situation. The perceived control mechanism also shattered for the incumbent. The table 5.9 shows that overall 81.11% of the total employees reported that they feel bored either sometimes or even frequently. The departmental staff in this section report more than that of the ED staff. 82.65% of them and 79.69% of the ED staff reported that they are getting bored either sometimes or often. The female employees, on the other hand reported even higher percentage boredom than their male counterpart.

Table: 5.10
Anxiety

	Departmental				Extra-Departmental				Total			
	M	F	T	%	M	F	T	%	M	F	T	%
Never	28	18	46	15.65	15	3	18	5.63	43	21	21	20.19
Sometimes	104	8	112	38.10	131	33	164	51.25	235	41	41	39.42
Often	104	32	136	46.26	128	10	138	43.13	232	42	42	40.38
Total	236	58	294	100.00	274	46	320	100.00	510	104	104	100.00

5.3.3. Anxiety

This is a symptoms identified as a manifestation of an incumbent under stress for prolonged period of time. Many researchers in the field of I/O psychology recognized this as one of the most important psychological symptoms of the employee under stress. However, personality characteristics like 'Type-A' behavior pattern have a strong bearing on anxiety scale. But unfriendly working environment, higher level of job uncertainty, less or chaotic supervisors' intervention, massive work pressure and frequent deadline for accomplishment etc. and many other job related factors are responsible to generate level of anxiety among the working people. In the table 5.10 the reported figures of anxiety level has been shown. It depicts that, as much as 79.80% of the employees reported that they either sometimes or often feel anxious. Perhaps huge level of

uncertainty in the job condition and extra amount of risk associated with rural ED post offices has made ED staff more anxious than their departmental colleagues. They report that 94.38% of them are anxious either sometimes or even frequently. In case of the departmental staff 84.35% of them fall in this category.

Table: 5.11
Depression

	Departmental				Ex-Departmental				Total			
	M	F	T	%	M	F	T	%	M	F	T	%
Never	92	29	121	41.16	47	3	50	15.63	139	32	171	27.85
Sometimes	118	21	139	47.28	165	32	197	61.56	283	53	336	54.72
Often	26	8	34	11.56	62	11	73	22.81	88	19	107	17.43
Total	236	58	294	100.00	274	46	320	100.00	510	104	614	100.00

5.3.4 Depression

This is a Psychological symptom where the incumbent feels that he/she is unable to help himself/herself to bail out from the burden of psychological problems. Depression is a mental state of condition where negative feelings have been developed by the incumbent about himself/herself. The movements of the physical organs get highly affected in this state of condition. People under lot of pressure and absence of any supportive measures from the higher level makes the situation grim in real sense. In table 5.11 the overall report of depression by the employees is not at all a hygienic sign for the department. 72.15% of the total sample employees have reported that they feel depression either sometimes or often. The employees belonging to departmental section however reported less proportion of people in this section than that of the ED staff. Almost 84% of ED employees are suffering from this depression symptom. The percentage of departmental staff suffering from the same symptom is 58.84%, which is again not so encouraging.

Table: 5.12
Irritation

	Departmental				Ex-Departmental				Total			
	M	F	T	%	M	F	T	%	M	F	T	%
Never	92	29	121	41.16	47	3	50	15.63	139	32	171	27.85
Sometimes	118	21	139	47.28	165	32	197	61.56	283	53	336	54.72
Often	26	8	34	11.56	62	11	73	22.81	88	19	107	17.43
Total	236	58	294	100.00	274	46	320	100.00	510	104	614	100.00

5.3.5. Irritation

This particular symptom is experienced by the employees under stress for a prolonged period of time. Under this symptom the incumbent behave with the customer/colleagues in a very unpredictable manner. The overall implication of such symptom on the organization is very negative in nature. The respondents in this research work have shown mixed reaction in this particular question. Table 5.12 shows that ED employees are having higher degree of irritation amongst themselves. 79.07% of them reported that they are either sometimes or often feel irritation in work related issues. On the other hand 69.07% of the departmental staff reported feelings of irritation. It is worth to mention that as much as 33.44% of the ED employees feel the same symptoms frequently whereas their departmental counterpart reports only 13.95% in the same category. Women in large number in both departmental and extra-departmental category are also suffering from the same symptoms. The situation is alarming enough for the department.

Table: 5.13
Low self respect

	Departmental				Ex-Departmental				Total			
	M	F	T	%	M	F	T	%	M	F	T	%
Never	121	43	164	55.78	60	5	65	20.31	181	48	229	37.30
Sometimes	82	15	97	32.99	122	25	147	45.94	204	40	244	39.74
Often	33	0	33	11.22	92	16	108	33.75	125	16	141	22.96
Total	236	58	294	100.00	274	46	320	100.00	510	104	614	100.00

5.3.6. Low Self- Respect

This is another psychological consequence recognized by the I/O psychologists for the employees under stress. A feeling of low self-respect remains inevitable for the incumbents who are neglected by the authority for a prolonged period of time. The table 5.13 shows that though 55.78% of departmental employees report that they never feel such low self-respect, whereas, only 20.31% of ED employees report in the same tune. Feeling low self-respect either sometimes and often by the ED employees altogether comes 79.69%. 33.75% of total ED staff often feels such low respect. On the other hand 41 out of 46 ED women employees reported that they suffer from these feelings. For departmental women employees only 15 out of 58 do have such feelings. It is evident from the result that the ED employees irrespective of male and female do suffer heavily from this psychological symptom and thus may develop a feeling of less mental attachment with the organization.

Table: 5.14
No attachment with the organization

	Departmental				Ex-Departmental				Total			
	M	F	T	%	M	F	T	%	M	F	T	%
Never	118	32	150	51.02	108	22	130	40.63	226	54	280	45.60
Sometimes	106	26	132	44.90	136	24	160	50.00	242	50	292	47.56
Often	12	0	12	4.08	30	0	30	9.38	42	0	42	6.84
Total	236	58	294	100.00	274	46	320	100.00	510	104	614	100.00

5.3.7. No Attachment with the Organization

As it is said in 5.3.6. that low self-respect for a long period of time is manifested in the form of less attachment of the employees with the organization. This symptom is also measured in this psychological behavior of the respondents. Table 5.14 shows that overall 54.40% of the total employees have reported that they either sometimes or often feel no mental attachment with the

organization. The same percentage of departmental employees is 44.98% and that of the ED staff is 59.38 %. Among the ED staff 9.38% do have a strong feeling of no attachment. This finding stated in this table is not at all a favourable situation for the organization. Especially the ED staffs are showing very less confidence in their own organization.

Table: 5.15
Fatigue

	Departmental				Ex-Departmental				Total			
	M	F	T	%	M	F	T	%	M	F	T	%
Never	9	0	9	3.06	52	3	55	17.19	61	3	64	10.42
Sometimes	131	34	165	56.12	129	18	147	45.94	260	52	312	50.81
Often	96	24	120	40.82	93	25	118	36.88	189	49	238	38.76
Total	236	58	294	100.00	274	46	320	100.00	510	510	614	100.00

5.3.8. Fatigue

This psychological symptom is the resultant outcome of almost all the psychological disorder experienced by the incumbent. This is such type of psychological problem, which has direct impact on physiological discipline. Table 5.15 shows that departmental staff score more than that of the ED staff. 96.92% of the departmental staff and 72.82% of the ED staff have reported that they either sometimes or often feel fatigue in their work environment. It is true that the departmental staff are comparatively more preoccupied with their work. The content of workload for them is also heavy and responsibility is also huge. These sorts of work environment along with other psychological problems must produce massive fatigue among the employees. It makes the employee tired of doing the assigned work.

Table: 5.16
Low satisfaction with life

	Departmental				Ex-Departmental				Total			
	M	F	T	%	M	F	T	%	M	F	T	%
Never	75	16	91	30.95	21	2	23	7.19	96	18	114	18.56
Sometimes	140	38	178	60.54	161	34	195	60.94	301	72	373	60.74
Often	21	4	25	8.50	92	10	102	31.88	113	14	127	20.68
Total	236	58	294	100.00	274	46	320	100.00	510	104	614	100.00

5.3.9. Low Satisfaction with Life

Table 5.16 shows that 81.42% of all the respondents either sometimes or often feel low satisfaction with their life. The departmental employees' score in this section is 69.04% and that of ED staff is 92.82%. It is very alarming that that 31.88% of the ED staff often feel that they are not at all satisfied with their lives. Main reason for such a negative feeling may be due to the low paid salary structure of the ED staff and a massive uncertainty in the whole work environment.

Table: 5.17
Sexual Frustration

	Departmental				Ex-Departmental				Total			
	M	F	T	%	M	F	T	%	M	F	T	%
Never	79	27	106	36.05	116	15	131	40.94	145	42	237	38.60
Sometimes	123	6	129	43.88	109	7	116	36.25	232	13	245	39.90
Often	21	0	21	7.14	6	0	6	1.88	27	0	27	4.40
No response	13	25	38	12.93	43	24	67	20.94	56	49	105	17.10
Total	236	58	294	100.00	274	46	320	100.00	460	104	614	100.00

5.3.10. Sexual Frustration

This is the question which was not fully liked by the respondents. The researcher on personal contact with the respondent did face huge problems from them. Most of them were not in a mood of replying this particular question and

felt that this is an attempt of interfering into the private life of the respondents. Table 5.17 shows that all together 17.10% of them declined to reply the question. 49 out of 104 total female employees do fall in this category. So far the answer received is analyzed and it is found that 44.30% of the sample employees are somehow sexually frustrated either sometimes or often. 38.60% of them reported that they never feel such frustration. It is the a further feeling of the researcher that the result shown may not be near to the truth because respondents might have suppressed their real feelings particularly in this question.

5.4. Behavioral Consequences

People under stress and strain at work place for a prolonged period of time may develop few adverse behavioral problems. Researchers in the field of I/O psychology have identified number of such behavioral consequences, which ultimately affect the perceived performance of the incumbent and thus having a negative bearing on the productivity of the concerned organization.

Robbins (1998)[13] describes behavioral consequences as follows: "Behavioral related stress symptoms include changes in productivity, absence, and turnover, as well as changes in eating habits, increased smoking or consumption of alcohol, rapid speech, fidgeting and sleep disorder". Too much stress places unattainable demands or constraints on a person, which in turn lower the performance. Even moderate level of stress experienced for a long period of –as typified by the counter clerks of an urban post office- can result in lower performance. Individuals who have spent bulk of their career in such stressful work environment may have the risk of career burnout.

In this study respondents are asked all together 9(nine) questions related to the behavioral consequences of them in section 'E' of the Questionnaire (Appendix-A). Results found in this section are discussed below.

Table: 5.18
Feel like doing strike

	Departmental				Ex-Departmental				Total			
	M	F	T	%	M	F	T	%	M	F	T	%
Never	63	36	99	33.67	34	11	45	14.06	97	47	144	23.45
Sometimes	137	22	159	54.08	74	2	76	23.75	211	24	235	38.27
Often	36	0	36	12.24	166	33	199	62.19	202	33	235	38.27
Total	236	58	294	100.00	274	46	320	100.00	510	104	614	100.00

5.4.1. Feel like doing strikes

Calling nation wide strike is a common phenomenon for the Indian postal employees. This is the only Government owned establishment where frequent strikes have taken place for what they call mere recognition of their legitimate demands. Employees in this department seem to be the victim of this behavioral symptom. Table 5.18 shows that overall as many as 76.54% employees are in the opinion that they either sometimes or often feel like doing strikes. The proportion of ED employees in this section is high enough i.e., 85.94%. Of this 62.19% frequently and regularly feel like doing strike. This is quiet an unfortunate situation where almost 86% of a special class of employees are in favour of doing strike in the organization where they are working with. On the other hand the 66.32% of the departmental employees are also in favour of doing strike. Several strikes have been observed by both classes of employees. And it is sure that many such strikes will also be observed in this particular department. The sign is not at all encouraging for the concerned authority.

Table: 5.19
Feel like early retirement

	Departmental				Ex-Departmental				Total			
	M	F	T	%	M	F	T	%	M	F	T	%
Never	127	33	160	54.42	129	18	147	45.94	256	51	307	50.00
Sometimes	84	21	105	35.71	77	7	84	26.25	161	28	189	30.78
Often	25	4	29	9.86	68	21	89	27.81	93	25	118	19.22
Total	236	58	294	100.00	274	46	320	100.00	510	104	614	100.00

5.4.2. Feel like early retirement.

Table 5.19 shows that exactly 50% of the total employees do feel either sometime or often about the early retirement. Departmental employees however, showing that 54.42% of them do feel so and that of the ED staff is 45.94%. For ED staff it is perhaps due to the inhuman nature of working condition prevails in the organization. From personal interview it is known from the departmental staff that their feelings for early retirement occurs due to excessive pressure of work along with a sense of non-recognition of their services by the administration.

Table: 5.20
Feel Burnout

	Departmental				Ex-Departmental				Total			
	M	F	T	%	M	F	T	%	M	F	T	%
Never	103	44	147	50.00	89	3	92	28.75	192	47	249	40.55
Sometimes	111	14	125	42.52	164	40	204	63.75	275	54	329	53.58
Often	22	0	22	7.48	21	3	24	7.50	43	3	46	7.49
Total	236	58	294	100.00	274	46	320	100.00	510	104	614	100.00

5.4.3. Feel Burnout

Burnout symptom for the employee under stress is a complete different proposition. In this chapter a separate section is allotted to analyze burnout symptoms of the employees. However, this is a single question asked to the respondents to assess their perception about burnout. Table 5.20 shows the response of employees about their own feelings of burnout. The ED employees report that as many as 71.25% of them do feel burnout either sometimes or often. The departmental employees report exactly 50% of them feel burnout either sometimes or often. The results show that the psychological health of the employees is not in better shape. The whole issue of this symptom will again be discussed in the coming section of this chapter.

Table: 5.21
Smoking habit

	Departmental				Ex-Departmental				Total			
	M	F	T	%	M	F	T	%	M	F	T	%
Never	25	56	81	27.55	78	41	119	37.19	103	97	200	32.57
Sometimes	52	0	52	17.69	85	0	85	26.56	137	0	137	22.31
Often	159	2	161	54.76	111	5	116	36.25	270	7	277	45.11
Total	236	58	294	100.00	274	46	320	100.00	510	104	614	100.00

5.4.4. Smoking habit

Smoking as well as excessive smoking of any job occupant does have a direct link with the job stress. The Table 5.21 shows the data collected from the respondents about their smoking pattern. It is however, true that this is the result of a particular point of time and from this table it is difficult to make any comment on the fact that why these smokers do smoke and when they started this smoking habit. From the table it is found that 72.45% of the departmental employees and 62.81% of the ED staff are in the habit of smoking either sometimes or on regular basis. The trend of smoking among the departmental staff is more than that of the ED staff. The numbers of frequent and excessive smokers are also more in case of departmental staff (54.76%). Both this comparatively higher figure may support the fact that the departmental employees are smoking prone and it is may be due to the fact that they ore excessively overloaded with jobs in their work place.

Table: 5.22
Alcoholism

	Departmental				Ex-Departmental				Total			
	M	F	T	%	M	F	T	%	M	F	T	%
Never	105	58	163	55.44	184	41	225	70.31	289	99	388	63.19
Sometimes	111	0	111	37.76	64	5	69	21.56	175	5	180	29.32
Often	20	0	20	6.80	26	0	26	8.13	46	0	46	7.49
Total	236	58	294	100.00	274	46	320	100.00	510	104	614	100.00

5.4.5. Alcoholism

Consumption of alcohol on regular basis or frequently under the Indian sub-continent environment is also identified as a behavioral symptom of the people under stress. Table 5.22 shows the distribution of the employees under consideration. It is noteworthy to say at this juncture that under Indian value system, taking alcohol is not considered as a common social phenomenon. Still overall 36.81% of the total population consumes alcohol either occasionally or frequently. Like smoking, the trend of consuming alcohol among the departmental employees (44.56) is more than that of the ED employees (29.69). While collecting data in this regard the experience of the researcher is not encouraging at all. Respondents were never sufficiently cooperative in replying this particular question. Thus this table may not speak the actual fact. Women respondents of the departmental section is showing that there is none consuming alcohol. In the ED section 5 women out of 46 report that they consume alcohol on regular basis. However, on enquiry the researcher came to know that all these women are belonging to a particular East-Indian Tribal group where taking alcohol is not considered as a social evil.

Table: 5.23
Adjustment With Colleagues

	Departmental				Ex-Departmental				Total			
	M	F	T	%	M	F	T	%	M	F	T	%
Never	148	24	172	58.50	111	9	120	37.50	159	33	192	31.27
Sometimes	87	34	121	41.16	162	36	198	61.88	249	70	319	51.95
Often	1	0	1	0.34	1	1	2	0.63	2	1	3	0.49
Total	236	58	294	100.00	274	46	320	100.00	410	104	614	100.00

5.4.6 Adjustment With Colleagues

Employees working under acute job stress and unfriendly working environment may develop this particular behavioral symptom. Interpersonal relationship between colleagues is a determining factor in the office environment.

Cold and unfriendly relations and less and miss adjustment among the colleagues certainly reduce the internal understanding between them and thus total productivity may be badly affected. Table 5.23 shows overall 52.44% of the employees have reported that they either sometimes or often face problem of adjustment with their colleagues. For departmental staff the figure is 41.50% and that of the ED staff is 62.51%. it is significant that 37(almost 80%) women ED employees out of 46 have reported that either sometimes or very often they face the problem of less adjustment with their colleagues.

Table: 5.24
Absenteeism

	Departmental				Ex-Departmental				Total			
	M	F	T	%	M	F	T	%	M	F	T	%
Never	97	22	119	40.47	141	13	154	48.13	238	35	273	44.46
Sometimes	122	36	158	53.74	102	30	132	41.25	224	66	290	47.23
Often	17	0	17	5.78	31	3	34	10.63	48	3	51	8.31
Total	236	58	294	100.00	274	46	320	100.00	510	104	514	83.71

5.4.7. Absenteeism

Remaining absent from the office usually means not coming to the office. While taking interview of the respondents they are not only asked to report the their physical absence from the office but also they are asked to report their absence from their respective table. It has become a usual practice in the Govt. offices that at the time of attending legitimate customer the concerned staff remains missing from his/her own table. At the time of interview the respondents are so requested to maintain this 'table absence' phenomenon too. Table 5.24 shows that 59.52% of the departmental, 51.88% of the ED and overall 55.53% of the total employees either remain absent sometimes or often. The situation is not in favour of better turnover of the postal departmental. There has to be an immediate measure of confidence building among the employees of all the categories so as to reduce this tendency of absenteeism among the employees.

Table: 5.25
Less Adjustment with Customer

	Departmental				Ex-Departmental				Total			
	M	F	T	%	M	F	T	%	M	F	T	%
Never	72	1	73	24.83	30	0	30	9.38	102	1	103	16.78
Sometimes	107	46	153	52.04	128	20	148	47.43	235	66	301	49.02
Often	57	11	68	23.13	116	26	142	44.38	173	37	210	34.20
Total	236	58	294	100.00	274	46	312	100.00	510	104	614	100.00

5.4.8. Less Adjustment with customers

Like banking industry the postal department is also a customer oriented organization. Its main purpose is to satisfy the customer and through this the organization grows. Our common experience about the treatment of postal employees with their customers is not satisfactory. The employees may have various reasons in their favour but it is a matter of fact that general treatment with the customer is not up to the mark. It can be seen from the table 5.24 that 83.22% of overall employee, 91.81% of ED employee and 75.17% of departmental employees are involved in less adjustment with the customer either sometimes or often. Female employees of both the categories are showing even high proportion than their respective category averages. 57 departmental female workers out of total 58 and 46 ED female workers out of total 46 have reported that they are some how involved with less adjustment with the customer. It is important to mention here that this report is made on the information collected from the employees only; there is no scope of getting information in this regard from the customers.

Table: 5.26
Accidents or Error from employees' side

	Departmental				Ex-Departmental				Total			
	M	F	T	%	M	F	T	%	M	F	T	%
Never	121	6	127	43.20	104	21	125	39.06	225	27	252	41.04
Sometimes	111	49	160	54.42	167	23	190	59.38	278	72	350	57.00
Often	4	3	7	2.38	3	2	5	1.56	7	5	12	1.95
Total	236	58	294	100.00	274	46	320	100.00	510	104	614	100.00

5.4.9. Accidents or Error from employees' side

It is quiet common among the employees to commit error in official work due to mistake from their side. Employees under massive job stress are prone to commit such mistakes. Depending on the self-report of the employees, it is also very difficult to make any conclusion in this regard because every one does not fully admit his/her own mistake. Still from table 5.26 it can be seen that overall 58.95% of the total employees, 60.94% of the ED staff and 56.80% of the departmental staff do report that they either sometimes or often commit error from their part. It is worth in mention here that 52 female departmental employees out of total 58 have reported error from their part. The fact remains inconclusive that why such a big proportion of departmental female employees commit so much mistake.

5.5. ORS and Stress Consequences

Consequences of stress have been categorized in three different sections viz. Physiological, Psychological and Behavioral. ORS the responsible factors for generating stress were so far not related to the stress consequences any where in this study, hence, in the following section the stress consequences are discussed in relation to the cause variables i.e., ORS variables. The scores of consequences like Physiological, Psychological and Behavioral are taken together and linked with ten different variables of ORS to get coefficient of correlation of each ORS variables with composite result of consequences. The purpose of such analysis is to find out the extent of interdependence of stress consequences with the role variable. This measure will help the management to recognize the possible cause factor responsible for the stress consequences and as a follow up action, intervention measures can be taken up so as to control the severe consequences faced by the victim employee.

Table: 5.27
Correlation coefficient between Physical problem and ORS Variables.

ORS Variables	Departmental			Extra- Departmental			Total		
	M	F	T	M	F	T	M	F	T
Inter Role Distance	0.403**	0.673**	0.462**	0.276**	0.234	0.303**	0.320**	0.382**	0.355**
Role Stagnation	0.053	0.308*	0.114*	-.252**	0.445**	-.194**	-0.150**	0.337**	-0.085*
Role Expectation Conflict	0.294**	0.628**	0.257**	0.310**	0.450**	0.301**	0.308**	0.490**	0.278**
Role Erosion	-.249**	0.032	-.220**	0.091	0.266	0.117*	-0.095*	0.112	-0.071
Role Overload	0.438**	0.097	0.365**	0.179**	0.279	0.166**	0.310**	0.199*	0.268**
Role Isolation	0.087	0.245	0.086	-0.006	0.414**	0.035	0.011	0.204*	0.020
Personal Inadequacy	-.330**	0.115	-.250**	-0.028	0.401**	0.037	-0.178**	0.214	-0.111**
Self Role Distance	0.118	-0.091	0.058	0.001	-0.158	-0.009	-0.008	0.212*	-0.052
Role Ambiguity	0.033	0.368**	0.114	0.160**	0.626**	0.252**	0.078	0.428**	0.160**
Resource Inadequacy	0.210**	0.500	0.194**	-0.121*	-0.075	-0.160**	0.018	0.195*	-0.008

5.5.1. ORS and Physiological Consequences

Table 5.27 shows ten correlation coefficients between ten ORS factors with the combined result of the physiological problems. Inter Role Distance (0.355), Role Expectation Conflict (0.278) and Role overload (0.268) are the highest scorer positively related with the Physiological consequences of the job stress affected population under consideration. All these highest scoring measures are significant at 0.01 level, make another sense that these positive relations are strong enough and immediate managerial intervention is required to minimize stress generated ORS variables. Role Stagnation, Role Erosion, Personal Inadequacy, Self Role Distance, and Resource Inadequacy are the variables weak inverse correlation with the physiological consequences.

Table: 5.28
Correlation Coefficient between Psychological Problems and ORS Variables.

ORS Variables	Departmental			Extra- Departmental			Total		
	M	F	T	M	F	T	M	F	T
Inter Role Distance	-0.071	-0.067	-0.071	0.044	0.430**	0.116*	0.003	0.293**	0.049
Role Stagnation	0.304**	0.125	0.273**	0.154*	0.338*	0.135*	0.310**	0.161	0.283**
Role Expectation Conflict	0.154*	0.423**	0.180**	0.166**	0.527**	0.181**	0.121**	0.448**	0.153**
Role Erosion	0.223**	0.372**	0.175**	-0.086	0.063	-0.066	0.074	0.015	0.065
Role Overload	0.432**	0.187	0.405**	0.202**	0.345*	0.194**	0.301**	0.121	0.272
Role Isolation	0.262**	0.254	0.261**	0.179**	0.166	0.173**	0.264**	0.378**	0.273**
Personal Inadequacy	0.061	0.000	0.055	0.079	0.005	0.078	0.083	0.082	0.084*
Self Role Distance	0.249**	-0.110	0.200**	-0.071	-0.090	-0.062	0.187**	0.260**	0.196**
Role Ambiguity	0.313**	0.010	0.307**	0.313	0.010	0.307**	0.240**	-0.012	0.213**
Resource Inadequacy	0.259**	0.406**	0.267**	-0.093	0.482**	0.167**	0.235**	0.377**	0.239**

5.5.2 ORS and Psychological Consequences

Table 5.28 shows the relationship between ten ORS variables and the combined result of psychological problems of the incumbents under consideration. The basic purpose of such analysis is to identify such ORS variables, which are responsible for creating excessive psychological problems of the incumbent. From analysis of the results of table 5.28 it can be seen that all the ORS variables are positively correlated with psychological problems of the job occupants. The most effective ORS variables responsible for psychological problems are; Role Stagnation (0.283), Role Isolation (0.273), Role Overload (0.272), Resource Inadequacy (0.239) and last but not the least Role Ambiguity (0.213). It is worth mentioning here that all these positively related coefficient of correlations are significant at 0.01 level. Female workers of both the categories have reported high positive correlation (departmental 0.423 and for ED 0.527) with the Role Expectation Conflict whereas; the overall score of REC though positive but shows moderate effect (0.153).

Table: 5.29
Correlation Coefficient between Behavioral Problems and ORS Variables

ORS Variables	Departmental			Extra- Departmental			Total		
	M	F	T	M	F	T	M	F	T
Inter Role Distance	-0.058	0.342**	-0.055	-0.271**	0.413**	-0.216**	-0.174**	0.409**	-0.130**
Role Stagnation	0.259**	0.519**	0.257**	0.542**	-0.096	0.489**	0.430**	0.238*	0.408**
Role Expectation Conflict	0.199**	0.502**	0.299**	0.222**	0.152	0.216**	0.196**	0.369**	0.240**
Role Erosion	-0.001	0.089	0.024	0.208**	0.537**	0.232**	0.104*	0.318**	0.130**
Role Overload	0.534**	0.377**	0.496**	-0.055	-0.104	-0.057	0.246**	0.044	0.228**
Role Isolation	0.123	0.043	0.131*	0.123**	0.046	0.118*	0.145**	0.265**	0.165**
Personal Inadequacy	-0.318**	-0.411**	-0.311**	0.036	-0.182	0.020	-0.177**	-0.136	-0.120**
Self Role Distance	0.286**	0.235	0.282**	-0.022	0.013	-0.019	0.167**	0.416**	0.203**
Role Ambiguity	0.056	-0.011	0.005	0.355**	0.290	0.340**	0.194**	0.138	0.154**
Resource Inadequacy	0.280**	0.107	0.302**	-0.243**	-0.179	-0.223**	0.136**	0.308**	0.198**

5.5.3. ORS and Behavioral Consequences

Table 5.29 shows the relationship of ORS variables with behavioral problems through correlation coefficient. Except IRD and PI other ORS variables are showing strong positive coefficient of correlation. Role Stagnation (0.408), Role Expectation Conflict (0.240) Role Overload,(0.228) Self Role Distance (0.203) are some of the strong positive correlation with 0.01 level of significance.

5.6. Burnout Symptoms

Burnout is a relatively newly defined concept in the realm of psychological stress that has recently gained extensive attention as a separate strain (Farber, 1983[14]). Chronic daily stresses (Roskies & Lazarus, 1980[15]) rather than unique life events (Dohrenwend & Dohrenwend, 1980[16]; Singh 1987[17]; Pestonjee, D.M. 1987b[18]) are regarded as central factors in producing burnout. Burnout has some bearing on the field of job satisfaction in organizational theory (Locke, 1976[19]) and is linked to the extensive literature of occupational stress (MacNeill, 1981[20]); however, the concept of burnout goes beyond specific stresses in the work place to emphasize total life and environmental pressures that affect the individual's well being. At severe levels, burnout might also overlap with symptoms of reactive-depression (Seligman, 1978[21]). Since Freudenberger (1974[22]) and Maslach (1976[23]) defined the concept as a separate entity, the burnout syndrome has become the subject of rapidly growing interdisciplinary literature. At this point burnout is well documented descriptively, but it is in the embryonic stage of empirical study and theoretical clarification Burnout has been defined as a state of physical, emotional and mental exhaustion which is often found in those who have involvement with people in emotionally demanding situations. Such situations are prevalent particularly in the human service professions and also in public service and managerial positions where clients and employees impose constant demands for attention.

The construct validity of burnout was assessed by relating it to several other concepts. Several researches were conducted with burnout measure

documented correlation between burnout and diminishing satisfaction from work, life, and one self, poor physical health, sleep problems, hopelessness, and loss of idealism about the work. Various stress-producing variables have been found to be significantly related to burnout. Work overload, social over extension; bureaucratic pressures; lack of feedback, autonomy and appreciation. Burnout was found to be significantly correlated with a wide range of outcome variables as well, including turnover rates, tardiness, and inclination to leave the job. A significant correlation was found between burnout as assessed by the subjects and the degree of burnout attributed to them by colleagues [24].

Burnout though identified as a psychological symptoms, it seems to pervade almost all aspect of life. Burnout may be exposed in the form of alienation, powerlessness and extreme low self-esteem, poor supervisor's relationship and absenteeism.

According to Maslach (1983) following three variables have been selected to measure the burnout symptoms and in this study a comprehensive correlation analysis have been taken along with 10 different ORS variables:

i. Depersonalization: This is a sense of detachment of the incumbent from other and his/her own self.
ii. Lack of personal Accomplishment: This is the variable measure where low level of personal involvement and similarly lower achievements are taken care with, which are the indicative of emotional burnout
iii. Emotional Exhaustion: It reflects the chronic physiological and psychological problems and powerlessness experienced by and incumbent due to crossing of his/her stress tolerance limits.

In this study the responses of the questions numbering E2, E6, E7, and E8 of the questionnaire (Appendix-A) are taken as the measures of Depersonalization variables. Responses of the questions numbering C1, C2, C6, C7 and C9 are taken as the measures of Lack of Personal Accomplishment and responses of the questions numbering C3, C4, C5, C8, and C10 are taken as measures of Emotional Exhaustion.

Table: 5.30
Correlation coefficient between Depersonalization and ORS Variables

ORS Variables	Departmental			Extra- Departmental			Total		
	M	F	T	M	F	T	M	F	T
Inter Role Distance	-0.015	0.369**	0.050	0.238**	0.626**	-0.112*	0.139**	0.514**	-0.034
Role Stagnation	0.291**	0.691**	0.364**	0.365**	-0.114	0.277**	0.374**	0.384**	0.362**
Role Expectation Conflict	0.152*	0.677**	0.201**	0.171**	0.334*	0.165**	0.141**	0.546**	0.168**
Role Erosion	0.067	-0.068	0.048	0.340**	0.443**	0.343**	0.205**	0.224*	0.202**
Role Overload	0.394**	0.486**	0.403**	-0.060	-0.109	-0.084	0.163**	0.146	0.152**
Role Isolation	0.116	0.316*	0.132*	0.145*	0.069	0.134*	0.162**	0.347**	0.173**
Personal Inadequacy	-0.293**	-0.187	-0.277**	-0.009	0.048	0.004	-0.120**	-0.015	-0.104**
Self Role Distance	0.345**	0.291*	0.327**	0.054	0.390**	0.094	0.244**	0.478**	0.271**
Role Ambiguity	0.079	0.056	0.086	0.318**	0.446**	0.353**	0.194**	0.217*	0.211**
Resource Inadequacy	0.348**	0.251	0.294**	-0.353**	-0.573**	-0.403**	0.150**	0.235*	0.129**

5.6.1. Depersonalization and ORS.

Table 5.30 shows the coefficient of correlation of measures of depersonalization with different ORS variables. Out of ten variables 8 of them have positive correlation with burnout depersonalization measures in overall aspect. However, for both the cases i.e., departmental and extra departmental employees separate sets of correlation coefficients have been found out. On overall basis all eight variables, which are positively related with burnout symptoms are all significant at 0.01 level of significance. On overall basis Role Stagnation (RS) produce highest positive correlation (0.362), whereas, Self Role Distance (0.271), Role Ambiguity (0.211) Resource Inadequacy (0.173) etc. come one after another. Sharma. Radha .R (2002) in his study has got Role Expectation, Role Overload Personal Inadequacy and Self Role Distance having positive correlation of 0.01 level of significance in a study of the Executive burnout.

Table: 5.31

Correlation coefficient between lack of Personal Accomplishment and ORS Variables

ORS Variables	Departmental			Extra- Departmental			Total		
	M	F	T	M	F	T	M	F	T
Inter Role Distance	-0.162*	-0.268*	-0.188**	0.063	0.244	0.099	-0.014	0.155	0.004
Role Stagnation	0.204**	-0.007	0.159**	0.132*	0.483**	0.150**	0.233**	0.174	0.226**
Role Expectation Conflict	0.120	0.117	0.149*	0.139*	0.596**	0.177**	0.104*	0.387**	0.146**
Role Erosion	0.126	-.626**	0.063	-0.110	0.091	-0.084	0.004	-0.057	-0.003
Role Overload	0.436**	0.085	0.393**	0.259**	0.389**	0.263**	0.324**	0.143	0.299**
Role Isolation	0.222**	-0.070	0.199**	0.284**	0.459**	0.296**	0.284**	0.342**	0.291**
Personal Inadequacy	0.071	-0.122	0.047	0.093	-0.057	0.079	0.093*	0.001	0.080*
Self Role Distance	0.204**	-0.407**	0.121*	-0.144	-0.276	-0.127*	0.109*	0.040	0.099*
Role Ambiguity	0.155*	0.478**	0.062	0.305**	0.110	0.295**	0.228**	-0.089	0.179**
Resource Inadequacy	0.124	-0.098	0.112	-0.105	-0.371*	-0.158**	0.125**	0.121	0.127**

5.6.2. Personal Accomplishment and ORS

To study the relationship between Personal accomplishment and role related variables Pearson's coefficients of correlation have been calculated with each variable. The result obtained is shown in the Table 5.31. Out of ten variables except Role Erosion all nine other variables maintain positive correlation. Role Overload (0.299), Resource Inadequacy (0.291) and Role Stagnation(0.266) are some of the highest scoring variables identified in this section. It is worth mentioning that all these highest scoring variables are significant at 0.01 levels. Maslach (1983) has reported almost same type of findings. Sharma. Radha.R although has not considered personal accomplishment a significant contributor towards the burnout symptoms.

Table: 5.32
Correlation Coefficient between Emotional Exhaustion and ORS Variables

ORS Variables	Departmental			Extra-Departmental			Total		
	M	F	T	M	F	T	M	F	T
Inter Role Distance	0.258**	0.338**	0.280**	0.236**	0.481**	0.304**	0.244**	0.444**	0.294**
Role Stagnation	0.380**	0.337**	0.372**	-0.030	-0.009	-0.072	0.195**	0.210*	0.182**
Role Expectation Conflict	0.277**	0.483**	0.273**	0.207**	0.339*	0.193**	0.222**	0.449**	0.221**
Role Erosion	0.242**	0.069	0.210**	-0.242**	-0.148	-0.218**	0.005	0.019	0.002
Role Overload	0.310**	0.183	0.285**	0.217**	0.308*	0.192**	0.626**	0.178	0.235**
Role Isolation	0.288**	0.478**	0.302**	0.078	-0.161	0.058	0.208**	0.335**	0.210**
Personal Inadequacy	-0.045	0.290*	0.009	-0.044	0.059	-0.020	-0.038	0.211*	0.002
Self Role Distance	0.293**	0.222	0.270**	0.025	0.045	0.040	0.184**	0.303**	0.196**
Role Ambiguity	0.223**	0.343**	0.251**	0.626**	0.061	0.275**	0.242**	0.255**	0.262**
Resource Inadequacy	0.433**	0.517**	0.411**	0.066	-0.121	-0.027	0.310**	0.446**	0.282**

5.6.3. Emotional Exhaustion and ORS

Relationship of Emotional Exhaustion and ORS are studied with the help of coefficient of correlation between measures of Emotional Exhaustion and ten ORS variables. The results obtained are shown in the Table 5.32. The overall result shows that Inter Role Distance (0.294), Resource Inadequacy (0.282), Role Ambiguity(0.262) Role Overload(0.235), Role Expectation Conflict(0.221) and Role Isolation.(0.210) are among the highest scorer of the ORS variables and related positively with the Emotional Exhaustion at 0.01 level of significance.

For all tables

** *Significant at 0.01 level*

* *Significant at 0.05 level*

All three dimensions of burnout symptoms found to be significant with different ORS variables with different combinations. This makes a clear sense that the employees under consideration are working under moderate level of burnout symptom. Although it is true that not a single coefficient of correlation crosses the margin of 0.5. But this is also true that all these results are significant even at 0.01 level of significance. These highly significant result is a clear indication that supportive measures from the management is inevitable to protect the postal employees in general from most of the adverse effects of burnout symptoms generated amongst the job occupants under prolonged job stress.

5.7. Testing of Hypotheses:

An empirical study like this needs a hypothesis test to reach to a conclusion where the population parameter can be comprehensively predicted with the checking of test of hypothesis. Any parametric tests usually assume certain properties of the parent population from which we draw the samples.

Assumption like observations come from a normal population, sample size is large, assumption about the population parameters like mean, variance etc., must hold good before parametric tests can be used. The important test technique used for parametric tests are; i) z-test; ii) t-test; iii) χ^2 test; and iv) F-test.

t-test is based on t distribution and used for comparing two sample means when population sample mean is known. But it is suitable for those samples, which are very small.

χ^2 test is based on chi-square distribution and as a parametric test is used for comparing a sample variance to a theoretical population variance.

F-test is bases on F-distribution and is used to compare the variance of the two-independent samples. This test is also used in the context of analysis of variance (ANOVA) for judging the significance of more than two sample means at one and the same time.

z-test is based on the normal probability distribution and is used for judging the significance of several statistical measures, particularly the mean. The relevant test statistics, z, is worked out and compared with its probable value at a specified level of significance for judging the significance of the measure concerned. This is the mostly used as parametric test in empirical research studies. z-test is generally used for comparing the mean of a sample to some hypothesized mean for a population in case of large sample. z-test is used for comparing the sample proportion to a theoretical value of population or for judging the difference in proportions of two independent samples when 'n' happens to be large. It is used for judging the significance of median, mode, coefficient of correlation and several other measures.

Considering all this advantages of z-test over other parametric tests and the easy matching of the statistical results with this study, it is decided to use this particular test technique in the present study.

All together 12(twelve) hypotheses have been built in this study related to the stressfulness of the postal employees, causes and severe consequences of the same. All these hypotheses are to be rested through statistical measures as described above. For testing purpose the technique of z-test has been used. The main purpose of such parametric test is to establish a comprehensive statistical logic to predict the overall population situation. The statistical tables are kept in the Appendix: B for all the hypotheses. Hence, result of each and every hypothesis is analyzed in the following section.

Hypothesis-I: *All the Postal employees are excessively stressful.* (Table Hp-I, Appendix: B).

The table shows that 70.85% of the total staff are moderately stressful falling in the category of the ORS score of 100-139. All together 18.40% of the total staff are falling in the category of the highest category of ORS score i.e., 140 and above. If the ORS score of both the categories are analyzed almost similar findings will come out. Analyzing the result itself could be said that both the categories of employees are excessively stressful. However, z-test as per normal distribution shows following results;

Z =12.41 (for departmental staff), z = 15.18 (for ED staff), z =19.60 (for total result), as per the z- value table, all these values are significant 0.01 level.

Hence, the hypothesis is accepted.

Hypothesis-II: *Employees in postal department are categorized in departmental and extra-departmental staff. In few cases they are involved in*

same sort of work and responsibility but receive discriminated treatment from the authority especially in terms of the salary. (Table Hp-II, Appendix: B).

As per the report of Justice Tallwar (1997)[26] few categories of employees of both the types of staff are involved in same type of works. He site the example of Postal Assistant of departmental staff and EDSMPS; or Postman in departmental category and ED Stamp vendor or ED Mail carrier; or Class IV staff of departmental category and EDBPM or similar ED category. With these frame in mind three different tables have been formed under the table named as Hp-II in the Appendix-'B'. For the testing of the hypothesis following tables are analyzed below;

Though, departmental employees in category –2 and ED staff in category -'0' are involved in same sorts of work the Arithmetic Mean of their Remuneration are Rs.9149.25 for departmental staff and Rs.2963.96 for the ED staff. The difference is massive for a descriptive conclusion that the hypothesis is true enough. But for statistical accuracy the z-test is taken with the corresponding mean and standard deviation and following result has been obtained. $Z = 47.67$ at $p < 0.01$ level of significance.

Similar examination carried for second table of Hp-II and following results have been found out. Mean of salary of departmental staff is Rs. 7128.69 and that of the ED staff is Rs. 2775.00. The variation is enough for descriptive conclusion in favour of the hypothesis. The z-test shows that $z = 20.81$ at $p < 0.01$ level of significance.

Similar examination carried for third table of Hp-II and following results have been found out. Mean of remuneration of departmental staff is Rs. 6506.93 and that of the ED staff is Rs. 2280.83. The variation is enough for descriptive conclusion in favour of the hypothesis. The z-test shows that $z = 18.18$ at $p < 0.01$ level of significance.

All these three tests show the level of significance at $p < 0.01$, hence, the Hypothesis –II has been accepted.

Hypothesis-III: *Extra-departmental staff are more stressful than their departmental counterpart.* (Table Hp-I, Appendix: B)

In both the cases either departmental or extra departmental the number of people under stress reported either sometimes or often are more than 85 % of the sample employee. However, in case of Extra-departmental staff the proportion is a little high than that of the departmental staff. Comparing the sample population of both the results under normal distribution test of significance the following results are available;

$Z = 2.708$ at $p < 0.01$ level of significance.

From the above result, it is evident that the Hypothesis-III is true and it is accepted.

Hypothesis-IV: *Female employees irrespective of categories are more stressful than their male counterpart.* (Table Hp-IV, Appendix: B)

In many early research works it was reported that female workers are more stress prone than the male. The table under reference shows the stressfulness of both male and female employees separately in departmental and extra-departmental categories. Comparing the overall results of both male and female workers following results have been obtained;

$Z = -2.369$ at $p < 0.01$ level of significance

The z value is not favoring the acceptance of the hypothesis, hence the Hypothesis-IV has been rejected.

Hypothesis-V: *Educational qualification maintains an inverse relation with ORS score.* (Table Hp-V, Appendix: B)

In this table the ORS score of the sample employees are related with their academic qualification through linear correlation technique to understand the extent of relationship between these two variables. The results available are as follows;

Overall result	**r = -0.383**
Overall result of male employees:	**r = -0.325**
Overall result of female employees:	**r = -0.387**

In all three cases the result shows that the ORS score is inversely related with the academic qualifications of the sample employees. This means that more the academic degree less the ORS scores or stressfulness. The table also shows that all these results are significant at $p < 0.01$ level of significance, hence the Hypothesis-V has been accepted.

Hypothesis-VI: *Scarcity of infrastructure resources is more acute for the ED staff than the departmental staff.* (Table Hp-VI, Appendix: B)

This table shows the result of the specific question ' Are you satisfied with physical facility of the office'. The reported response of the sample workers are analyzed in the table Hp-VI and comparing the same with respect to the departmental and extra-departmental staff the following results have been available

$Z = 3.62$ at $p < 0.01$ level of significance

The result directs in favour of the hypothesis and hence, the Hypothesis-VI has been accepted.

Hypothesis-VII: *There is a severe trend of going for strike among both classes of employees.* (Table Hp: VII, Appendix: B)

This hypothesis is dealing with the question ' Do you feel like doing strike'. The reported result of the sample employees are recorded and analyzed in the table Hp: VII. The responses were categorized in three simple answers like 'never', 'sometimes' and 'often'. Taking the response in favour of both 'often' and 'sometimes' in the line of the hypothesis and analyzing the overall results, the following results are available:

$Z = 13.168$ at $p < 0.01$ level of significance.

Hence the Hypothesis is accepted.

Hypothesis-VIII: *There is a trend amongst both classes of employees to opt for early retirement* (table Hp: VIII, Appendix : B)

This table is based on the question ' do you feel like early retirement'. The responses from the sample workers are taken in the form of 'never', sometimes' and 'often'. Like all other results, in this case too the combined response of 'sometimes' and 'often' are taken into consideration. Taking the overall analysis, the following result is available: **$Z = 0$**

Hence, the Hypothesis- VIII cannot be accepted.

Hypothesis-IX: *The treatment of the postal employees with their customer is not satisfactory.* (Table Hp: IX, Appendix: B)

This table is based on the question ' Do you have less adjustment with the customer'? The responses from the sample worker are shown in the table mentioned with the hypothesis. In this case too the responses falling in the category of 'sometimes' and 'often' are taken in favour of the hypothesis. The

overall result has been considered and as per the test under normal distribution the following result gets available;

Z = 16.60 at p < 0.01 level of significance.

From the result it is concluded that Hypothesis : IX is accepted.

Hypothesis-X: *The ED staff feel less attached with the organization in comparison to other categories of staff.* . (Table Hp: X, Appendix: B)

The question asked to the sample worker for this hypothesis was ' Do you feel no attachment with your organization'? The responses are kept recorded in the table number Hp: X. From the table itself it is evident that though 51.02 % of the departmental staff feel that they never feel less attached with their organization but only 40.63 % of the ED employees favour the major opinion of the departmental staff. By using test of normal distribution and comparing the results of departmental and ED staff of the concerned table the following result has been obtained.

Z = 2.20 at p < 0.01 level of significance.

From the above results it is concluded that Hypothesis: X is to be accepted.

Hypothesis-XI: *The ED employees suffer from acute sense of low self-respect.* (Table Hp: XI, Appendix: B)

This table shows the responses from the sample worker on the question ' Do you feel low self respect'? The question was as usual asked to both categories of employees and responses are analyzed in the table Hp: XI. Taking the test of normal distribution by comparing the results of both departmental and ED staff, following result is available:

Z = 9.18 at p < 0.01

The above result concludes that the Hypothesis: XI is accepted.

Hypothesis-XII: *Postal employees are left with too much of achieving targets by the authority.* (Table Hp: XII, Appendix: B).

This table is related with the responses to the question 'How your performance is judged'? The result shows that out of three separate options most of the staff report that they are judged by providing targets. By making significant test under normal distribution with the responses of different categories of staff and the overall figure, following results are obtained:

Taking overall results in favour of the reply 'providing targets'

Z =3.0 at p < 0.01 level of significance.

Taking results of departmental staff in favour of the reply 'providing targets'

Z =5.45 at p < 0.01 level of significance.

Taking results of the ED staff in favour of the reply 'providing targets'

Z = 0.75 not significant at p<0.01 level of significance.

The results of departmental and ED staff in favour of the reply 'providing targets' is compared and following result is available.

Z = 2.35 at p < 0.01 level of significance.

Considering all the above results it is concluded that the Hypothesis: XII is accepted.

5.8. Summing Up

1) The toll of job stress has been excessive for the sample employees.
2) The effect of job stress on physical consequences of sample employees fond to be beyond the average limit. Out of seven (7) symptoms measured in this section three symptoms namely High Blood Pressure (35.50%), Heart pounding (66.77%) and Constipation (54.07) shows somehow moderate results.
3) Tension and Headache (89.74%), reported Weakness (71.34%), Indigestion (74.27%) and Muscle Aches (73.61%) are the symptoms, the sample employees are reported to have been suffering heavily. In each case the reported percentage of sample employees suffering from these above-mentioned physical symptoms are above 70%. The average age of the sample employee is 40.84 years (Table 2. Appendix-C) is also an alarming factor. The overall situation is grim and immediate intervention is required for them.
4) The effect of job stress on Psychological consequences of the sample employees is equally or even more serious than that of the physical consequences.
5) Low self respect (62.70%), No attachment with the organization (54.40%), and Sexual frustration (44.30%) are the psychological consequences where the reported result of the sample employees is recorded below 70%. Hence, the effects are considered to be moderate. But for ED employees the reported results of first two symptoms is not at all encouraging. For Low self respect and No attachment with the organization the reported result for ED staff are 79.69% and 59.38% respectively, much above the overall average and alarming too.
6) Other seven symptoms taken for consideration showing more than 70% of the sample employees are extremely suffering from these psychological consequences. The overall psychological health of the sample employees

is therefore, not in an encouraging shape. Immediate corrective measures must be taken before it becomes too late.

7) Except Less adjustment with customers (83.22%) and Intention of doing strike (76.54%) other symptoms reported are not as bad as these were in case of physiological and psychological consequences of the sample employees. As the Post offices are mainly a customer oriented organization of the Indian central Government, problem of less adjustment with the customer from the employees' part may be dangerous when many other alternatives are easily available in the market. On the other hand the reported result of the symptom 'Accidents or error from your side' is really encouraging. Only 1.95% of them reported that they commit mistake frequently. This very result must a proof of the superb technical ability of the sample employees to match with all sorts of crisis.
8) Inter-role distance, Role expectation conflict and Role overload are few ORS factors highly responsible for physiological consequences (Table. 5.27). The most effective ORS variables responsible for psychological problems are; Role Stagnation (0.283), Role Isolation (0.273), Role Overload (0.272), Resource Inadequacy (0.239) and last but not the least Role Ambiguity (0.213)(Table. 5.28). Role Stagnation (0.408), Role Expectation Conflict (0.240) Role Overload,(0.228) and Self Role Distance (0.203) are some of the strong positive correlation influencing Behavioral consequences of the sample employees (Table. 5.29)
9) Burnout symptoms have been shown in three different stages; Depersonalization, Personal accomplishment and Emotional exhaustion. On overall basis Role Stagnation (RS) produce highest positive correlation (0.362), whereas, Self Role Distance (0.271), Role Ambiguity (0.211) Resource Inadequacy (0.173) etc. come one after another with Depersonalization factors (Table 5.30). Out of ten variables except Role Erosion all nine other variables maintain positive correlation. Role Overload (0.299), Resource Inadequacy (0.291) and Role Stagnation

(0.266) are some of the highest scoring variables identified in this section of Personal accomplishment (Table 5.31). And the overall result shows that (Table 5.32) Inter Role Distance (0.294), Resource Inadequacy (0.282), Role Ambiguity (0.262) Role Overload (0.235), Role Expectation Conflict (0.221) and Role Isolation (0.210) are among the highest scorer of the ORS variables and related positively with the Emotional Exhaustion.

10) In the section 5.7 all 12 Hypotheses are tested with appropriate statistical measures. Out of 12 only 2 hypotheses have been rejected for non-compliance of statistical measures and remaining 10 hypotheses have been accepted.

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