Impact of Individual Variants on Organizational Role Stre'ss, Job Involvemnet and Job Satisfaction of Employees

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***Abstract*—Apart from organizational forces, social variants like age, gender, marital status etc. determine an individual's personality and theses variables also decide the extent of organizational role stress (ORS), job involvement (JI) and job satisfaction (JS) of employees. The role performed by the employees differ from that of others and so do the social variants. Therefore, high stress reduces job involvement and job satisfaction. This is because stress has a direct bearing on both the physical and psychological aspects. Dr.Sunder Arumugam & Dr. A. Anand Jerard Sebastine (2025) concluded that there is a positive and significant association between Job Involvement and Job Satisfaction. If one wants to increase the total Job Satisfaction score, then attention and care has to be given to improve the score of sub dimensions of Job Identification and Job Centricity. In nutshell, it can well be said that if the ORS is low, Job Involvement is high and thereby Job Satisfaction is also high. The present study has explored the role of demographic variables on ORS, JI and JS of employees.**

***Index Terms*—Organizational Role Stress, Job Involvement, Job Satisfaction and Demographic Variables.**

I. INTRODUCTION

Gone are the days where humans were called as assets. Only those who are productive and contribute to organizational growth and development are termed as human assets. The productivity of humans depends on various factors. The most prominent factor that hampers the productivity is the organizational role stress (ORS). The impact, the role stress has on individuals, differ from employee to employee depending on the social variables. Certain strong demographic variables help the employee to deal with role stress in a better manner with less negative impact. Some of the demographic variables also support the employee in involving himself in the work he does, thereby improving his job satisfactions (JS). If the demographic variants does not support in managing his role stress, it can impact the organization badly. So, today's organization are facing tough competition from its competitors across the world. If the employees are well equipped both physically and mentally, they can certainly win the competition. Job involvement (JI) and job satisfaction are important forces for an employee to showcase his best.

With the advent of Artificial Intelligence, the risk for employees have grown multi fold. This has also resulted in increase of role stress, fearing their role may be completely eliminated in the days to come. With this fear in mind, the level of involvement may also decrease and resulting in less job satisfaction. So, the organization need to be very careful in managing this. The authors are of the view that it is the employees who have to work hard to reduce his role stress, improve his job involvement and job satisfaction. Some of the demographic variables have been considered in this study to find out its impact or function on ORS. JI and JS.

A few literatures reviewed showed a contradictory finding from that of the present study. A study by DeVaney and Chen (2003), showed that demographic variables such as age, gender, race, and education have an effect on job satisfaction. Sseganga and

Garrett (2005), conducted research in Uganda and found that gender has no influence on job satisfaction of university faculty members.

A recent study (Aydin, Oya 2018) wherein difference between marital status and employees' stress, Mann Whiteny U Test was performed. The test showed that two out of six factors showed difference. Employees differed by marital status in their evaluation.Moreover it also found that single employees placed more emphasis on six stress factors than married employees. The findings of this study does match with that of the present study.

II. METHODOLOGY

Adhering to the inclusion and exclusion criteria, a total of 789 executives were included for the final study. Thus, Simple Random Sampling was obtained for the present study. The tool for ORS developed by Udai Pareek (2008) was adopted, Job Involvement scale by Santosh Dhar, Upinder Dhar and Srivastava.D.K. (2014) was used and finally to understand and measure the level of Job Satisfaction the standardized scale was used. The research design adopted in the present study is Descriptive Design. The researcher has adopted statistical analysis to find out the degree and direction of association between ORS, JI & JS Karl- Pearson's Co-efficient of Correlation (r) tests were used. To find out the mean differences between the two groups of executives (say male & female) on the subject variables (ORS, JI & JS), the independent sample's t- tests were used.

III. RESULTS

The authors would like to place the main findings in the following terms-

- Female executives have high level of JI (78.53 %) compared to male executives (63.51 %) and female executives do differ significantly with male executives in JS.
- Eexecutives living in rural area have high level of JI (79.16%) compared to executives living in rural area (61.30%). Eexecutives living in rural area have high level of JS (69.10 %) compared to executives living in urban area (62.38 %).
- It has been found that executives living in joint families have high level of JI (78.12 %) compared to those executives living in nuclear families (66.33 %). the total JS of executives based on the type of family,
- It has been found that those executives living in joint families have high level of JS (70.66 %) compared to executives living in nuclear families (60.91 %)
- Eexecutives who are married have high level of ORS (49.58 %) compared to bachelor executives (41.34 %). Eexecutives who are single have high level of JI (79.51 %) compared to those executives who are married (63.89 %). Bbachelor executives have high level of JS (69.88 %) compared to married executives (62.79 %).
- There exist negative and significant association between ORS and JI ($r = -0.229$ $p < 0.01$) and JS ($r = -0.471$ $p < .01$) which means higher the ORS lesser will be the JI and higher the ORS lesser will be JS.

IV. DISCUSSIONS

Discussions always differ from person to person. The following discussions have been made by the authors, based on the analysis done.

Table No- 1. 'T' Test Results Based on Gender

SLNO	FACTORS		(MALE) (728)	(FEMALE) (61)	TOTAL (789)	't' Value	SIG
1	TOTAL ORS	MEAN	49.87	41.66	44.38	5.95	P<.05
		SD	11.45	10.26	12.15		
2	TOTAL J I	MEAN	63.51	78.53	79.06	9.43	P<.05
		SD	12.83	11.87	10.81		
3	TOTAL J S	MEAN	61.18	70.75	69.47	5.63	P<.05
		SD	11.67	12.83	11.89		

ORS: ORGANIZATIONAL ROLE STRESS JI: JOB INVOLVEMENT JS: JOB SATISFACTION

While discussing the total ORS of executives based on gender, it has been observed that the male executives have high ORS (49.87 %) compared to female executives (41.66 %).

It is observed that the above motioned difference is statistically significant at 0.05 levels since the 't' value is significant at 0.05 levels. Further, it is also observed that male executives do differ with female executives in ORS.

Moreover, the male executives do differ significantly with the executives who are female in ORS.

There is absolutely no doubt that the female executives have high level of JI (78.53 %) compared to male executives (63.51 %).

Moreover, it is also observed that the above stated difference is statistically significant since the 't' value is significant at 0.05 levels. The female executives do differ with male executives.

In addition, it is also observed that female executives do differ with male executives in JI.

And given the fact that the total JS score of executives on the basis of gender, it is observed that female executives have more JS (70.75 %) compared to male executives (61.18 %).

It has been observed that the above-mentioned difference is statistically significant since the F ratio is significant at 0.05 levels. Moreover, it is also obvious that the female executives do differ with male executives.

Further, it has been observed that female executives do differ significantly with male executives in JS.

Table No- 2. 'T' Test Results Based on Place of Living

SLNO	FACTORS		(RURAL) (180)	(URBAN) (609)	TOTAL (789)	't' Value	SIG
1	TOTAL ORS	MEAN	42.11	49.82	44.38	8.48	P<.05
		SD	10.51	11.39	12.15		
2	TOTAL J I	MEAN	79.16	61.30	79.06	18.61	P<.05
		SD	10.99	12.34	10.81		
3	TOTAL J S	MEAN	69.10	62.38	69.47	6.87	P<.05
		SD	11.07	12.98	11.89		

ORS: ORGANIZATIONAL ROLE STRESS JI: JOB INVOLVEMENT JS: JOB SATISFACTION

The fact of the matter is that, total ORS score of executives based on the place of living, it has been observed that executives living in urban area have high level of ORS (49.82 %) compared to executives living in rural areas (42.11 %).

It has been observed that the above-mentioned difference is statistically significant since the't' value is significant at 0.05 levels. It has been observed that executives belonging to urban area differ significantly when compared to executives living in rural areas in ORS.

Another piece of evidence is that the total JI of executives based on the place of living, it is found that executives living in rural area have high level of JI (79.16%) compared to executives living in rural area (61.30%).

It has also been observed that the above-mentioned difference is statistically significant since the 't' value is significant at 0.05 levels. It has been observed that the executives belonging to rural differ significantly than those executives living in urban area in JI.

The truth is that, the total JS of executives based on the place of living, it has been observed that executives living in rural area have high level of JS (69.10 %) compared to executives living in urban area (62.38 %).

It has been observed that the above-mentioned difference is statistically significant since the't' value is significant at 0.05 levels. Further, it is clear that the executives in rural area do differ with those executives living in urban area in JS.

[1] Table No- 3. 'T' Test Results Based on Type of Family:

SLNO	FACTORS		(NUCLEAR) (686)	(JOINT) (103)	TOTAL (789)	't' Value	SIG
1	TOTAL ORS	MEAN	49.99	41.20	44.38	7.00	P<.05
		SD	11.51	11.93	12.15		
2	TOTAL J I	MEAN	66.33	78.12	79.06	9.87	P<.05
		SD	10.45	11.43	10.81		
3	TOTAL J S	MEAN	60.91	70.66	69.47	7.31	P<.05
		SD	10.79	12.88	11.89		

ORS: ORGANIZATIONAL ROLE STRESS JI: JOB INVOLVEMENT JS: JOB SATISFACTION

The reality is that the total ORS of executives based on the type of family, it has been observed that executives living in nuclear type family have high level of ORS (49.99 %) compared to executives living in joint families (41.20 %).

It has been observed that the above-mentioned difference is statistically significant since the 't' value is significant at 0.05 levels. Further, it is obvious that the executives with nuclear families do differ with executives who are in joint families in ORS.

The authenticity that can be drawn over here is that. while discussing the total JI of executives based on the type of family, it has been found that executives living in joint families have high level of JI (78.12 %) compared to those executives living in nuclear families (66.33 %).

Moreover, it has been observed that the above-mentioned observed difference is statistically significant since the 't' value is significant at 0.05 levels. Further, it is clear that the executives living in joint families do differ with the executives living in nuclear families.

While discussing the total JS of executives based on the type of family, it has been found that those executives living in joint families have high level of JS (70.66 %) compared to executives living in nuclear families (60.91 %).

It has been observed that the above-mentioned observed difference is statistically significant since the't' value is significant at 0.05 levels. Further, it is clear that executives belonging to joint families do differ with executives of nuclear families in JS.

Table N-. 4. 'T' Test Results Based on Marital Status:

SLNO	FACTORS		(SINGLE) (44)	(MARRIED) (745)	TOTAL (789)	't' VALUE	SIG
1	TOTAL ORS	MEAN	41.34	49.58	44.38	4.24	P<.05
		SD	12.55	11.90	12.15		
2	TOTAL J I	MEAN	79.51	63.89	79.06	9.26	P<.05
		SD	10.84	11.34	10.81		
3	TOTAL J S	MEAN	69.88	62.79	69.47	4.09	P<.05
		SD	11.08	12.59	11.89		

ORS: ORGANIZATIONAL ROLE STRESS JI: JOB INVOLVEMENT JS: JOB SATISFACTION

While discussing the total ORS based on the marital status of executives it has been observed that those executives who are married have high level of ORS (49.58 %) compared to bachelor executives (41.34 %).

It has been observed that the above-mentioned observed difference is statistically significant since the 't' value is significant at 0.05 levels. Further, it is very clear that executives with 'married' status do differ with bachelor executives in ORS.

While dealing with the total JI of executives based on the JI, it has been observed that those executives who are single have high level of JI (79.51 %) compared to those executives who are married (63.89 %).

It has been observed that the above observation made is statistically significant since the 't' value is significant at 0.05 levels. Further, it is clear that bachelor executives do differ with married executives in JI.

The total JS of executives based on the marital status is concerned, it has been observed that the bachelor executives have high level of JS (69.88 %) compared to married executives (62.79 %).

It has been observed that the above-mentioned observed difference is statistically significant since the 't' value is significant at 0.05 levels. Further, it is very clear that bachelor executives do differ with executives who are married.

Table No- 5. Able Showing the Correlations of Ors, Ji and Js

SL NO	VARIABLES	ORS	JI	JS
1	Organizational Role Stress	1.0		
2	Job Involvement	-0.229(**)	1.0	
3	Job Satisfaction	-.471(**)	.629(**)	1.0
** Correlation is significant at 99%.				

The above table explains the degree of association and types of association between the subject variables under study, namely ORS, JI and JI.

Since the above-mentioned subject variables (constructs) are measured with the help of standardized scales, their levels are in interval level. The researcher has chosen the appropriate statistical test namely Karl Pearson's (r) for their analysis.

The table clearly point out that there exist negative and significant association between ORS and JI ($r = -0.229$ $p < 0.01$) and JS ($r = -0.471$ $p < .01$) which means higher the ORS lesser will be the JI and higher the ORS lesser will be JS.

The table also indicate that there exist the positive and significant association between JI and JS ($r = 0.629$ $p < .01$) which means higher the JI higher will be JS.

Both positive and negative correlations are significant at 0.01 levels and hence they are not by chance. There exists a statistically significant association between the variables under the study.

V. CONCLUSION

In nutshell, the study reveals that higher the ORS lesser will be the JI and higher the ORS lesser will be JS. The bottom-line is that ORS, JI and JS differ between the male and female executives. The legitimacy that can be drawn over here is that there is a significant difference in the level of ORS, JI and JS among the executives based on their area of living. Depending on the above analysis, the researcher can very well say that there is a significant difference is the level of ORS, JI and JS of the executives based on the type of family. There is a significant difference in the level of ORS, JI and JS of executives on their basis of marital status.

Turning human resource into human asset is the prime responsibility of the organization. The organization can strategies but it is the individual employee who have to do the workings. Individual social variants cannot be influenced but the impact it has, on managing the organizational role stress and improving job involvement and job satisfaction can certainly be tilted, in our favor.

Apart from organizational forces, social variants like age, gender, marital status etc. determine an individual's personality and theses variables also decide the extent of organizational role stress (ORS), job involvement (JI) and job satisfaction (JS) of employees. The role performed by the employees differ from that of others and so do the social variants. Therefore, high stress reduces job involvement and job satisfaction. This is because stress has a direct bearing on both the physical and psychological aspects. Dr.Sunder Arumugam & Dr. A. Anand Jerard Sebastine (2025) concluded that there is a positive and significant association between Job Involvement and Job Satisfaction. And that finding also matches with that of the finding made in this present study.

If one wants to increase the total Job Satisfaction score, then attention and care has to be given to improve the score of sub dimensions of Job Identification and Job Centricity. In nutshell, it can

well be said that if the ORS is low, Job Involvement is high and thereby Job Satisfaction is also high. The present study has explored the role of demographic variables on ORS, JI and JS of employees.

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