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Commerce Reimagined: The Future of Trade and Transactions

Volume-2

Editor(s):

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Commerce Reimagined: The Future of Trade and Transactions-Volume-2

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Preface

In the rapidly shifting terrain of the 21st Century global economy, the interplay between Commerce, Economics and Management Studies has become more intricate, dynamic and interdependent than ever before. As nations strive for economic resilience, businesses push for digital agility and societies seek sustainable models of growth. The need for adaptive and innovative approaches in these disciplines has reached a critical juncture. Against this backdrop, AI is no longer a futuristic concept it is a present reality redefining the essence of decision-making, productivity, and strategic foresight.

Commerce now thrives in expansive digital ecosystems like online platforms, block chain systems, and AI-powered tools like Chabot and recommendation engines have reshaped the commercial landscape. These innovations enable highly personalized consumer experiences, increase operational speed, and remove many logistical barriers to market access.

Economics has evolved from static models of scarcity and allocation to dynamic forecasting and behavioural analytics. Policymakers use predictive AI to anticipate inflation, simulate fiscal impacts, and respond swiftly to supply chain challenges. At a micro level, businesses employ real-time consumer data to adjust pricing and optimize resource use for better returns.

Management Studies are being reshaped by AI integration into strategic, operational, and HR functions. Recruiters utilize AI to evaluate applicants and retention probabilities, while operations teams use smart analytics to increase efficiency and reduce downtime. Decision-makers benefit from dashboards that improve planning and performance in complex market environments. Success now depends not just on intuition and experience, but on the ethical and meaningful use of intelligent technologies. This work invites readers to engage with these topics through case studies, trend analysis, and informed debate. It calls on leaders, thinkers, and learners to shape an intelligent, responsible future that enhances human purpose and empowers societies to thrive across industries and borders.

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Dr. LUBNA SURAIYA, Ph.D., popularly titled as *Navarathina Nayagi* for being **the First Indian Women to do research on Transgender Entrepreneurs and being the Recipient of the Honorary Award of Doctor of Letters in Commerce from International Economics University for SAARC Countries (Republic of Maldives) in 2018.** An author, Inspirational speaker, Gender Inclusion Catalyst, Public Blood Donor, Edu-trainer, Life-Long Learner, Social Reformist, Volunteer, Multi-Award Winner, Independent Researcher and Academician. A remarkable invited energetic Guest Speaker specialized in third gender to create awareness among students in various schools, colleges, universities and academic forums in Tamil Nadu and across Indian states. She combines academic rigor with on-ground insights, especially focused on Tamil Nadu, and has earned recognition within progressive social and research circles whose work critically examines and supports transgender entrepreneurship and inclusion in India.

Her academic profile holds 9 degrees including an MBA, M.Com, DIT, M.Phil, PDGE and PhD. She has a strong academic background and designated as an Assistant Professor in the Department of International Accounting and Finance at renowned institution in SRM Institute of Science and Technology, Chennai.

Having published 26 research articles in the reputed UGC Approved, UGC Care list, Scopus Indexed, Web of Science and with high impact factor International and Indian journals in various sectors like entrepreneurship, marketing, education, human behavior etc. Bagged 18 Best Research Paper and Best Presenter awards, 22 ISBN/ISSN proceedings in various International, National and State Conferences, 4 Patent Publications, 1 Patent grant, authored 1 book on HR, 4 book chapter publications, Life Membership at various professional bodies and being the Chief Editor for Commerce

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Her interviews appeared in popular TV Channels and as well as in reputed leading Tamil magazines or newspaper such as The New Chennai Express, Daily Hunt, News 7 Tamil, Vaikarai Seithigal, Namma Ooru Pirabalangal, Sri Krishna TV Erode, AMN Channel Tirunelveli, TN69 Voice Thoothukudi, NTrichy.com Live Telecast, Sathanai Pengal, Dinamani, Vanakkam America, Dinakaran, Dinamani, Dinathanthi, Aval Vikatan and Manava Kathir. Spoke in Kalaingar TV for a public speaking program “Azhagiya Tamil Magal” Episode I headed by Cine actress Mrs. Rohini Raghuvaran and also in the Public Talk show on Transgender at Jaya TV program “Unnai Arinthal” in Episode 6 hosted by Cine actress Ms. Varalakshmi Sarath Kumar. Regular content write ups on Third Gender to Magalir Kathir, PuthuVaravu, e-magazine Trans News (Tamil Nadu), Maruthani Monthly (Thiruvananthapuram, Kerala) and trichyoutlook.

Her Special Awards are 2 International Awards, 1 State Level Award, 1 Kerala State Award and 15+ Private Institutions or by NGO's. To name a few:

1. Received Sports and Physical Fitness Certificate 2002 from The Dubai Police General Head Quartered by His Highness General Crown Prince of Dubai, U.A.E, Ministry of Defense and Dubai Police and Public Security.
2. Best Achiever Award 2024 from Green Tech Research Foundation, Thailand.
3. Recipient of State Level Life Time Achievement Award as “Manithavalak Kalaimani 2019.
4. Best Social Worker Award for participating in CORONA Awareness Programme in Jan Andolan for COVID Appropriate Behaviours organized by Government of Tamil Nadu, Villupuram Municipality, Government of India Field Outreach Bureau, Puducherry and Bharatheeya Nattuvaidhya Samithy, Tiruvananthapuram.
5. Best Faculty Performance Award 2015 from Kavi Peararasu Vairamuthu.
6. Excellent Social Worker Arignar Anna Award 2019 from Former Hon'ble Minister for School Education, Government of Tamil Nadu Mr. K.A. Sengottayan.

7. Kalaam's Aspiring Teacher Award 2019 from Dr. APJ Abdul Kalam Foundation, Rameshwaram.
8. The Best Female All Rounder Performer Award 2020 from Shri Aananda Kalpa Foundation, Coimbatore.

As part of social service, donated blood 28 times organized by TNSACS, CAPACS, TN State Blood Transfusion and other private hospitals and registered for Organ Donation, organized various camps like Blood Donation, ECG, Eye Check-up, Dental Check- up and took part in Rally on AIDS Awareness as Rotaract Co-Ordinator.

About the Editors



Dr.P. Kanchana, Ph.D., is Presently an Assistant Professor in SRM Institute of Science and Technology, Faculty of Science & Humanities, SRM University, Vadapalani Campus. She was awarded Ph.D in Commerce from University of Madras in 2016. She has over 20 years of experience in teaching and research and contributed more than 20 papers in various National and International Journals. She has been awarded Dedication, Excellence and CTPD - New Delhi.

Potential Teacher Award in the year 2012 and 2016. She has received Best Speaker Award in both Tamil and English and Best Organizer Award in the year 2010. She has been acting as a member of the Indian Commerce Association.

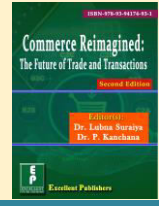


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Chapter 6

Organizational Role Stress, Quality of Work Life and Job Satisfaction among Women Executives in IT, ITES, Manufacturing and Service Sectors in Chennai Region

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Keywords

Economic, Empowerment, Western influence, urbanization and Challenges

Abstract

India's position at 129 in the Human Development Index (2019) highlights persistent challenges in health, education, and income, particularly for women. Despite improvements in living standards, women's labour force participation remains low at 28.8% compared to 80.9% for men, and continues to decline due to cultural norms, occupational segregation, and socio-economic barriers. Women remain vulnerable to gender inequalities, climate risks, and workplace exclusions, slowing overall economic growth. Historical transitions shaped by Western influence, urbanization, education, and industrialization have shifted women's roles from domestic confines to professional and managerial positions. Yet, balancing traditional responsibilities with modern careers continues to create stress and structural limitations. Drawing on studies such as Parikh & Shah's qualitative analysis of women managers, the paper underscores both the progress and challenges in women's workforce participation. The findings emphasize the urgent need for gender-sensitive policies, empowerment, and social change to fully integrate women as equal contributors to national development.

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5.1 Introduction

India ranked 129 out of 189 countries in the Human Development Index (HDI) 2019, reflecting challenges in life expectancy, education, and income levels. Although there has been slight improvement in living standards, women's participation in the labour force remains low at 28.8% compared to 80.9% for men. Women are especially vulnerable to climate change, industrial hazards, and natural disasters due to their societal roles and positions. The HDI report stresses that societies tolerant of gender inequality experience slower economic growth. In line with this, India's Twelfth Five Year Plan emphasized ending gender-based inequities, discrimination, and violence against women.

Despite some progress, attitudes toward women remain traditional, assigning them family responsibilities while men dominate the work sphere. Although working women have proved their competence in many fields, reports from the ILO and United Nations highlight a paradox: women's overall employment has grown in absolute numbers, yet their labour force participation rate has steadily declined since the mid-2000s. Factors such as cultural norms, occupational segregation, rising household income, and competition with men have restricted women from entering or continuing in productive employment. This decline calls for urgent attention from policymakers, social workers, and human resource professionals, as women constitute half of the nation's human resource and are vital for future development. Empowerment and education must therefore remain central to national growth strategies.

Historically, the role of women has transformed significantly. According to Parikh & Shah (1994), influences such as three centuries of Western cultural impact, the transition from agrarian to industrial society, urbanization, and the universalization of primary education have reshaped women's roles. Industrialization, in particular, opened doors for educated women to join formal organizations and enter management positions. This shift marks a transition from women confined to domestic spaces ("chula") to professional roles in the "boardroom."

However, the process was not without challenges—women had to balance their new responsibilities in organizations with traditional expectations of motherhood and family care. Anxiety over these dual roles influenced workplace policies, welfare measures, and interpersonal relationships.

A qualitative study of 600 women managers by Parikh & Shah revealed that by the 1950s, women had begun entering formal organizations in significant numbers, though they faced tension in reconciling societal, familial, and organizational expectations. Thus, the journey of Indian women reflects both progress and persistent struggles, highlighting the continuing need for structural reforms, gender-sensitive policies, and supportive social frameworks to enable their full participation in national development.

6.2 Models on Women's Work Status:

Gutek (1992) argues that women face barriers in achieving parity with men due to institutional structures, male dominance, restrictive social roles, undervaluation of women's contributions, and internalized limitations. She explains this through four models:

6.2.1 Individual Deficit Model: Attributes women's limited progress to personal shortcomings such as biological differences, emotional instability, low motivation, and lack of assertiveness, ignoring external factors.

6.2.2. Structural Model: Stresses that organizational systems, isolation from networks, and limited opportunities hinder women's aspirations; improvement must come through institutional reforms and equitable policies.

6.2.3. Sex Role Model: Based on societal expectations of gendered roles (men as providers, women as nurturers), this model highlights how stereotypes push women into "female-oriented" jobs and penalize them if they deviate, leading to workplace hostility and stress.

6.2.4. Intergroup Model: Divides men and women into dominant "in-group" and marginalized "out-group." Male traits are valued as the norm, making women appear deficient, and reinforcing stereotypes. Each model suggests different interventions – capacity building for individuals, structural reforms, redefining gender roles, and reducing group-based discrimination. While education and participation of women have increased, access to leadership remains limited. Achieving real change requires systemic reforms, supportive families, gender-sensitive workplaces, and broader societal transformation.

6.3 Importance of the study

The study focuses on understanding women executives' aspirations, role-related dilemmas, and needs for a satisfying work life. While numerous studies have explored organizational role stress, job satisfaction, and quality of work life, few have combined all these variables, particularly across key sectors of the Indian economy and exclusively for women. The research highlights gaps in understanding the role of stress in job satisfaction and work-life quality, as stress impacts both employee mental health and organizational outcomes. It emphasizes the importance of addressing gender stereotypes early, promoting gender-neutral socialization, and fostering social networks to overcome career hurdles. The study also seeks to identify barriers women face in career progression and evaluate both individual and organizational efforts in managing role stress, making it significant for human resource development and gender-focused workplace research.

6.4. Scope of the Study

The main aim of the study is to learn about the level of Organisational role stress, quality of work life and job satisfaction prevalent among women executives in IT, ITES, manufacturing and Service sectors in and around Chennai region. The study looks at the relationship between the above mentioned variables. Since women belonging to different sectors are covered, customized strategies in coping with stress can be devised. The findings of the study can be instrumental in making retention policies for women, reducing role related stress experiences in the Organisation. The relationship between Organisational role stress, Quality of work life and job satisfaction can be used by Human resource development practitioners and Organisation development specialists in implementing policy decisions for enhancing organizational productivity. In attempting to study about the major variables, the study takes into account its antecedents, impact of demographic characteristics and its implications. The consequences of stress, individual and organizational measures to alleviate stress has been recorded. The study also voices the expectations of the respondents from their organizations, to keep role stress away.

Women have been actively involving in the labour force participation of India. With sprouting educational institutions, engineering colleges and Management schools, Chennai can boast about its large number of educated women workforce spanning across the sectors. The government of TamilNadu has invested heavily to make Chennai a favoured destination for IT and ITES companies. Chennai is considered to be the Detroit of automobile industry. It is a significant manufacturing hub and service sector investments are also booming. Under these circumstances such a study encompassing all the above mentioned sectors in and around Chennai region draws considerable significance from the economic perspective as well.

The study voices the opinion of women executives on what they can do to keep stress at bay. In this backdrop, the present study examines Organisational role stress, Quality of work life, and Job satisfaction among women executives in Information technology, Information technology enabled services, manufacturing and service sectors in and around Chennai region.

6.5. Statement of the Problem

The success of an organization relies heavily on satisfied and well-trained human resources. Women executives are key contributors but face unique challenges, as they juggle dual responsibilities at home and work. Married working women encounter pressures such as childcare, parenting issues, family expectations, and lack of spousal support, often forcing them to prioritize family over career. This leads to frustration, emotional strain, and career sacrifices, which spill over into workplace performance, relationships, and mental health. At work, women struggle with role-related stress, barriers to career growth, technological demands, and the persistent “glass ceiling.”

Such challenges impact productivity and organizational development. Since mental health is a vital asset for effective coping and performance, organizations must ensure a supportive environment, fair rewards, role clarity, and enhanced quality of work life. Studying organizational role stress, job satisfaction, and quality of work life is therefore essential, as imbalances in these areas can harm individuals, families, and organizations alike.

6.6. Research Objectives

1. To understand the demographic profile of the women executives in the IT, ITES, manufacturing and service sectors in and around Chennai.
2. To analyze the extent of organizational role stress prevalent among women executives in the IT, ITES, manufacturing and service sectors and identify the prominent role stressors.
3. To study the consequences that arises due to organizational role stress of women working in the organizations in the IT, ITES, manufacturing and service sectors in and around Chennai region.
4. To examine the measures adopted by Individuals and organizations to manage organizational role stress.

6.7. Research Design

The study has adopted a descriptive diagnostic design. Descriptive research is a method of accurately laying down the features of the population under study as they are, without any bias so as to ensure the reliability of the information collected. A diagnostic study explores the relationship between key variables. This research design was found more appropriate for the present study, as it aims at portraying the actual perceptions of the Women executives across major sectors in Chennai. Besides portraying the real issues faced by women, the study goes further to analyse psycho social variables and interrelationship among various variables. Apart from this, the study also aims at establishing relationship between the variables -Job satisfaction, role related stress in Organisations, and Quality of Work life.

6.8. Field of Study

The field of study refers to the regions in and around Chennai, as it is a significant hub of manufacturing, IT, ITES and service sectors in Tamil Nadu. With the advent of Information Communication Technology (ICT) Policy of Tamil Nadu (2008), Government of Tamil Nadu is paying considerable attention on the expansion of the IT sector. Tamil Nadu has been amongst the top three States in terms of Information Communication and Technology (ICT) investments and production. It has emerged as a hub for software, hardware and research & development. The large number of Indian and Multinational corporations (MNC's) established in Tamil Nadu is a testimony of its significance in Indian IT Industry.

Chennai has a large number of service organizations pertaining to banking, retail and hospitality sectors. Employment of women in these sectors is increasing due to the nature of the sector with women friendly policies. Majority of the manufacturing Companies are located in the industrial parks of Chennai like Sriperumbudur, Irungattukottai, Oragadam and Ennore, while IT/ITES Companies are located in Info parks like Mahindra city and Tidel Park, companies operating in the service sector are located within the city.

6.9. Sources of Data

Primary and secondary inputs form the basis of data for the present study. Primary data was collected through well-structured and standardized tools distributed among women executives working in manufacturing, IT/ITES and service sectors located in and around Chennai region. Secondary data was collected through various magazines, books, newspapers, prominent television chat shows related to gender & society, web sources, e-library and journals. Conventions and conferences exclusively for women managers, workshops and discussion forums held by Management Associations, NASSCOM HR Summit etc gave a wide platform for gaining knowledge about the problem under study. Apart from this, various organizations in these sectors were visited and the interaction with Human Resource professionals and women employees also served as data for the present study.

6.10. Sampling Strategy

The study's respondents were women executives from IT, ITES, manufacturing, and service sectors in and around Chennai. A stratified two-stage sampling method was used, with sectors as strata. Companies were randomly selected within each stratum based on the availability of women executives. From the manufacturing sector, 16 companies yielded 94 respondents; from IT/ITES, 15 companies yielded 221 respondents; and from the service sector, 15 companies yielded 135 respondents. This approach ensured broad coverage of the target population across the region, totally 450 respondents.

6.11. Quality of Work Life

6.11.1. Concept of Quality of Work Life (QWL)

QWL emerged in the U.S. in the 1970s and refers to the favorable or unfavorable aspects of a job environment affecting employees' satisfaction. Walton (1973) identified eight conditions for good QWL: fair compensation, safe working conditions, use and development of human capacities, career growth, social integration, constitutionalism, work-life balance, and social relevance of work. Other theorists (Hackman & Oldham, Taylor, Warr *et al.*, Mirvis & Lawler, Baba & Jamal, Ellis & Pompli) highlighted additional factors like psychological growth needs, intrinsic/extrinsic job factors, job

satisfaction, work stress, and organizational commitment. QWL varies by individual needs, personality, and job context, and is closely tied to overall life satisfaction.

6.11.2. Requirements for Good QWL

Key requirements include respect at work, fair treatment, safe and comfortable working conditions, meaningful tasks, appropriate compensation, and recognition. Employees with low QWL can cope by focusing on job benefits, improving relationships, or seeking opportunities to influence work conditions. Emotional intelligence (EI) is critical, as intrinsic factors like attitude, adaptability, and social skills strongly impact QWL.

6.11.3. Importance of QWL

High QWL is essential for employee motivation, retention, productivity, and organizational competitiveness. It is influenced by task design, work environment, social environment, administrative systems, and work-life balance. Better QWL reduces absenteeism and turnover and fosters loyalty, flexibility, and commitment.

6.11.4. Factors Influencing QWL

QWL is shaped by attitude, environment, opportunities, nature of job, people interactions, stress levels, career prospects, challenges, growth, risk, and rewards. Work-related quality of life (WRQL) factors include job and career satisfaction, working conditions, general well-being, home-work interface, stress at work, and control at work. High satisfaction and control, balanced work-life interface, safe working conditions, and meaningful tasks enhance QWL.

6.11.5. Elements & Improvement of QWL

Important elements for QWL include open communication, equitable rewards, job security, skill development, participation in decision-making, supportive leadership, autonomy, innovation, and fair appraisal. QWL can be improved via job enrichment (adding responsibilities, autonomy, and recognition) and job design (structuring jobs to meet technical, social, and human needs).

6.11.6. QWL in Academic Environment & Work-Life Balance

Academic environments are challenging, with role overload, low recognition, and unclear expectations affecting QWL. Women face additional challenges balancing work and family responsibilities. Work-life balance policies, flexible work arrangements, job sharing, supportive leadership, and gender-sensitive measures are critical to enhance QWL and gender equality in schools and educational institutions.

6.11.7. Women in India's Banking Sector

Women play an important role in India's banking sector, which has expanded significantly since economic reforms. Nationalization in 1969 reduced gender discrimination, and private/foreign banks now offer greater employment opportunities for women. Women are perceived as diligent, stable, and less prone to unethical practices, but stereotypes and glass ceilings still hinder top-level advancement. Banking jobs attract women due to stable hours, secure environments, and work-life balance. Despite challenges, top women leaders like Naina Lal Kidwai, Manisha Girotra, and Chanda Kochhar have reached leadership positions, serving as examples of breaking gender barriers.

6.12. Review of literature

Sankpal Shilpa, Negi Pushpa & Vashishtha Jeetendra (2010) have made an exploratory study done through survey among 100 employees of private and public banks in Gwalior, using Pareek's ORS Scale (2002). They observed that there exists a significant difference between the private and public banks in their role stress as well as in their Inter Role distance. Private bank employees have high level of stress compared to public bank employees. Private bank employees experience more role stagnation (like lack of career development, lack of non-monetary incentives etc.), role expectation conflict, role erosion, role overload, and self-role distance compared to public bank employees.

Tang Yung-Tai & Chang Chen-Hua (2010) did a survey among 202 employees of Taiwanese companies to examine whether role ambiguity and role conflict influence employee creativity. It was found that there is a direct and negative link between role ambiguity and creativity, as well as a direct and positive link between role conflict and creativity. The study demonstrated that both self- efficacy and job satisfaction acted as partial mediators between role conflict and creativity. However, only job satisfaction (and not self-efficacy) was identified to be a partial mediator between role ambiguity and creativity. The study urges managers to understand that role ambiguity and role conflict can diminish self-efficacy and job satisfaction as well as reduce creative efforts, particularly in a workplace that requires constant creativity.

Rajendran Jayashree (2010) analysed the job stress among the 100 employees from 3 public sector bank employees in Chennai and found that majority of the employees faced severe stress- related ailments and a lot of psychological problems. The respondents were overburdened with work load and faced Work life imbalance due to which they faced high levels of stress.

Renu, Vij & Natarajan, C. H. (2011) assessed and compared the satisfaction level of different categories of LIC employees. The study found no significant association in the acceptance level of the respondents belonging to different gender, age, salary and

category towards role of hierarchy and role stress on the job satisfaction of employees. However, significant 't' association existed among respondents belonging to different educational status and length of service towards role of hierarchy and role stress on the job satisfaction of employees.

Ratna Rajnish, Chawla Saniya & Garg Moon (2011), tried to determine the influence of Organizational variables like conflict, blocked career, alienation, work overload and unfavorable work environment, on job stress among 210 managers from three companies. This study revealed that Role Isolation and Personal Inadequacy were the prominent stressors which were attributed to long unsociable hours, role conflict, unclear role specifications, poor communication etc. Inter Role distance, role ambiguity; role erosion, role stagnation, role overload, and role Inadequacy are positively correlated with role Isolation. Role expectation conflict, Self-role distance, personal inadequacy is negatively correlated with role isolation.

Devi Uma T. (2011) studied Stress Management and Coping Strategies among 200 IT employees in 6 IT companies situated in and around Hyderabad, to identify the stress coping strategies resorted by the IT companies, to reduce stress of employees. The efforts of these IT organizations included stress management programs, physical activities planned in job design, life style modification programs, finding triggers and stressors and avoiding them. The identified stressors were organizational changes, fear of job loss, competition and lack of employee control. The impact of stress on the body was evident through headache, fatigue, hypertension, coronary artery diseases and skin diseases. The coping strategies identified included stress management programs, stress audit, stress counseling, spiritual programs and ergonomically designed offices.

A multitude of research studies have focused on the impact of stress and burn out on physical and psychological health of women employees leading to turmoil. The Information Technology workers often complain about stress, panic attacks, relationship issues, lifestyle diseases, alcoholism, drug addiction, sleep apnea, bipolar disorders, multiple personality disorders and the like. While there is improvement in accent, language and identity during their 10-12 hours of work shifts, workers have been reported with high levels of stress and inability to cope with it. Familial and social ties, often take a back seat while one looks at the financial boost up. Stress has not only implications in the work place but also in the personal life as well. Burnout is basically a stress-induced problem rampant among helping professionals like social-workers, employee relations executives, teachers and law enforcing bodies (Sharma R 2002).

Madhavi & Vimala (2011) in their study on Work related stress and work family issues experienced by women software professionals focused on 500 women software professionals from Chennai. The impact of work family issue over the role stress dimensions was the subject matter of the study. The study revealed that the work family issues significantly influence all the dimensions of role stress except role erosion, personal inadequacy, self-role distance, and resource inadequacy. Role ambiguity had

been found to be at higher level among women with more work family issues, which occurs when a person is not clear about the various expectations that people have from her. The study proved that Stress and work family issues prevail among dual career women and that the role stress dimensions experienced by the women software professionals make a significant impact upon their work family interface.

Kaushal Shilpa, Gurg Mukta, Shahi Veena (2012), did a study among 120 working women and found that heavy work load, poor relationship with colleagues, unexpected guests at home, bad habits of children, fear of job loss, and salaries getting delayed were the major stressors faced by them. A descriptive study undertaken by Aishwarya B. (2012) among 598 women employees in the IT and ITES firms in Chennai city revealed that work family conflict time, strain, and behavior are significantly different and the respondents were found to have moderate work life conflict. India has employed more women than does any other country in the world. 35% of the overall workforce consists of women at work and the emergence of IT-BPO industry as one of the largest recruiters vouch for this fact. The increased number of women engineering graduates becoming industry ready, per year, acceptance of IT-BPO industry as a safe and friendly work place and growing acceptance of the need of a working spouse would have led to the same (Aishwarya B. 2012).

Bano Bushara & Jha Rajiv Kumar, (2012) did a comparative study on Organizational Role Stress Among Public and Private Sector Employees using Pareek's ORS scale to evaluate the impact of Organizational Role Stress among 182 Public and 120 Private Sector Employees in Uttar Pradesh, India. The study showed that both public and private sector employees face moderate levels of stress and no significant difference was noted in the overall stress level between public and private sector employees except in the case of certain individual stressors such as work experience and educational qualification.

Luxmi & Sandeep Kaur (2012) analysed the organizational role stress of the women working in service sector in Ludhiana district with 76 respondents comprising of bank employees, college teachers and school teachers using Udai Pareek's ORS scale. The analysis on the relation of personality and organizational role stress of women showed that personality has negligible effect on role stressors like Inter-Role Distance, Role ambiguity, Personal Inadequacy, Resource Inadequacy. No strong correlation of any of personality dimension with different role stressors could be found. Organisational role stress was attributed to organisational issues like unfair role allocation, unreachable role expectations etc. Only PI (Personal Inadequacy) had positive correlation with personality and for other stressors, it was found that if scores on personality dimension was high role stress level was low or vice-versa. The study underlined that personality has a very negligible effect on organisational role stress.

Sen Kakoli (2012) has explored the Occupational role stress level of 160 Public Sector Bank employees through stratified random sampling method in Delhi NCR using

Pareek's ORS Scale. The study established that there is a moderate to high level of Stress among the Public sector bank employees. The major stressor was found to be Inter role distance accounts for the stress due to the inability of an individual to give his best due to the multiple roles and demands on him. The second major stressor was role erosion, as the public sector banks had to move from a development oriented system to a fiercely competitive and technology driven, international system. Some part of his role is being done by others thereby the person feels underutilized resulting in stress. Role Stagnation/ Role Fortification stress is the third major stressor identified, which calls for regular enrichment of jobs. The study calls for an effective recruitment drive, a justified performance management system and the need to build an accountable organizational culture.

Lafalce P. Steven (2012) studied the relationships among stress, leadership and job satisfaction of Information technology professionals, through a quantitative exploration on the correlation among work related stress, transformational leadership and job satisfaction of 172 IT professionals in the United States. It is proved that there is a large negative correlation between work related stress and job satisfaction and there exists a small positive correlation between job satisfaction and transformational leadership.

Pathak Deepti (2012), in her study on 'Role of perceived organizational support on stress-satisfaction relationship: An empirical study', used the ORS scale developed by Uday Pareek (1983). The sample consisted of 200 managers belonging to Private Sector Organizations of Delhi. The relationship between organizational stress and job satisfaction level of individuals was examined. The moderating role of Organizational Support was also the focus of the study. Organizational Role Stress was negatively related to job satisfaction. If Organizational Support is available, the stress level of the employees was found to be less. This has an indirect effect on job satisfaction.

Jain Ajay, K & Cooper., Cary L. (2012), in their study on Stress and Organizational Citizenship Behaviors in Indian Business Process Outsourcing organizations, investigated the direct effect of organizational stress (as measured through ASSET) on organizational citizenship behaviors (OCBs) through 402 operators from business process outsourcing (BPO) organizations located in northern India, the major hub of call centre industry. Results of multiple regression analysis showed that stress had significant negative impact on OCBs.

Data collected through snowball technique from among 234 respondents across India, working in IT & ITES companies by Bhatt. Seema and Pathak Pramod (2013), reveals that the IT professionals have a higher ORS Score, with Role stagnation, Inter role distance, and Role erosion as the top three stressors. Regular Onsite projects extended working hours and taking work home are found to be responsible for higher levels of Inter-role distance among male IT professions compared to Women IT Professionals which is attributed to lower women workforce in IT and their unwillingness to take up Onsite projects. The existing women workforce do low end jobs having comparatively

low stress. Male professionals in ITES sector had high stress due to Role stagnation and Resource Inadequacy. In both the IT and ITES sectors, Role stagnation followed by Inter Role distance and Role Erosion were found to be the prominent stressors due to the monotonous nature of the job, recurrent shift changes, unsatisfactory roles etc. The coping strategies used by the IT /ITES professionals were defensive in nature followed by intropersistive and extrapersistive strategy. Higher salaries and benefits, better social status were the defensive techniques used to rationalize the heightened stress level by employees Better time management, better supervisory feedback, and prioritizing work were the intropersistive strategy adopted which takes the onus of stress reduction on the employee himself.

Anand Kalpana, Nagle. Y.K, *et al.*, (2013) found that Organisational Role stress was significantly related to depersonalization and emotional exhaustion dimensions of burnout. Personal Inadequacy and Inter-role distance dimensions predicted emotional exhaustion while depersonalization was influenced by Inter role difference alone. Emotional exhaustion and depersonalization were found to be positively correlated with all the 10 dimensions of role stress. Personal accomplishment does not show significant relation with any dimensions of role stress. None of the Organizational role stressors contribute significantly to emotional exhaustion. Overall stress has emerged as a significant predictor of burnout. There is a correlation between burnout and self-efficacy, hazard exposure and organizational role stress along with age and illness. The study indicated that Inter role distance and personal adequacy were responsible for the feeling of burnout amongst aircrew to some extent, which can reduce the job satisfaction and well-being which proves to be counterproductive in work. Juthika Sarkar (2013) in her conceptual paper on Organizational Climate vs. Organizational Role Stress' has written about Pareek's ORS Scale which was used in her study to analyse the consequences of Stress. The study established that climate prevailing in an organization is a major determinant of the quality of work life which in turn influences the quality of life. Non-conducive Climate generated stress retards employee and organizational productivity. The study underlined that if role stress of employees is managed effectively a functional organizational climate can be enhanced and organizational health can be improved.

Borkakoty *et al.*, (2013) investigated the extent of occupational stress among 100 participants of different income levels from two major organizational service sectors within Guwahati city. The results indicated that female participants in public sector organizations experienced higher level of stress. Further, women employees drawing high income were assumed to be more stressed than low income group in public sector organizations.

Singh MP, Sinha Jyotsna (2013) examined the organizational role stress prevailing among 87 officers from government departments using ORS Scale developed by Pareek (1997). The study found that inter-role distance, role expectation conflict and role erosion were found to be the major stressors felt by the officers whereas personal

inadequacy, role ambiguity and resource inadequacy had least impact on the officers. Overall organizational role stress was found out to be high among officers in the government departments.

Sailaja, Ankireddy, Narayana, T., Kumar, & Pradeep, (2013) investigated about the 'Factors Associated with Job Stress of Software professionals in Bangalore city. The study explored into factors that contributed to stress and relations among the Stressors, Role Stressors, Personal development stressors, Interpersonal relation Stressors and Organizational climate Stressors. The study done among 100 software professionals reveal that the job stress level of the IT professionals was generally moderate with some experiencing high level of stress. The correlation matrix revealed that the highest correlation was found between role stressors and Organizational climate Stressors. Suryawanshi. A. Seema & Mall J. Vishal (2013) investigated the relationship between Organisational Role stress and Job satisfaction among 250 employees of different organizations in Surat region using five point likert scales on ORS and Job satisfaction. Stress dimensions showed variation depending on the age, gender and grade of the employees. There was negative correlation between stress and Job satisfaction. Chauhan Pundir Anubha (2014) in her conceptual paper on Organizational Role Stress (ORS), discusses the origin of the concept of ORS, contribution of other studies on the development of the concept and how role stress can be used in entrepreneurial research. The paper expresses hope that the contribution of the literature on role stress would help in building up research on entrepreneurial research.

6.13. Data Analysis and Interpretation

Table.1 Demographic Profile of the Respondents

S. No	Variable (s)	Demographic features	Frequency	Percentage
1	Age	20 to 32 years	333	74
		33 to 44 years	85	18.9
		45 to 57 years	32	7.1
2	Marital Status	Single	144	32
		Married	283	62.9
		Widowed	06	1.3
		Divorcee	17	3.8
3	Number of Children	Yet to have Children	63	14
		One Child	142	31.6
		Two children	87	19.3
		Three children	14	3.1
		Not Applicable(Single)	144	32
4	Type of Family	Nuclear family	295	65.6
		Joint family	155	34.4
5	Religion	Hindu	324	72
		Christian	81	18
		Muslim	45	10
Source: Primary Data.			N =450	

Table 1 gives demographic features of the sample respondents. The demographic details of the employees are relevant as those variables are related to the study and it facilitates in examining whether they have any impact on organisational role stress, satisfaction towards work and quality of work life of women executives.

It is found in the study that majority of the women executives (74 percent) belong to the age group of 20 years to 32 years; 33 to 44 years is constituted by 18.9 percent followed by 7.1 percent who are in the age group of 45 to 57 years. These age groups are vital in the study as they represent the various career stages in the life cycle of women.

As examined by Cherian, Mona, (2014), large numbers of employees in India are under thirty years with varied expectations of fitting job and family together and balancing work and life. The Indian job market has highly qualified “white collar” women entering the work force and care has to be given in satisfying their aspirations.

Marital status is a significant demographic factor which plays a crucial role in deciding the quality of work life of women executives, satisfaction with work and stress. The study comprised of 62.9 percent of married women executives with 32 percent single women (spinsters). Divorcees constituted 1.3 percent followed by 3.8 percent who were widows.

The number of children in the family is a significant factor in the study as, in India, child rearing and caring is considered to be the sole responsibility of the women due to the existence of deep rooted belief in patriarchal ideology. One child norm was followed by 31.6 percent of the respondents whereas 19.3 percent had two children, and 3.1 percent had three children. 14 percent have reported that they are yet to have children. Majority of the women executives (65.6 percent) have hailed from nuclear families consisting of husband, wife and their children as a compact unit. 34.4 percent of the respondents came from joint families.

Religion of an individual plays an important role in his/her Socialisation. It has tremendous influence on the upbringing, attitude and outlook of the individuals. This guides their work life also.

So, it is necessary to analyse the religious background of the employees to understand them. It is found in the study that the followers of Hindu religion were 72 percent; Christians were 18 percent and Islamic women constituted 10 percent of the samples.

6.14 Work profile of the respondents

The work profile deals with the attributes related to work, possessed by the women respondents. This includes designation, educational qualification, income, work schedule and the sector in which the women executives work.

Table.2 Work Profile of the Respondents

S. No	Variable (s)	Categories	N	Percentage
1	Designation	Junior Level Executives	184	40.9
		Middle Level Executives	173	38.4
		Senior Level Executives	93	20.7
2	Qualification	Under Graduation	127	28.2
		Post-Graduation	241	53.6
		Professional	82	18.2
3	Annual Income (in Rs)	Upto Rs. 3 lakhs	228	50.7
		Rs. 3 lakhs – 6 lakhs	159	35.3
		More than Rs. 6 lakhs	63	14
4.	Work Schedule	Day	326	72.4
		Night	75	16.7
		Rotating Shift	49	10.9
5	Sector	IT	151	33.6
		ITES	70	15.6
		Manufacturing Sector	94	20.9
		Service	135	30
6	Years Experience	1 to 9 years	378	84
		10 to 18 years	57	12.7
		More than 18 years	15	3.3

Source: Primary Data.

N=450

Organisational role stress poses a challenging risk in the working relationship between the employees and the organization. Individual differences in the personal and work profile of the employees may influence the role stress experienced by them. An exploration into the organizational role stressors is deemed necessary to carve a healthy work environment for the employees in any sector. Table 2 shows the work-life parameters.

It is found in the study that 40.9 percent are junior women executives and 38.4 percent are middle level executives. Senior executives constituted 20.7 percent of the samples. It shows that women reaching senior executive level are comparatively less in number.

Inclusion of employees of different status in the study provides balance to the sample (Saklani, 2003).

As far as the educational qualification is concerned, 53.6 percent of the respondents were post graduates, and 28.2 percent were under graduates. Professionals high management or technical qualification constituted 18.2 percent of the sample. This shows that women are highly educated in these sectors. Aspiration to rise high in career also stems from their education level.

It is found in the study that 50.7 percent of the respondents are earning Rs.3 lakhs per annum; 35.3 percent draw an annual income between Rs.3 lakhs to Rs.6 lakhs. Women executives earning more than Rs.6 lakhs per year constituted only 14 percent of the sample. It shows that women in high income category are comparatively less in the sectors covered in the study. Majority of the women respondents, i.e, 72 percent of them had their work timing during the day schedule whereas, 16.7 percent of them worked in night shifts. Around 10.9 percent of the women executives had 'rotating shifts". This may lead to fluctuations in the biological clock thereby leading to severe psychosomatic effects. The same has been depicted through the distribution of respondents based on their work schedule.

Out of 450 samples, 33.6 percent of samples are chosen from Information Technology sector, 30 percent from the Service sector, 20.9 percent from Manufacturing Sector, and the remaining 15.6 percent from Information Technology Enabled Services. Majority of the respondents represent IT sector followed by Service sector. These sectors are considered to be women friendly with flexibility in work options and have employee assistance programs. The respondent's experience of role stress may be influenced by the type of the sector in which they work.

Experience is an important factor in managing role stress. The employees may experience high pressure from the organisation during the initial period of their employment. After gaining experience, employees learn to tackle the stress inducing factors.

It is found in the study that 84 percent of the respondents had less than 9 years of experience, 12.7 percent had 10-18 years of experience and 3.3 percent of the sample had more than 18 years of experience.

6.15. Reliability value for Stressors

Table 3 shows that the Cronbach's alpha value of the ORS Scale is 0.962 indicating that the scale is highly reliable for the study. It exhibits how true a particular statement is for the role. The scale is used to investigate the ORS arising from ten different role stressors. The table also gives Cronbach's alpha values for the different dimensions of ORS, showing that all the stressors, have a high Cronbach's alpha value.

Table.3 Reliability value for Stressors

No	Stressors	No. of Items	Alpha value
1	Inter Role Distance (IRD)	5	0.71
2	Role Stagnation (RS)	5	0.721
3	Role Expectation Conflict (REC)	5	0.741
4	Role Erosion(RE)	5	0.708
5	Role Overload (RO)	5	0.728
6	Role Isolation(RI)	5	0.649
7	Personal Inadequacy (PI)	5	0.611
8	Self-Role Distance (SRD)	5	0.633
9	Role Ambiguity (RA)	5	0.691
10	Resource Inadequacy (RIn)	5	0.673
	Total ORS	50	0.962

Source: Computed from Primary data.

The Table 3 shows the alpha value for ten components of ORS scale. For each component, alpha value is highly reliable as the value is greater than 0.5. The total ORS scale value is found to be 0.962 which signifies that the scale values are fit for further application and is reliable.

6.16 Status of Stressors

In order to rank various stressors, the mean values and standard deviations are determined. Table 4 shows that all the organizational role stressors give rise to moderate level of stress among the women executives.

Table.4 Status of Stressors

Codes of Stressors	Stressors	Mean N=450	Standard Deviation	Rank	Stress level
6	Role Isolation	1.76	0.678	1	Moderate
7	Personal Inadequacy	1.694	0.659	2	Moderate
9	Role Ambiguity	1.658	0.699	3	Moderate
8	Self Role Distance	1.64	0.669	4	Moderate
10	Resource Inadequacy	1.590	0.696	5	Moderate
2	Role Stagnation	1.318	0.794	6	Moderate
5	Role Overload	1.316	0.783	7	Moderate
1	Inter role Distance	1.302	0.770	8	Moderate
4	Role Erosion	1.288	0.785	9	Moderate
3	Role Expectation Conflict	1.229	0.781	10	Moderate
	Total ORS	1.479	0.731		Moderate

Source: Computed from Primary data.

Note- The mean score is computed on a scale of 0-4, and the stress levels are divided into 'Low' (0-1), 'Moderate' (1-2), & 'High' (2-4) (Bano Busharao &Jha 2012).

Table 4 shows the ranking of various stressors based on the mean values. The classification of Low, Medium and High levels of stress is based on the study conducted by Bano Busharao & Jha (2012). It is evident from the table that all the stressors give rise to “Moderate” level of stress among the women executives work in different sectors. The mean Organisational role stress score is found to be 1.479 which shows that the stress level is moderate. This finding coincides with that of Vimala & Madhavi (2009) who had reported moderate level of stress among women IT professionals in Chennai whereas Ramaniah & Subramaniam (2008) has indicated high stress among IT professionals in Chennai. It is evident that employees in Chennai suffer from moderate to high level of stress as evident in these studies.

The data indicates that Role Isolation (1.76) is the major stressor among women executives, followed by personal Inadequacy (1.694) and Role Ambiguity (1.658). Role expectation conflict is the least stress creator among women across sectors. The highest standard deviation value is 0.794 for role stagnation indicating that some groups experience more role stagnation than others. This matches with the findings of Bhatt Seema & Pathak Pramod (2013). Farooq. A.Shah (2003) also has related the prevalence of ‘Role stagnation’ in his study in the manufacturing sector, to the fear of employees of being stuck in the same role for a long time.

6.17. Organisational Role Stress and Role Overload

The researcher has performed One-way ANOVA test to examine whether role overload has any significant difference on ORS with respect to age. Table 4.8 shows the result of ANOVA test.

Table.5 ANOVA test result between Mean values of ORS and Role over load

	Sum of Squares	Mean Square	F value	Sig
Between groups	118.946	59.473	3.921	0.021**
Within Groups	6764.805	15.168		
Total	6883.751			

Source: Computed from primary data. **Significant at 5 percent level

It is found from the analysis that the ‘p’ value is less than 0.05, therefore the researcher rejects the null hypothesis and concludes that there is significant difference between the mean scores of ORS and Role overload with respect to age. Narayanan. R. & Syed Zafar (2012) has reported that no significant difference exists between age and ORS.

6.18. Educational Qualification and ORS

Further, the researcher has examined whether there is any significant difference in the ORS mean score with respect to qualification of the respondents. The researcher has applied ANOVA test to validate the same and the result is produced in the table below.

Null Hypothesis: There is no significant difference between the educational qualification of the respondents and organizational role stress experienced by them.

Table.6 ANOVA test between ORS and Educational Qualification

Variables	F value	Sig	Result
Role overload	3.085	0.047**	H ₀ Rejected
Role isolation	2.110	0.123	H ₀ Accepted
Personal Inadequacy	0.765	0.466	H ₀ Accepted
Resource Inadequacy	2.022	0.134	H ₀ Accepted

Source: Computed. ** Significant at 5% level

Table 6 shows that that Role overload has significance value.047, less than 0.05 significant at 5% of level of significance. The null hypothesis is rejected and it is evident that educational qualification of the respondents have a significant mean difference on the role overload experienced by the women executives. Bano & Jha (2012) also had a similar finding in which significant difference in ORS was found among groups with different levels of educational qualification. There is no significant mean difference found between ORS and RI, PI, RIn.

6.19. Suggestions

- ✓ Organizational role stress and job satisfaction have a strong, but negative relationship. Managements should keep this in mind while making policy decisions. If companies want to achieve high level of satisfaction, the stress level should be kept minimum in executives. The definition of quality of work life differs from individual to individual. So 'one size fits for all' will not work out. Industry specific, customized techniques should be used.
- ✓ Regular stress audits at the work place, adequate tolerance towards the socio cultural, economic back ground of the employees, availability of a counselor at the work place, referral services, and workshops to boost up positive thinking;

motivation etc. can help the employees to achieve positive mental health. A positive perception and attitude can go a long way in enhancing one's coping skills to combat stress. Effort and directed determination can change the attitude of a person.

- ✓ A preventive approach towards Stress management should be adopted by way of employee wellness programs. The nature of work in IT, ITES, Manufacturing and service sectors are different in terms of the physical and mental exertion that it requires. Sometimes the work turns out to be monotonous and involves drudgery. When their needs are not fulfilled, employees experience lower satisfaction towards work and lesser commitment. The women employees were found to be less satisfied with their work due to their family commitment, conflicting roles, mobility issues etc leading to lesser commitment, lesser satisfaction and higher intent to quit. Family friendly policies are likely to enhance job satisfaction of employees. Organisation climate surveys, satisfaction index and exit interviews offer clues about the morale of employees in general and satisfaction of employees in particular, contributing towards organizational productivity. Rewarding the supervisors for creating and maintaining a satisfied team would help in establishing healthy peer relationships.
- ✓ It is an organizational and HR imperative to direct gender diversity efforts away from merely filling of boardrooms and building up the talent pipeline.
- ✓ The organizations need to be aware of ways of management of role related stress. For example, role stagnation can be reduced by motivating and rewarding employees for better performance. By improving the interdependence between related roles, role isolation can be overcome. Role Ambiguity can be reduced through interventions based on job analysis which clearly describes the role.
- ✓ Women need to be identified, mentored and trained in the first 3-4 years of their career. Career maps should be created and address barriers to their career. This can build up the talent pipeline, create a pool of role models for aspiring women, and retain the knowledge base of such talented women. Role clarity should be ensured through realistic job previews and job rotations which would enhance skill development in the employees.
- ✓ Process based role analysis and design (PROBRAD), a practical and user friendly organization development intervention can be used for role enrichment of the employees (Srivastav 2007). Role enrichment removes drudgery resulting from monotonous work. Analysing and designing the role based on the process or function handled by the employees, involving them, would save time and enable the employees to have enriched roles.
- ✓ Selecting volunteers to be trained in basic Work place counseling skills to deal with emergency management of stress related issues can resolve professional problems at the work place, as soon as they arise. This effort of small group of trained volunteers can act like quality circles, and prevent minor stress issues from developing into complicated issues.
- ✓ Employers should understand the needs of the women employees and weave schemes recognizing their career life stages. Women have certain biological needs and reproductive challenges which may disturb the career life. They may be put in dilemma to choose between the worth of career and motherhood which men do not

face. Organisations should prepare programs that facilitate career reentry, become mentors to others while managing home and career. The performance rating system should be designed accordingly to facilitate their career reentry.

- ✓ Concern for personal safety is a vital stressor for women at work. There are companies that provide coping skills training with programmes related to self-defense. Such programs boost up the self-efficacy while they exercise self-defense.
- ✓ Employee Assistance programs (EAP) are designed to assist employees with performance problems. It is a bridge between employees and employers as it attempts equip the employees to solve their work issues which enhances both the individual and organizational productivity. It should be properly implemented rather than making it based on voluntary participation of employees. Managers and supervisors should be trained to understand such work related issues and help their employees. Diagnosing the cause of the problem of an employee should be left to professionals like trained Psychologists and professional Social workers.
- ✓ Employee Wellness programs are designed to prevent health problems by incorporating a fitness regimen along with awareness on nutrition and health. Companies should realize that the best way to reduce health care cost is to keep the employees healthy. Incentives can attract people who do not want to use Wellness programs focused on improving the health style of the employees. Periodic health checkup for employees and spouses, planning of exercise regimen, diet counseling, weight management, stress reduction, smoking cessation and the like can improve the morale of the employees.
- ✓ The organizations should conduct minor research studies on the behaviour of its executives along with stress audits and employee satisfaction surveys at regular intervals.
- ✓ The linkages between work, career, marriage, child bearing and rearing need to be considered. A comparison of the career stages and family stages should be made for couples as partners by the organizations and specific child care packages can be devised.

6.20. Conclusion

The Indian social and cultural milieu influences the personal and work life of its citizens. Women in India, being nurtured in the patriarchal ideology, are socialized with certain stereotypes about gender roles which do not hold the same in the current globalization era. It is high time that women should wake up to the changing demands of the family and work place and socialize their children accordingly. The variables of the study i.e. organizational role stress, quality of work life and job satisfaction have heightened significance considering the role of women work force in the economic prosperity of the country. The key findings of the study that women in India experience organizational role stress, across sectors and the inverse relationship between organizational role stress with job satisfaction and quality of work life, can be used in framing the policy for organizations in enhancing organizational productivity and employee commitment. It is of relevance for social workers and other professionals

involved with mental health, considering the marital break downs, adultery, suicides and psychiatric problems, to help these executives with stress coping skills. The study reminds us about our duty as social workers in enabling individual employees as well as organizations to lead a better quality of life.

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