THE MEDIATING EFFECTS OF ORGANISATIONAL CONFLICT ON EMPLOYEES STRESS: A STUDY OF PUBLIC SECTOR EMPLOYEES IN J&K

Prof. Neetu Andotra
Professor & Head, Dept. of Commerce, University of Jammu, Jammu (J&K), INDIA

Ms. Vaishali
Research scholar, Dept. of Commerce, University of Jammu, Jammu (J&K), INDIA
E-mail: neetu.bipan@rediffmail.com

ABSTRACT

The focus of the present study is to formulate, examine and establish a research model linking the multidimensional and mediating relationships of role conflict & role ambiguity on organizational conflict causing stress among the employees of J&K public corporations. Based on the survey of 242 corporate employees of J&K State Forest Corporation, J&K State Road Transport Corporation, J&K Cement Limited and J&K State Industrial Development Corporation, the effective response received was 72.31%. The data was analysed using exploratory factor analysis and confirmatory factor analysis using the structural equation model to measure the relationship among the constructs. The empirical results revalidate that role conflict and role ambiguity has positive association with employees stress. The mediating effects of organisational conflict positively impact employees stress. Career planning & counselling programmes, job enrichment , job rotation, collateral programmes like stress management, health promotion , employee fitness and other kinds of programmes must be introduced in the corporations to relieve employees from stress.

Keywords: Role ambiguity, Role conflict, Organisational conflict, Employees stress.

INTRODUCTION

Individuals in complex organizations are constantly exposed to a variety of expectations from both themselves and others as they carry out their organizational roles. Whenever human beings interact, conflict is bound to occur because individual values, goals and aspirations differ, both among individuals and over time (Darling & Fogliasso, 1999). Conflicting or incompatible expectations cause role conflict for the individual while unclear or vague expectations may result in role ambiguity. Kahn et al. (1964) empirically found lower levels of job satisfaction for those with high conflict and ambiguity. Previous literature on role conflict and ambiguity (Rizzo, House and Lirtzman, 1970) supported the Kahn et al. theory and found both conflict and ambiguity to be clearly

associated with low job satisfaction and dysfunctional behavior due to the stress and anxiety of role pressures. The prevalence of job stress has in almost all the sectors has increased by 10 percent since 2001 (Kahn & Langlieb, 2003 and Cryer, McCratyS & Childre, 2003). Stress arises when an individual experiences a demand that 'exceeds his or her real or perceived abilities to successfully cope with the demand, resulting in disturbance to his or her psychological and

psychological equilibrium' (Long, 1995). The work experiences that give rise to stress are often referred to as stressors, while the effects of stress (in terms of health & employee behavior) are referred to as strain (Hart & Cooper, 2001 and Kahn & Byosiere, 1992). Past researches have examined several different kinds of stressors, including aspects of the employee's role, particular job demands, interpersonal conflict & characteristics and facets of the physical work environment etc. (Hart & Cooper, 2001; Kahn & Byosiere, 1992 and Spector & Jex, 1998). The focus of the present study is to formulate, examine and establish a research model linking the multidimensional and mediating relationships of role conflict & role ambiguity on organizational conflict causing stress among the employees of J&K public corporations.

REVIEW OF LITERATURE

Work related stress is a feeling of dissatisfaction as a result of differences between perceived conditions and happenings in the area of work and the basic human physiological reactions to the real life conditions in the work place which they find uncomfortable, undesirable and threatening (Montgomery et al., 1996). This may occur due to conflicting job requirements & demands (Jamal, 1990), inability to carry work load, personality traits of workers (Newman & Beehr,1979), poor administrative responsibilities, unclear organizational goals (Murphy, 1987) ,incompatible relationships with colleagues and bullying & harassment (Montgomery et al., 1996). Role ambiguity, role conflict and vague organizational roles were also found to be correlated with work stress (Al-Fadli, 1999 and Nusair & Deibageh, 1997). Role ambiguity occurs when an individual is uncertain about the role expectations and has no idea on how to perform the role (Tang & Chang, 2010; Ortqvist & Wincent, 2006 and Li & Bagger, 2008). Several researchers have reported that role conflict is found to have a significant and positive effect on role ambiguity and role incumbents with high levels of role ambiguity respond to their situation with anxiety, depression, lower self esteem, lower levels of job involvement & organizational commitment ,low job satisfaction, high absenteeism etc. (Menon & Akhilesh, 1994 & Babin & Bolesn, 1996). Role conflict among employees may be intra-sender, inter-sender, person-role & role overload and occur when incompatible role expectations exist within the work place or due to structured variables (Larson ,2004). Organisational conflict is generally regarded as disagreement regarding interest or ideas when the goals, interests or values of different individuals or groups are incompatible with those of individuals or groups block or frustrate each others in an attempt to achieve their objectives (Henry, 2009). Conflict can occur between groups, between individuals, or even within an individual over a broad range of situations, such as differences in attitudes, goals, distribution of resources and competing activities (Schulz &Waldinger , 2005) and if not managed properly would disrupts collaborative efforts (Gardner & Cary, 1999), unprofessional behaviors (Pranulis,1995), under commitment to the organization (Kroposki, 1999), increases psychological stress (O'Driscoll

& Beehr, 2000) and emotional exhaustion (Elloy DF, et al, 2001 & Peiro, 2001), mistreatment of customers (Peiro, 2001), elevates anxiety & work resignation (Kjormo & Halvari, 2002) and decreases altruistic behaviors (Jex, et al., 2003) .Furthermore, high levels of relationship conflict can lead to dysfunctions in the organization and raises level of stress (Friedman, et al., 2000).

RESEARCH HYPOTHESES & CONEPTUAL MODEL

After examining the literature of all relevant variables, a conceptual framework of this paper is developed as under:

Figure 1: Conceptual Model depicting the mediating effects of organisational conflict on employees stress
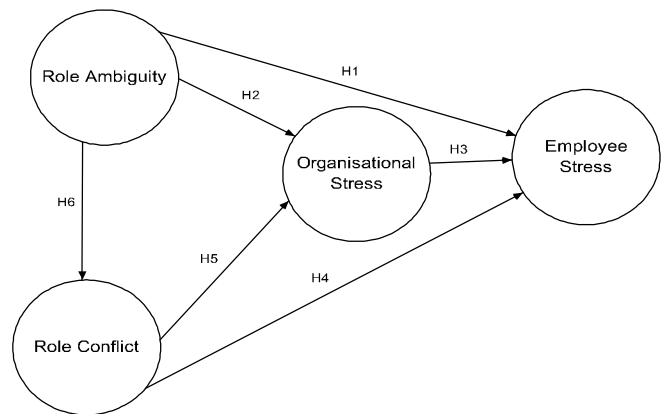
In accordance with the above theoretical frame work, the following hypotheses are developed:

H1: Role ambiguity has positive association with employees' stress.

H2: Role ambiguity has positive association with organisational conflict among employees.

H3:Organisational conflict is positively associated with employees stress.

H4: Role conflict has positive association with employees' stress.

H5: Role conflict has positive association with organisational conflict. among employees.

H6: Role ambiguity has positive association with role conflict among employees.

RESEARCH METHODOLOGY

Measures

The dimensions of conflict & stress are assessed using an adapted version of scales developed by De Dreu & Van Vianen (2001), Friedman et al. (2000), Hoel & Giga (2006), Hobman et al. (2003), Plowman et al. (1993), and Kelly et al. (2004). Role conflict and role ambiguity are measured using scales developed by Rizzo et al. (1970) which has been extensively validated and have established records for its psychometric properties (Gilboa et al., 2008 and Gonzalez & Lloret, 1998). All

statements measuring conflict ,stress, role conflict and role ambiguity were anchored on 5 point Likert-type scales, ranging from 1 (strongly disagree) to 5 (strongly agree). The higher the score, the more the participants agreed with the statements.

Samples and procedures

The designed schedule after pre testing and refinement was distributed among all the employees of four J&K Public Corporations i.e., J&K State Forest Corporation, J&K State Road Transport Corporation, J&K Cement Limited and J&K State Industrial Development Corporation. A total of 242 questionnaires were distributed, 175 were completed and returned representing response rate of 72.31%.

DATA ANALYSIS

The data have been analysed with the help of two softwares (SPSS and AMOS). Before data analysis, it was duly purified with the help of exploratory factor analysis and validated through Confirmatory factor analysis (CFA). The detailed result of exploratory and confirmatory factor analysis is as under:

Scale purification – exploratory factor analysis

The multivariate data reduction technique of factor analysis was carried with Principal Component Analysis method along with orthogonal rotation procedure of varimax for summarizing the original information with minimum factors and optimal coverage. The statements with factor loading less than 0.5 and eigen value less than 1.0 were ignored for the subsequent analysis (Hair et al., 2006). The data reduction was performed in three steps- First ,in the anti-image correlation the items with value less than 0.5 on the diagonal axis were deleted. In the second step, the extracted communalities were checked (amount of variance in each variable) and items with values less than 0.5 were ignored for the further analysis. In the third step, in rotated component matrices statements with multiple loadings and values less than 0.5 were deleted. The purification of two scales has been carried out separately. The detailed outcome of scale purification for both the constructs is explained as under:

Measurement of role conflict

The KMO value is accorded at 0.862 and BTS measure at 311.724 with df 21 and p = 0.000 support the suitability of data for pursuing factor analysis. Two factors, along with identified items, emerged are summarized as under:

Factor 1: Unchallenging task & work pressure: This factor comprises four items namely, 'unchallenging tasks' (MS = 3.716, S.D = 0.925, FL = 0.846), 'work pressure' (MS = 3.625, S.D = 1.075, FL = 0.767), ' work suits values' (MS= 3.645, S.D = 1.08, FL = 0.757) and ' work interferes with other work' (MS = 3.645, S.D = 1.093, FL = 0.696). The respective communalities values are found to be 0.742, 0.637, 0.705 and 0.643 respectively. The factor explained 30.407% of variance.

Factor 2:Inadequate training and appraisal : The four items enticed are 'you have enough time to perform your duties (MS = 3.85, S.D = 1.01, FL = 0.686)', 'insufficient training (MS = 3.68, S.D = 1.08, FL = 0.669)', 'confusion regarding your performance (MS = 3.80, S.D = 1.180, FL = 0.840)' and 'you find it difficult to become good employee & ideal govt. employee at the same time' (MS = 3.35, S.D = 1.13, FL= 0.53)'. The values of communalities and MSA are more than 0.50. The factor demonstrated 26.97 % of variance.

Measurement of role ambiguity: The KMO value is accorded at 0.787 and BTS measure at 597.463 with df 36 and p = 0.000 support the suitability of data for pursuing factor analysis. One factor, along with identified items emerged is 'Inadequate information & vague orders'. This factor explains 19.95% of the variance and consisted of four items namely, 'lack of policies (MS = 3.65, S.D = 1.06, F.L. = 0.784)', 'lack of information (MS = 3.50, S.D = 1.03, F.L. = 0.730)', 'vague orders (MS = 0.591, S.D =1.17, F.L=0.786)' and 'insufficient time(MS= 0.496, S.D.=1.18, F.L.= 0.822)'. The communalities values are found to be 0.615, 0.533, 0.629 and 0.564 respectively for the items.

Measurement of organisational conflict: The KMO value is accorded at 0.884 and BTS measure at 975.463 with df 54 and p = 0.000 support the suitability of data for carrying factor analysis. Three factors, along with identified items emerged are discussed as under:

Factor 1: Biasness of management: 'lack of unity & cooperation among employees (MS = 2.50, S.D = 1.27, F.L = 0.748)', 'policies & guidelines are incompatible to performance (MS = 2.58, S.D = 1.20, FL = 0.742)', 'evaluation in biased manner (MS = 3.29, SD = 1.46, FL = 0.713)', 'incentives are not linked with performance (MS = 3.08, S.D = 1.46, F.L = 0.692)', 'no parity between authority & responsibility (MS = 2.88, S.D = 1.32, FL = 0.681)', 'management doesn't consider issues from employees point of view' (MS = 3.42, SD = 1.53, FL = 0.631)', 'employees are not treated equally (MS=3.04, SD=1.56, F.L.= 0.616)', 'insecurity about job (MS = 2.69, SD = 1.97, FL = 0.580)' and 'superiors dominate every decision & implementation activity (MS=3.38, SD=2.19, F.L.= 0.559)' are included in this factor. This factor explained 26.47 % of variance.

Factor 2: Organisational complexities & individual differences: Important items under this head include 'interdependent tasks lead to organisational complexities (MS = 2.55, S.D= 1.23, FL = 0.722)', 'organisational complexities create conflicts among employees (MS = 2.82, S.D = 1.26, FL = 0.704)', 'individual differences create conflicts among employees (MS = 2.70, S.D= 1.21, FL = 0.745)', 'lack of participative decision making leads to conflicts (MS = 2.89, S.D = 2.60, FL = 0.639)'and 'differences of opinion creates employees conflict (MS = 3.14, S.D = 1.34, FL = 0.527). The communalities are found to be 0.703, 0.734, 0.621, 0.412 and 0.578 respectively and the overall factor accounts for 39.986% variance.

Factor 3: Demographic diversity: It consists of four items viz., 'differences in age, gender and ethnicity leads to conflicts (MS= 2.87, SD= 1.26, FL= 0.707)', 'differences in work ethic,

work values and motivation triggers both task & relationship conflict (MS=2.74, SD=1.14, FL=0.708)', 'ineffective communication (MS= 2.94, SD= 1.94, FL= 0.724)' and 'differences in tenure and work experiences leads to task related conflict (MS=3.20, SD=1.93, FL=0.878). The item-wise communality values are arrived as 0.591, 0.698, 0.673 and 0.687.

Measurement of employees' stress : The KMO value is accorded at 0.865 and BTS measure at 893. 634 with df 57and p = 0.000 support the suitability of data for pursuing factor analysis. Two factors, along with identified items emerged which are summarized as under:

Factor 1: Inadequate communication & strained relationships: This factor comprises 'employees feel isolated & ignored (MS= 3.01, SD=1.36, FL=0.830)', 'deviation between individual goal & organisational goals (MS=3.09, SD= 1.20, FL=0.771)', 'employees are not given opportunities to talk about issues (MS= 3.11, SD=1.36. FL=0.765)'. 'strained relationships at work (MS= 3.07, SD=1.27, FL=0.734)', 'lack of employees participation (MS=2.96, SD= 1.32, FL=0.623)', 'political pressure (MS= 2.95, SD=1.32, FL=0.623)' 'insufficient prospects for promotion (MS=3.79, SD=1.21. FL=0.579)'. The values of communality for this factor are 0.696, 0.626, 0.642, 0.548, 0.537, 0.476 and 0.526 respectively.

Factor 2: Lack of management support: This factor comprises 'long working hours (MS= 3.23, SD= 1.48, FL=0.732)', 'time pressure, career progress and workload creates stress (MS=3.58, SD=1.28, FL=0.713)', 'management is not receptive to new ideas from employees (MS= 3.29, SD=1.39. FL=0.695)', 'lack of involvement at domestic front (MS= 3.25, SD= 1.39, FL=0.895)', 'financial constraints (MS=3.51, SD= 1.31, FL=0.613)'and 'lack of training & development (MS= 3.32, SD=1.33. FL=0.899)'. The values of communality for this factor are 0.591, 0.534, 0.586, 0.808, 0.570, 0.696 and 0.855.

SCALE VALIDATION

Confirmatory factor analysis (CFA)

Confirmatory factor analysis (CFA) uses a multivariate technique to test whether a pre specified relationship exist between the manifest & latent variables and how well measured variables represent a latent constructs (Demirbag et al., 2006). The items with standardised regression weights (SRW) less than 0.50 are deleted (Hair et al., 2006). Fitness of the model has been assessed with various global fit indices like goodness of fit index (GFI), adjusted goodness of fit index (AGFI), comparative fit index (CFI), normed fit index (NFI), root mean squared error (RMR) and root mean square error of approximation (RMSEA). For the model to be fit, at least one absolute criterion and one incremental fitness criteria should meet the prescribed limits (Hair et al. 2006).

Role conflict scale

The role conflict scale comprised with eight statements and four statements got deleted during CFA due to low standardised regression weight. The model also yielded good results (GFI= 0.947, AGFI= 0.922, CFI=0.922, RMR=0.045 and RMSEA=0.027). All the retained items are loaded highly on the latent construct , thereby indicating uni-dimensionality and convergent validity

Role ambiguity scale

The role ambiguity scale comprised with four statements and one statement was deleted during CFA due to low standardised regression weight . The model also yielded good results (GFI= 0.979, AGFI= 0.946, CFI=0.954, RMR=0.033 and RMSEA=0.070). All the items are loaded highly on the latent construct thereby indicating uni-dimensionality and convergent validity.

Organisational conflict scale

The organisational conflict comprised with eighteen statements and eight statements got deleted during CFA due to low standardised regression weight . The model also yielded good results (GFI= 0.953, AGFI= 0.930, CFI=0.919, RMR=0.04 and RMSEA=0.065). All the retained items are loaded highly on the latent construct satisfying convergent validity criteria.

Employees stress scale

The employees stress scale comprised with thirteen statements and six statements got deleted during CFA due to low standardised regression weight . The model also yielded good results (GFI= 0.965, AGFI= 0.897, CFI=0.921, RMR=0.05 and RMSEA=0.045). All the retained items are loaded highly on the latent construct.

Convergent validity

Convergent validity tests the extent to which the covariance between the two measures is uniquely explained by the trait factor (Lim and Ployhart, 2006). Thus, items that are indicators of a specific construct should converge or share a high proportion of variance in common. It can be established in two ways:

a. **Factor loadings**: High factor loadings, i.e., above .50 or ideally .70 or higher indicate level of convergence. Convergent validity gets established in the study as all loadings are above .50

b. **Variance extracted**: In CFA, the average percentage of variance extracted (VE) is a summary indicator of convergence. If VE is 0.50, convergent validity gets established and in present research VE for all the constructs is above 0.50.

c. **Bentler-Bonnet Delta Coefficient**: It indicates that the scale is measuring its intended concept (Hair et al., 2005). A scale with Bentler-Bonett coefficient delta values of 0.90 or above implies strong convergent validity (Bentler and Bonnet, 1980). Bentler- Bonnet coefficient for all the scales are above 0.90, indicating strong convergent validity.

Discriminant validity

Discriminant validity shows that a test of a concept is not highly correlated with other tests designed to measure theoretically different concepts. It has been proved by

comparing the variance extracted with squared correlations between two constructs. The variance extracted for the two constructs is higher than the squared correlation between them thereby proving discriminant validity of the constructs.

Reliability

Reliability of the constructs have been checked through internal consistency by the application of Cronbach's alpha (Cronbach, 1951) as well as by extracting the composite reliability with the help of variance extracted. Alpha values equal to or greater than 0.70 indicate high construct reliability (Nunally, 1970 and O'Leary-Kelly & Vokurka, 1998). The alpha values for all the four scales came out to be role ambiguity (0.992), role conflict(0.815 & 0.827) , organisational conflict (0.897, 0.737 & 0.876) and employees stress (0.857 & 0.742) respectively. Thus, the Cronbach's alpha value indicates that the scales are quite reliable.

RESULTS AND DISCUSSION

Profile of respondents

The profiles of the survey respondents are shown in Table 1. The descriptive statistics indicated that out of 175 respondents, majority of the respondents belonged to J&K SRTC working at lower level & middle level. Maximum employees are male (70%) and married (93%) and having 45-58 years of age (54%). About 47% are matriculates who have been working with their respective corporations for more than 15 years (68%), having 3-5 dependents (73%) and earning between Rs. 4000-10,000 per month (47%).

Mediating effects of organisational conflict on employees stress - Structural Equation Modeling (SEM)

Structural equation modeling (SEM) is a tool for analysing multivariate data that has been long known in marketing to be especially appropriate for theory testing (Bagozzi, 1980). SEM is superior to ordinary regression models as it incorporates multiple independent and dependent variables as well as hypothetical latent constructs. It also provide a way to test the specified set of relationships among observed and latent variables as whole (MacCallum and Austin, 2000).

The model consisted of six paths, which were found significant (RMR= .036 RMSEA= .063, GFI=.930, AGFI=.942 and CFI=.959). The first path traces the relationship between role ambiguity and employees stress. The standardized regression weight between the role ambiguity and employees stress (SRW=.43, p< .01) indicate significant relationship between the two, which confirms the first hypothesis role ambiguity experienced by an employee is positively associated with stress faced by him . The rationale behind this is that where the employees do not have sufficient information about their duties in the organization and when there is a lack of the necessary briefing , they feel stressed.

The second path reflected that role ambiguity has positive association with organisation conflicts (SRW= .41, p<.01). The rationale behind this positive relation is that long period of

Table 1: Profile of respondents

S.	Variables	Description	Number	% age
1.	Name of the department	The J&K Cement Ltd.	28	16
		The J&K SIDCO	32	18
		The J&K SRTC	44	25
		The J&K State Forest Corporation	71	41
		Total	**175**	**100**
2.	Designation	Lower level	87	49
		Middle level	75	43
		Upper level	11	06
		Top level	01	01
		Board	01	01
		Total	**175**	**100**
3.	Qualification	Matric	83	47
		Graduate	69	39
		Post-graduate	20	12
		Others	03	02
		Total	**175**	**100**
4.	Age	Below 25 years	04	02
		25 – 35 years	21	12
		35 – 45 years	56	32
		45 – 58 years	94	54
		Total	**175**	**100**
5.	Gender	Male	122	70
		Female	53	30
		Total	**175**	**100**
6.	Marital status	Married	163	93
		Un married	12	07
		Total	**175**	**100**
7.	No. of dependents	1 – 2	35	20
		3 – 5	128	73
		5 – 10	12	07
		Total	**175**	**100**
8.	Income of employees (Monthly)	Rs. 4,000 – Rs. 10,000	83	47
		Rs. 10,000 – Rs. 15,000	35	20
		Rs. 15,000 – Rs. 20,000	29	17
		Above – Rs. 20,000	28	16
		Total	**175**	**100**
9.	Length of association	1 – 5 years	13	07
		5 – 10 years	21	12
		10 – 15 years	22	13
		Above – 15 years	119	68
		Total	**175**	**100**

employees going through role ambiguity can commonly lead to organisational conflicts due to low levels of job satisfaction, low levels of employee involvement at the work place, high absenteeism and high amounts of tension among employees.

The third path reflected the significant relationship between organisational conflict and employees stress (SRW= -.41, P <.01) because conflict with co-workers or bosses creates stress among employees.

The fourth path, traced the relationship between role conflict and employees stress, has been found significant (SRW=.51,

p<.01), which supports the third hypothesis. The reason behind this is that employees feel under pressure if the demands of their job (such as hours or responsibilities) are greater than they can comfortably manage.

The fifth path traces the relationship between role conflict and organisational conflict. The standardized regression weight between the role conflict and organisational conflict (SRW=.60, p< .01) indicate significant relationship between the two, which confirms the fifth hypothesis role conflict experienced by an employee is positively associated organisational conflict . The rationale behind this is employees experiencing role conflict may come to believe that they cannot successfully perform the job. Consequently, they may be forced to invest additional resources into their work role for fear of losing their job status. This additional investment of resources into the work role represents a loss of resources that leads to negative states (eg. dissatisfaction and psychological strain), thereby creating conflict among employees.

The sixth path traced the relationship between role ambiguity and role conflict. The standardized regression weight between the role ambiguity and role conflict (SRW=.48, p< .01) indicate significant relationship between the two, which confirms the sixth hypothesis role ambiguity experienced by an employee is positively associated with role conflict faced by him . The rationale behind this is that an employee who has to perform two or more roles simultaneously finds it difficult to perform either of the roles in the absence of required job directives and policies.

As shown in Table 2, the direct, indirect and total effects of role ambiguity on employees stress

were .43, .54 and.97 respectively. However, the indirect effect (0.54) of role ambiguity on employees stress showed a stronger

positive effect than the direct effect (0.43) exhibiting organisational conflict was the key mediator to influence an employee's stress. However, the indirect effect (0.63) of role conflict shows a stronger effect than the direct effect (0.51), again exhibiting that the organisational conflict was the key mediator to influence an employee's stress.

Table 2: The effects of role ambiguity, role conflict & organisational conflict on employees stress

Dimensions of conflict	Direct effect	Indirect effect	Total effect
Role ambiguity	0.43	0.54	0.97
Role conflict	0.51	0.63	0.114
Organisational conflict	0.55	N.A.	0.55

Fig. 2: Mediating effects of organisational conflict on employees stress

Key: RC=Role conflict, RA=Role ambiguity, OC= Organisational conflict, ES=Employees stress, R1-R2,R11,R14=Manifest variable of role conflict, RA4, RA6-RA8=Manifest variable of role ambiguity, OC5,OC7-OC9,OC11,OC13-OCOC16, OC25= Manifest variable of organisational conflict, ES13-ES17,ES20-ES21= Manifest variable of employees stress, e1-e4= error terms of role ambiguity,, e5-e11= error terms of employees stress, e12-e21=error terms of organisational conflicts,e22-e25= error terms of role conflict.**1.8 Conclusion and managerial implications**

Research on the topic has led to the understanding that higher the organisational conflict, higher will be the stress among employees . However, the research on the mediating effects of conflict is very limited but the study supports the relevant literature on role ambiguity, role conflict, employees stress and organisational conflicts. In this study exploratory factor
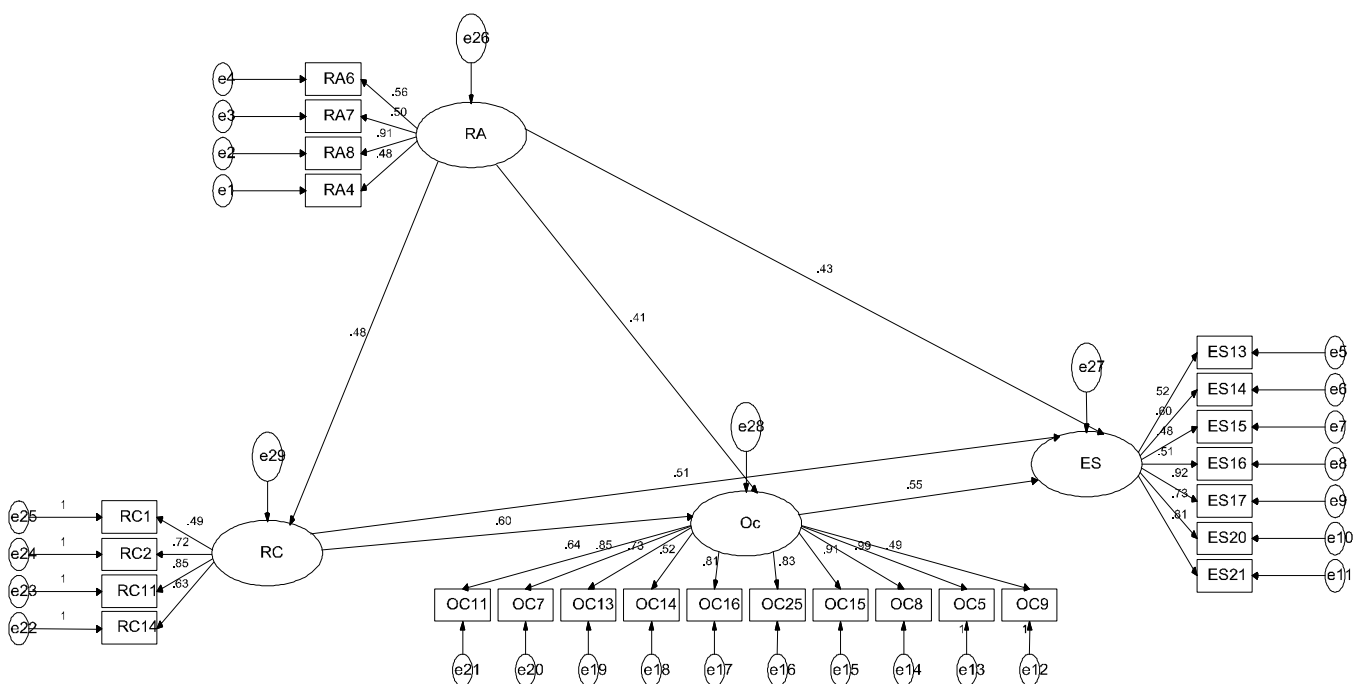
analysis and confirmatory factor analysis have been used to empirically verify and revalidate underlying dimensions of role stressors and organisational conflict scale. The findings suggest that role conflict creates stress among employees, which is supported by Jawahar et al. (2007), Hobfoll, (1989, 2002) etc. The findings further revealed that when an individual experiences role ambiguity, his or her ability to visualize job performance is affected, which results in organisational conflicts and conflict among employees which is in line with earlier research (Li and Bagger, 2008). Results also support the previous research on conflict-stress relationship that when employees face conflicts between the two lines of authority that make up the organizational structure of the corporations, they experience stress (Corwin, R. 1961.& Georgopolous, B., and F. Mann. 1962).

This paper is an insightful addition to the current literature regarding work-related stress in the Indian context. Of the task-related stress factors, role ambiguity, role conflict,and organisational conflict were found to be significant causes of stress among employees in the J&K public corporations. This research provides not only information about work-related stress factors, but also sheds light on how stress can be prevented at the work place .Career planning and counselling programmes should be included in corporation's policies as it enables the employees to obtain advice regarding career paths that would help them to achieve personal goals and reduce their stress. Job must be redesigned with defined work schedules to ease stress among employees. Collateral programmes like stress management programmes, health promotion programmes, employee fitness programmes and other kinds of programmes must be introduced in the corporation as these fringe benefits relieve employees from stress. Organisations systems should be transparent, accountable, low politicization, participative decision making and emphasis on periodical skill development programme. Work culture must be reinforced especially in case of J&K SRTC and J&K SFC. Rotation of employees between interdependent departments can improve perception and mutual understanding. Setting up realistic deadlines, removing the insignificant aspects of their job and granting them some degree of autonomy in deciding what procedures to follow to accomplish a task can help in minimizing stress among employees.

In future research, a comparison between managerial and non-managerial clerical staff in terms of perceptions of role ambiguity and role conflict, as sources of stress could be taken. Moreover the impact of demographic variables on the perceptions of role ambiguity and role conflict as sources of stress in multinational corporations could be of interest to academics and administration.

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