

The Impact of Tenure of Service and Demographic Variables on Inter-role Distance Among Human Resource of Indian Public Sector Banks

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KEYWORDS <i>Demographic variables, length of service, organizational role stress, inter-role distance, bank employees, public sector banks</i>	ABSTRACT Present research reconnoitres the impact of tenure of service and demographic variables on the inter-role distance of public sector bank's human resource. A total of 302 respondents provided their responses on the Organizational Role Stress (ORS) Scale. Independent variables- length of service & demographic variables are studied to determine their impact on organizational role stress - dependent variable. Judgemental sampling is used. Multiple regression test was executed for hypothesis testing. The results revealed that education and income significantly impact the inter-role distance on the surveyed population.
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1. INTRODUCTION

Workplace stress and role stress are specific forms of a broader phenomenon known as 'stress,' which is rooted in psychological theory and encountered in daily life (Quick et al., 1997). Stress is a pervasive and often unavoidable aspect of human experience. Over time, the stress concept grew and known as creation's innate part. Factually, it seemed below countless labels in initial theoretical backgrounds, serving as a paradigm to understand human behaviour and responses.

1.1 Concept of Stress

In joint usage, stress typically denotes to an occurrence or sequences of proceedings that elicit a reply—often in the form of 'distress,' but occasionally as a positive challenge that generates a sense of excitement, sometimes referred to as 'eustress' or 'good stress.' The studies conducted by Selye in 1936 and 1956 defined stress as a dynamic condition in which an individual is confronted with an opportunity, constraint, or mandate linked to what they want, where the result is professed as together undefined and significant. Cox (1978) identified three categories of stress definitions: stress can be viewed, as a provocation (or stressor), or as an intervening variable. Selye's definition is a classic example of the response-oriented perspective.

Work-related role stress is a significant and widely studied construct in the field of organizational behaviour. The diverse responsibilities involved in the various roles individuals perform often make these roles inherently complex. This complexity is further amplified when an individual is engaged in multiple role-sets simultaneously. Such role dynamics can lead to conflict and stress.

Boles & Babin (1994) specified that global organisational thinkers defined role stress as the tension and doubt associated with definite work-related roles. Kahn et al. (1964), discussed the model of stress, identified role stress as a distinct form of stress, emphasizing paradigms such as role ambiguity and role conflict. Subsequent research has demonstrated that both role conflict and role ambiguity significantly impact personal well-being and organizational results (Fisher & Gitelson, 1983; Jackson & Schuler, 1985).



1.1.1 Concept of Inter-role Distance

The tension amongst professional and non-professional roles is known as inter-role distance. Inter-role distance denotes the psychological tension or conflict an individual experiences while managing multiple roles, particularly those related to work and personal life. It reflects the strain that emerges from competing demands and expectations associated with these distinct roles, often resulting in a perceived disconnect or imbalance between them.

2. LITERATURE REVIEW

Barman (2023) conducted a comprehensive study examining the factors contributing to job stress among bank employees, with a particular focus on gender, job designation, and work experience. The latent construct of "job stress" was assessed using six key indicators: group politics, role ambiguity, interpersonal relationships, role conflict, role overload and Job setting. The findings revealed that male employees described knowingly advanced stages of stress than their female colleagues across all dimensions, except for role ambiguity. Comparisons based on job designation indicated that managerial personnel experienced greater stress than clerical staff, largely due to role overload and strained interpersonal relationships. In terms of work experience, staff members with fewer than five years of tenure reported notably higher stress levels, especially related to role conflict, internal politics, role ambiguity, and substandard workplace environments. The study concluded that female employees exhibited greater resilience and adaptability in coping with workplace challenges. Furthermore, aside from differences in role overload and interpersonal dynamics, job stress levels were found to be relatively consistent across hierarchical levels. Srinivasan and Wilson (2022) observed that female bank employees generally face higher stress levels than males, attributed to factors such as age, marital and family responsibilities, senior job roles, role ambiguity, long working hours, limited experience, and extended commuting distances.

Kejriwal (2019) identified significant differences in various dimensions of role stress—such as role stagnation, inter-role distance, role ambiguity, role overload, and self-role distance—between bank employees. Furthermore, the findings indicated demographic variables, including age, monthly income, and educational qualifications, had a substantial impact on organizational role stress (ORS). Additionally, marital status and length of service emerged as significant predictors, with married employees reporting higher stress levels compared to their unmarried counterparts.

Vasavi and Sudhir (2018), through a review of existing literature, observed that employees in private and non-nationalized banks are currently experiencing elevated levels of stress. Similar patterns were noted among faculty members—particularly senior professors and educators in self-financing institutions—as well as among male doctors in the healthcare sector. More broadly, within the Indian service sector, key stressors counted in role overload, role ambiguity, role conflict, personal inadequacy, lack of team cohesion, extended work hours, political interference, role erosion, inter-role distance, and difficulties in maintaining work–life balance.

Shanthi and Ramachandran (2018) concluded that bank employees experience balanced degree of role stress, with role erosion emerging as prominent stressor and resource inadequacy of negligible significance. No meaningful statistical difference was observed in the study in overall role stress between the two sectors.

Lakshendra (2018) examined the relationship between demographic traits and role stress and found that gender, age, household size, and income had no statistically significant impact on inter-role distance among employees in public sector banks.

Sinha and Sinha (2018) reported that the majority of bank employees are exposed moderate amount of organizational role stress, with role erosion being the most significant contributor, followed by inter-role distance and role overload. Their findings also identified income and job experience as significant determinants of stress levels.

Kunte et al. (2017) found that over 60% of bank employees experience high levels of role stress, particularly in the areas of role overload, self-role distance, and role stagnation. Singh et al. (2017) acknowledged that employees in both public and private sectors experience organizational role stress, challenges with mental health, job satisfaction and concerns. However, those working in private banks reported higher levels across all three variables. Lakshendra et al. (2017) investigated the link between population variables and organizational role stress, concluding that income, education, and age significantly affect stress levels.

Raghavendra and Srinivas (2014) observed that employees in banks generally experience moderate levels of stress, with role erosion identified as the primary contributor and resource inadequacy as the least impactful. Although overall stress levels were similar across the two sectors, private sector employees tended to report marginally higher stress. Additionally, educational qualifications and job experience were proven to significantly shape the degree of experienced stress.

Patwardhan et al. (2014) conducted a survey involving 45 female and 35 male managers from five-star luxury and standard hotels to compare role stress levels using the Organizational Role Stress (ORS) scale. The study revealed that male managers generally experienced lower stress levels compared to their female counterparts. Inter-Role Distance (IRD) emerged as the most significant stressor for both genders, followed by role erosion and role isolation for men, and role stagnation for women. The 24×7 working hours in the hospitality industry—a male-dominated sector—contributed to female managers feeling more isolated in their roles. When comparing stress levels across educational qualifications (undergraduate, postgraduate, and



others), no significant differences were found. However, stress levels varied significantly based on length of service, with senior managers reporting higher stress than less experienced managers. This heightened stress among senior managers is linked to the high attrition rates observed early in hospitality careers.

3. OBJECTIVES OF THE STUDY

To examine how demographic factors and years of service influence inter-role distance among employees working in public sector banks.

4. HYPOTHESIS

H01 Length of service and demographic variables and makes no significant impact on inter-role distance on public sector bank human resource.

5. RESEARCH METHODOLOGY

5.1 Sampling Technique

The present study sample comprised 302 employees employed in public sector banking institutions located in western Uttar Pradesh, India. Participants were selected using a judgemental sampling technique. The study involved the distribution of 400 questionnaires, and respondents were given adequate time to complete them at their own pace. Out of the questionnaires issued, 352 were returned, with a response rate recorded at 88%. After screening, 302 questionnaires were deemed complete and suitable for inclusion in the analysis.

5.2 Measures

Lakshendra (2019) concluded that demographic factors and length of service significantly influence organizational role stress (ORS) among employees in the private banking sector. Building on this, the present study aims to examine the effect of demographic variables and length of service on inter-role distance among employees in public sector banks.

The Organizational Role Stress (ORS) scale developed by Pareek (1983) was utilized to assess organizational role stress, as Gorden (2004) recognized it as a classic and widely accepted instrument for measuring role stress within organizations. The scale evaluates ten distinct dimensions of organizational role stress. Specifically, inter-role distance (IRD), with nine other dimensions, is measured using items 1, 11, 21, 31, and 41. The other nine dimensions—each consist of five items. Responses are recorded on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The ORS scale has been extensively employed in prior research, including studies by Pastonjee (1999) Subsequent studies conducted by Bhattacharya and Basu (2007), Dasgupta and Kumar (2009), and Basu and Jha (2012) has also validated the relevance and applicability of this scale in organizational studies.

6. ANALYSIS AND INTERPRETATION

Table 1 illustrates the findings from the multiple regression analysis of demographic influences on inter-role distance (IRD) among public sector bank human resource.

Table 1: Outcome of Multiple Regression Analysis Examining the Influence of Demographic Factors and Service Duration on Inter-role Distance (IRD) in Public Sector Bank Human Resource

Source	DF	Adj SS	Adj MS	F-Value	P-Value
Regression	10	1544.21	154.42	6.89	0.000
Gender	1	18.34	18.34	0.82	0.366
Age	2	112.21	56.11	2.50	0.084
Education	1	147.13	147.13	6.57	0.011
Number of Family Members	2	20.15	10.18	0.45	0.683
Income	2	698.09	349.04	15.58	0.000
Tenure of Service	2	116.21	58.10	2.59	0.077
Error	292	6542.8	22.41		
Lack-of-fit	72	1900.97	26.40	1.25	0.111



Pure Error	220	4641.85	21.10		
Total	302	8087.03			

Significant @ 0.05

Table 1 shows that since ($p < 0.05$; F-value = 6.89), the null hypothesis is rejected, and the alternative hypothesis is accepted. This indicates that education and income have a significant impact on inter-role distance. Further analysis reveals that gender, age, family size, and tenure of service do not significantly affect inter-role distance. Among the factors studied, income has the strongest influence on inter-role distance ($p < 0.05$, F-value = 15.58), followed by education ($p < 0.05$, F-value = 6.57). This may be explained by the fact that higher education often leads to increased income and enhances an employee's multitasking abilities, which in turn results in additional role responsibilities. Consequently, employees experience greater inter-role distance due to the demands of managing multiple, and sometimes conflicting, roles.

7. DISCUSSION AND CONCLUSION

The results have been validated by Patwardhan et al. (2014), who found that gender does not have a significant effect on inter-role distance (IRD). However, Cardoso and Nirmala (2015) reported contrasting findings regarding IRD. Additionally, a more comprehensive study by Lakshendra (2019) revealed that demographic factors and length of service significantly influence organizational role stress (ORS) among employees. Management may have better HRD practices for attaining employees' optimum work-life balance.

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