CHAPTER II

REVIEW OF LITERATURE

Introduction

All nations have an urge to be recognized as forerunner in the global scenario. A nation’s growth is judged by various factors like productivity in agriculture, industrial production, education, healthcare delivery system, per capita income, etc. Each of these sectors/factors is important in a nation’s development. Better policies should be adopted to re-energize the nation’s growth and development. Industrial sector is one among such sectors recognized by India for its optimistic approach for investments. It has modified industrial policy in order to bring more investments, jobs and ultimately increase income status of people through industrial investments. This effort is awarded by increasing investments, production and export, and adoption of new technologies, etc.

This scenario has led to enormous job opportunities. Talented young minds have plenty of exposure towards new avenues in industrial sector such as manufacture, service and Information Technology (IT). The industrial boom has led people to acquire different skills to handle challenging work. This gradual development of industries has opened wide opportunities, and a further trend is to the migration of people from rural areas to urban areas.

As industries are established more in urban areas, rural population, in particular, is attracted towards urban areas in search of jobs. People secure jobs in urban sectors, in spite of their interests, skills, ability, and education qualification. In addition, industries
also raise their expectations regarding work from their workforce. The existing skills or abilities no longer remain as life saving criteria. Employees are forced to acquire different and vibrant skills, ability to withhold the pressure of professional challenges and capability, perform and maintain their credibility to produce under pressure. Those who fail to withstand the momentum are shown the doors. New technologies have made working conditions even faster and smooth for which people need to develop new skills and capabilities.

Today’s organizations demand/extract quiets an amount/quantity of work from its employees. Of course, employees are paid well. Organizations are striving hard to fulfill every employee’s wishes. But only money cannot satisfy every one’s wish, some may expect more than money which cannot be measured by money itself. Finding a good job which suits one’s interest and capabilities is difficult and finding an employee who matches the organization’s objectives and demand is also too difficult. In this context, withstanding for a long time in organization or retaining an employee for a longer time is a challenge. By following this, organizations sometimes tend to forget about the consequences which affect the organization directly such as Personal Life Stress (PLS) or Negative Life Events, Occupational Stress (OS), and Work/Life Balance and this may lead an organization to lose valuable human resources. Concomitantly replacing the valuable human resources is not so easy, which affect the organizational performance and also deprive the employees’ ability/capability to focus on profession and personal life.
Although these three aspects, seems to be independent, they are interdependent, which directly affect the life and work performance of employees. In view of this, let us try to cast some light on the studies undertaken to understand and analyze these three aspects of life.
PART A: WORK/LIFE BALANCE (WLB)

The concept of work-life balance has gained attention during last decade. In India after adopting LPG (Liberalization, Privatization and Globalization), every organization desires to remain in the business for a long time which creates huge competition for organizations. When an organization wants to increase its business/achieve its organizational goals, organizations demand more work from its employees and employees are forced to align their personal goals along with the organizational goals, which will disturb the balance between profession and life. Hence, maintaining a proper work/life balance policy is an essential quality of an organization. In this regard Guha and Chimote (2012) have rightly mentioned that an adaptable work/life policy could be beneficial to employer and employees. The policies should benefit the employees in fulfilling their professional expectations as well as family expectations. But, for some authors, the imbalance or an effort to bring the balance between profession and personal life issues is a sort of conflict between the two dimensions.

Work/life Balance does not mean striking a perfect balance between work and personal life. It is more about spending qualitative time and having the feeling of well-being. One cannot clearly divide the issues affecting the work and personal life. These two are interdependent. Striking perfect balance always depends on various issues like one’s perception of success and failure in life and developing strategies to bring balance between achieving organizational goals and personal goals. Hence, work/life balance can be understood as to state where an individual manages real or potential conflict between different demands on his/her time and energy in a way that satisfies his/her needs for
well-being and self-fulfillment (Clutterbuck, 2013). Many studies have been carried out by researchers to understand the issues of work/life balance in different areas such as manufacturing, IT and ITeS, service and hospitality sector. In this section, researcher would like to highlight/review the supportive research work undertaken by other researchers.

**Work/life Balance and Job Satisfaction**

People engage in some income generating activities/profession in order to survive and fulfill their personal and social needs. Whatever profession it may be, people must have a sense of satisfaction. Without having a sense of satisfaction, no individual can enjoy his/her professional and personal life. In this regard, Kulkarni and Kulkarni (2012) have opined that successful employees are recognizing that positive Work/Life Balance outcomes for employees from achieving Work/Life Balance to the satisfactions of challenging work and career development are key ingredients of a successful business strategy. Authors have collected the views of 20 employers and over 200 workers on key quality issues of work life trends by administering self-prepared questionnaires. These questionnaires were prepared for employers and employees. The respondents (50 employees and 05 employers each) were selected randomly from agriculture, manufacturing, textile and service sectors.

To find-out major workforce challenge experienced by employers, they were subjected to different questions and the work/life balance criteria were recorded in percent as follows.
➢ Work-life balance (35%).
➢ Employee stress (30%).
➢ Employee retention (30%).
➢ Job satisfaction (25%).
➢ Employee engagement (20%).
➢ Commitment (15%).
➢ Trust (15%).
➢ Career development (15%).
➢ Absenteeism (15%).

Work/Life Balance, employee stress, employee retention and job satisfaction form 120%, altogether which indicates the correlation between these challenges faced by employers. Further, to the question related to challenges in Work/Life Balance, 90% (45% employers and 45% employees) responded that balancing the work and personal life has been getting more difficult in recent times.

Sinha (2013) has undertaken a study to find Work/Life Balance related issues and how to maintain a proper Work/Life Balance policy is helpful in increasing level of production and job satisfaction. Data have been obtained from 100 employees of Continental Carbon India Ltd., by adopting convenience sampling method. The findings of this study indicates that employees who were more favourable towards their organization’s efforts to support work-life balance also indicated a much lower intent to leave the organization, greater pride in their organization, a willingness to recommend it as a place to work and higher overall job satisfaction.
Gupta and Charu (2013) have examined the impact of Work/Life Balance on job satisfaction of employees of IT sector. Data have been collected from 100 employees by adopting convenience sampling method. A self-prepared questionnaire has been administered. Chi-square result shows that Work/Life Balance and burnout affects the job satisfaction among employees in IT sector.

**Organizational structure and Work/Life Balance**

An organizational structure which promotes the Work/Life Balance and enables its employees to fulfill their personal and professional needs, is an ideal organization to work with.

The issues of organizational structure and Work/Life Balance have been addressed by Doble and Supriya (2010). In their study researchers have mentioned that the employees do appreciate the organizational efforts in providing a supportive work environment which enhance Work/Life Balance. For this purpose, two forms of supportive work environment are assessed, viz. support from boss and support from team members and colleagues. A supportive environment is instrumental in reducing work life conflict. Many of the respondents admit that they get support from their team members (60% male and 71% women) at the work place. As many as 54% of the men and 63% of women acknowledge the support from their boss. The Chi square test shows that the impact of a supportive work environment is independent of gender, thereby indicating that a supportive work environment reduces work/life imbalance across genders.
Organizational structure which does not believe in providing Work/Life Balance facilities might face negative impact on organizational growth. Kumari (2012) has studied the impact of Work/Life Balance of women employees on absenteeism and turnover. The author has adopted survey method to collect data and convenient sampling method was used to gather data from 141 respondents from sector like BPO, IT, Bank, Insurance and Educational institutions. The study found a negative correlation between the Work/Life Balance and absenteeism, but a high degree of correlation between the balance of work/life and turnover has been found.

Raj (2013) has undertaken a study to address the issues of Work/Life Balance among employees of a pharmaceutical company. A questionnaire distributed among 100 employees. The study implies on encouraging Work/Life Balance as a strategy for attracting and retaining the labour force is needed to support the economic well-being.

Working hours and Work/Life Balance

The present economic ups and downs forced the workforce of all sector to spend extra time at workplace. Time allotted to accomplish project/s has been trimmed. Hence, work hours are increased. This phenomenon affects the Work/Life Balance of employees.

Grice et al (2008) have mentioned that a comprehensive understanding of the reasons behind and consequences of work-family conflict is important particularly when potential negative outcomes of employees and employers are to be considered. Further, authors have found that:
The ability to take time-off was associated with lower job spillover,

- The ability to change work hours and the ability to take work home were associated with increased home spillover to work,
- Whether or not spillover is positive or negative it is likely to depend on the worker’s preferences or personal situation.

**Valk** and **Srinivasan** (2011) have made an attempt to understand how work and family related factors influence the work-family balance of Indian women IT professionals. The study is based on an exploratory qualitative study of 13 women IT professionals in the software sector in Bangalore, India. The narratives reveal six major themes: **a.** familial influences on life choices; **b.** multi role responsibilities and attempts to negotiate them; **c.** self and professional identity; **d.** work/life challenges and coping strategies; **e.** organizational policies and practices; and **f.** social support. Further, authors have mentioned that additional working hours were at the expense of home time and high work intensity or work pressure might result in fatigue, anxiety or other adverse psychophysiological consequences that could affect the quality of home and family life.

**Delina** and **Raya** (2013) have assessed the prevalence of work/life among married working women of academic, IT and healthcare sector. 60 married women from each sector were chosen randomly. For the purpose of the study, questionnaire was prepared and distributed among working women employees. The results of this study show that respondents find it very hard to have time for themselves by means of
hobbies/leisure activities or maintain friendships and extended family relationships due to long working hours.

**Flexi time options/option to work part-time**

Some organizations provide certain privileges such as flexi time options/options to work part-time to facilitate the employees to take care of social emergencies at home.

**Sunil** and **Kumar** (2012) have identified causes for work and life imbalance among employees of Tamilnadu Magnesite Ltd. Data were collected from 150 employees by adopting random sampling method and descriptive research design. A structured questionnaire was administered. It has been found that 82% of respondents have been able to balance their work life and majority of respondents (40%) have said that shift work/long working hours is the main factor which hinder employees to balance their work and family commitments. Hence, it is suggested that providing flexi time option/option to work part time is considered as a good practice.

**Begum** (2013) described the conditions arised due to night shift in ITeS. Authors have opined that employees in ITeS, especially women employees, are affected by irregular work hours and night work. Due to fear of losing the existing job, employees accept the unscientific work hours inevitably. In this context, authors have suggested that certain measures need to be adopted to help women employees combine work and family responsibilities such as the limitation of excessive working hours and night work, the
provision of child care facilities, the allocation of hours or days of leave to take care of the children and flexi time options.

**Bhalero** (2013) has quoted the study conducted by European Diversity Research and Consultation which states that 97.4% employees in Europe would like to work with the organizations which provide part-time work, 94.8% of employees would like to opt for flexible start and finish times option and 93% would like to have flexible break times.

**Parikh and Gandhi** (2014) have described how the recent technological changes invaded our home, bedrooms, and even social functions. In this study suggestions have been offered by authors to employees and organizations. One of the suggestions offered to organizations states that organizations could provide “core hours” when an employee should be present and work around different start and finish times. Organizations could also help increasing the time by few hours so that an extra day off can be provided at the weekend.

**Work from home option and Work/Life Balance**

Some organizations, especially IT organizations, have evolved certain provisions which enable the employees to take care of emergencies at home. In this regard, options like work from home are well received by employees.

**Kelly et al** (2009) have mentioned that perceptions of conflict between work and family are by far the most important influence on attitudes towards mothers with young
children working outside the home with a huge standardized effect of -0.73. Perceptions of conflict between work and family are also by far the largest influence on attitudes toward mothers’ employment at home. The standardized effect is -0.43 and the difference between someone in the 10th percentile and in the 85th is around 25% points. That is very important, but it is not the dominant influence as it was for work outside the home (a 46% point difference).

This is probably because a mother working at home can also care for her children, so the worst conflicts are already ruled out with only more manageable conflicts over time, energy, and commitment remaining.

Ugwu (2010) has studied and analyzed the multiple role stress of ‘sandwich generation’ female employees in Nigeria. The sample for this study consisted of 147 sandwich generation women who possess the following characteristics:

1. They are employed outside home;
2. Their children’s age range from 0-11 years and
3. They are living with their aged parents under the same roof.

It has been found that the majority of the respondents (95.92%) identified ‘waking up early and preparing children to school” as the second major stress facing them at home. Issues such as “having overloaded work” and “conflicting demands from children/aged parents/husband” were placed third and fourth respectively. Majority of the respondents (92.52%) identified “work overload” as one of the sources in the home, while “conflicting role demands” (89.12%) came closely behind as a source of stress to
the sandwich generation women. As many as 92.92% of the sandwich generation female elites reported that time management and non-availability of work from option were major problem/stress they encounter at their workplace.

Chavda and Gaur (2013) have explained the importance of part-time option. According to them staff who would like to work part-time, priorities other than work can assume more importance. Part-time workers reduce their working week for various reasons including attending to family (children and the elderly); pursuing personal hobbies; voluntary work; studying; and many others might be authorized to carry out part of their activities from home on a regular basis over time. In a Tele-working arrangement the employee works from a home office for part or whole week. He or she maintains a presence in the office electronically via computer, telephone, fax and e-mail.

Time management and Work/Life Balance

Time management is one of the prominent issues of Work/Life Balance. It is up-to the individual concerned to allocate the time according to the magnitude and severity of personal issue. Similarly, Harrington et al (2009); Savant and Dhavan (2012) have considered time management as an important aspect to maintain Work/Life Balance.

Employee relocation and Work/Life Balance

In addition, working away from home causes severe damage to organizational performance and employee performance. Organizations may also lose talented
workforce and employees may lose professional equilibrium required for professional growth.

**Rangreji** (2010) has studied the relation between Work/Life Balance and emotional intelligence of 355 employees of IT organizations in Bangalore. McAuley’s Work/Life Balance scale and Law’s Emotional Intelligence scale were administered to collect data. It has been found that employees of IT organizations are assigned professional projects by management and employees need to travel to other places and stay there for minimum of one to two years. During this tenure employees miss the companionship of family members and they intimately miss the help and emotional support from the family members to accomplish professional tasks. This would affect the performance of employees. Hence, organizations relocate the employees to their desired places. The only limitation in this regard is that organizations cannot relocate the employees to their desired places if there is a devoid of organization in desired places. In such case, organizations have to provide financial and other aid to employees to take their family members with them.

**Ratna et al** (2011) have studied how an organization’s Work/Life Practices assist its employees in balancing their work and life responsibilities. For this purpose, data was gathered from 180 employees from three ITeS companies through self-prepared questionnaire by adopting random sample method. The results of company A, B, and C are mentioned below:
Company A

Majority of the people (30%) said that they or their partner had turned down a job, promotion, or transfer because it would create severe impact on their relationship. Work pressure/exhaustion/stress was the main reason for a work-related relationship break-up (40%). Other contributing factors were frequent travel (17%), long hours (12%), and relocation (7%). Almost 57% of the respondents said that they have never experienced conflict due to paid work and that it has not contributed to broken relationships.

Company B

Work pressure/exhaustion/stress was the main reason given for a work-related relationship break-up (50%), followed by long hours (13%). Other contributing factors were frequent travel (7%), relocation (7%) and multiple jobs (3%), irregular or unpredictable hours (3%). About 10% of the employees said that they have not experienced relationship problems or break up due to the excess time spent at work.

Company C

Work pressure/exhaustion/stress was the main reason given for a work-related relationship break-up (23%), followed by long hours (30%). Other contributing factors were frequent travel (4%), relocation (4%) and multiple jobs (7%), irregular or unpredictable hours (10%). About 22% of the employees said that they have not experienced relationship problems or break up due to the excess time spent at work.

Khan and Agha (2013) have proposed a conceptual framework/model for organizations which have initiated the implementing of Work/Life Balance Policies. It is opined that while framing/developing Work/Life Balance Policies, the concerned
department (HR department) and higher level management must keep certain Work/Life Balance aspects in their mind such as relocation/transfer policies. Relocation/transfer facilities would help the organizations to retain the talented workforce.

**Social/family commitment and Work/Life Balance**

Many professionals take their professional work to their home and tend to forget the familial commitments. Sometimes some employees do exactly the opposite; they take familial commitments/work to their workplace. In both the cases their professional commitment and family commitment will not be able to balance properly.

**O’Loghlin** (2009) has rightly mentioned that the irony of modern life that the time when many people start to really want freer time is when they have children, but this is also often the time when their finances are tightest.

**Luaptrott** and **McDonald** (2010) have stated that the performance of an individual’s family role could create a state of cognitive business and consume precious time both on and off the job. Activities such as providing care to elderly parents, infant, children, or family members with special needs, dealing with domestic relations, issues with spouses or domestic partners, maintenance of social relationships outside the family or even routine household maintenance activities frequently require the manager’s time and attention while on job. It has been, further, mentioned that cognitive business and time pressure caused by role conflict between the family and the workplace would result
in negative relationships between work-family and family-work conflict and the effect information sources have on a manager’s actions taken in dealing with workplace events.

Edralin (2012) has explored the innovative strategies by which women entrepreneurs integrate their work demands with their personal responsibilities and family needs to create value for their sustainable business and at the same time live a meaningful and happy life. The study reveals that the predominant negative spillover effects of work on the family needs and personal needs of the women entrepreneurs has impact on health problems/physical exhaustion/stress with 44.29% due to long working hours. Excessive workload followed by the business problems being discussed at home (32.86%) creates stressful situation even among members of the family which in turn results in the frequently experienced negative spillover. The negative spillover is having less time for children (25%) because of the long hours of work.

Nwagbara and Akanji (2012) have concluded their study by mentioning that the issues of commitment and motivation are central to work-life balance for organizational performance as well as commitment to work. Women employees face diverse forms of pressures, upon patriarchal practice that percolates organizational paradigms and pressures from postmodernist urgency. There is a sense of urgency to rethink motivating women towards more commitment that they might bring to work.
Dual career couples and Work/Life Balance

Women are no longer confined to home/kitchen. In recent days, women have proved that they are not inferior to men in any way. They have occupied higher positions and engaged in occupations which are not suitable for women. This situation has made women financially, politically and socially empowered and they are part of decision making process at home or workplace. This phenomenon has led to another complicated issue i.e. issue of dual career couples/double earning couples. Women, especially married women, play dual role such as professional and mother/wife, etc at home. Married women, sometimes, earn in order to fulfill their familial commitments. In this context, Work/Life Balance has attracted huge attention of researchers.

Hobson et al (2011) had taken a unique qualitative survey study in Budapest (Hungary) and Stockholm (Sweden) and analyzed how mothers and fathers subjectively experience the tensions between family and work demands, and their possibilities for alternative choices (agency freedom). The purpose of the study was to develop a conceptual framework with capabilities and agency approach for analyzing Work/Life Balance. The areas, which were selected for the study, have different working time regimes, levels of precarious employment, and gender equality and norms. The authors have found similarities in these tensions involving time, pressure poverty, cutting across gender and education. The Hungarian parents have experienced greater agency inequalities for Work/Life Balance i.e., weaker institutional resources. The authors have also found that cultural/societal norms that act as constraints for Work/Life Balance claims place in the work place and household. One the other hand, Swedish parents,
both men and women, expressed strong sense of entitlement to exercise right to care and overall levels of job security indirectly affected individual agency to make claims for care at the work place. Another interesting finding of this study indicates that men working in the public sector were the most dissatisfied, while both male and female respondents working in the private sector were satisfied with their work flexibility. Thus, the study points out another issue which many researchers selected for their study i.e., gender and Work/Life Balance.

Parida (2012) has mentioned that these days the lives of many employees, both male and female, is increasingly consumed with a host of family and other personal responsibilities and interests. Therefore, in an effort to retain employees, it is increasingly important for organizations to reorganize this balance.

Panisoara and Serban (2013) have examined the impact of marital status on Work/Life Balance. Data were collected from 132 employees by adopting convenience sampling method. Varying non-work related issues (by means of the presence of a husband/wife, a minor or major child) while keeping the work constant (by means of the state of being an employed person common for all the four groups of participants) may suggest that the diversification of demands brought about by the necessity to assume household or childcare responsibilities is not necessarily followed by a significant change in the level of Work/Life balance experienced as unmarried employee.
It is believed that the undiminished participation of women in the workforce, which has led to an increase in the number of dual earning couples and to a high involvement of men in family responsibilities, does not represent a threat to a balanced life. Having a job and a family life appears to be possible without experiencing a very different level of balance. Authors, further, have mentioned that sacrifices like not getting married or not having children are not a price worth paying.

**Child/dependent care and Work/Life balance**

Another issue with regard to Work/life Balance faced by professionals is child/dependent care. Life is not only confined to office where people fulfill their professional needs. They also need to fulfill their parents and children needs and take care of them.

**Lewis** and **Campbell** (2007) examined how far different policy and approaches, which were introduced in UK to address the issue of Work/Life Balance in the form of child care services, leave for childcare, and right to request flexible working patterns, promoted gender equality. Authors have found that balancing work and family is inherently, although not exclusively, a gender issue.

While reviewing the literature available on Work/Life Balance some questions need to be answered. That is

- What role managers do play while shaping employees’ capabilities to utilize Work/Life Balance?
Can jobs generate capabilities that allow employees to avoid tension between work and family home?

The first question is addressed by Dulk et al (2011), for which multi case study approach was used to explore managers’ perspectives on work-life policies. For the purpose of the study, cases were selected and qualitative data were collected in three financial organizations, in UK, the Netherlands and Slovenia. The study reveals that:

- BIC, a large Dutch banking and insurance company.
- PEAK, a British insurance company.
- SAVA, a Slovenian bank.

These organizations were in the process of change adapting to the demands of the global economy. Authors have selected 8 case studies (managers) from UK insurance company, 21 case studies from Netherlands banking and insurance company and 7 case studies from Slovenia banking company. Authors have arrived at a conclusion after discussing the case studies. According to them managers were key factors in shaping the employees’ capabilities to utilize work-life policies and HR managers often play a supportive role. It is the line managers who implement employees’ requests for work-life arrangements.

To address the second question, the research student would like to cite study taken by Drobnic and Rodringrez (2011). They study how job-related demands and resources are related to the level of interference, as well as satisfaction with managing work and
home in Spanish and German employees, using three different large scales. The authors have mentioned that job characteristics and working conditions were strongly associated with work-home interference. Very long working weeks of more than 45 hours, hard, demanding and stressful work, time pressure and working to tight deadlines as well as dangerous and unhealthy job that poses a health risk significantly increase work-home interference and decrease satisfaction with the balance between work and home across genders and countries.

It is evident from the above reviews that the concept of Work/Life Balance has occupied a prominent place in every organization and daily life of employees. Organizations and concerned department which takes care of welfare of employees and employers as well need to join their hands to enable themselves to have proper balance between professional and personal life. It is apt to mention that the increasing demand for Work/Life Balance and the changing relationship between employers and employees are driving the need for occupational social workers and their organizations to truly understand the requirement of employees and then determine how to meet their needs while at the same time developing and leveraging workplace talents at all levels (Susi and Jawaharrani, 2010).
PART B: OCCUPATIONAL STRESS (OS)

During last two decades, world has witnessed tremendous growth of industries and with increased work demand of the employees to perform, beyond one’s ability. When an employee has failed to cope with these demands, he/she would be showed the gate. This high work demand places a great amount of burden on the shoulders of employees. A person is capable of only that much stress at any given point, so that too much change will result in some negative consequences, such as illness or psychiatric distress (Streiner et al, 1981).

Hence, the importance of managing occupational stress has to be realized by organizations. Reynolds (2000) reported that there are at least two reasons for reducing occupational stress. They are as follows:

- Employers might wish to provide optimal working conditions for moral, paternalistic or other socially responsible motives,
- There is a widespread belief that improving employee well-being would result in better work performance.

Occupational stress is the one which is unable to cope with stress at work. It is also known as job stress or work-related stress. In this section of the chapter researchers has reviewed the studies carried out by various researchers. The term occupational stress refers to the outcome of the effect of psycho-social stress factors on the individual. Netterstrom et al (2008) defines the term psycho-social stress factors as aspects of the job i.e., work content, organization relations and so on, that can lead to a stressful condition characterized by symptoms or impaired functioning and ill health. Physical as
well as chemical, biological and psychological factors can lead to stress. In this study, the authors adopted meta-analysis method. First, authors have collected 3,416 citations from PubMed, EMBASE, and PsychINFO. Then based on the following criteria, authors selected only 14 articles. The criteria are:

- Longitudinal studies;
- Exposure to work related psycho-social factors;
- Relevant statistical estimates; and
- Non-duplicated publication.

Of the fourteen articles, seven of them have used standardized diagnostic instruments as measures of depression, whereas the other seven studies used self-administered questionnaires. Authors have found that occupational psycho-social factors were associated with the development of depression which was strongest and most consistent with regard to high psychological demands and low degree of social support. The findings reveal confidently that social support is more important in preventing depression.

**Job Security and Occupational Stress**

Many times, variations in professional life may increase the stress of a person in personal life such as job insecurity. Job insecurity has been considered as a major factor for occupational stress. Heaney et al (1994) have taken up a longitudinal study of 207 automobile manufacturing workers. Authors intended to study the effects of job insecurity among workers in automobile manufacturing industries. A self-constructed questionnaire was used to collect the data relating to physical and mental health.
Regression Analysis was used to analyze the data. Authors have found that extended periods of job insecurity decrease job satisfaction and increase physical symptomatology.

Job insecurity not only affects the professional life but it also affects the personal health. **Kalil et al** (2009) conducted a longitudinal study to find out the association between job insecurity and change over time in the physical and psychological health of 190 men and women. Chicago Health, Aging and Social Relations Study (CHASRS) were used as instruments for data collection. The collected data were analyzed by using Multivariate Regression Analysis. Authors have found that men who experienced job insecurity rate themselves significantly poorer in physical health and have higher blood pressure and higher levels of urinary catecholamines compared with men who do not experience job insecurity and women who do. Women who experience job insecurity showed higher depressive symptoms and report stress compared with women who do not experience job insecurity and men who do.

**Fries** (2009) has rightly stated that in today’s work environment there is increasing instability and uncertainty leading to greater stress. The negative effects caused by job insecurity and layoffs are more prominent and seem to dominate the news each day, sometimes with tragic outcomes as murder and suicide.

**Manzoor et al** (2012) have taken up a study to investigate the impact of work stress on job performance. Authors have obtained data from 150 textile employees in Faisalabad by adopting random sampling method. A self-prepared questionnaire was
administered to obtain information with regard to job stress, support at work, pressure at work, job insecurity, long work hours, family life, and job performance. The results show that the stress levels among employees in textile sector of Faisalabad is high in certain areas like work overload and long work hours, effect on family life, pressure at work, job insecurity, and physical agents.

**Job Satisfaction and Occupational Stress**

A professional who seeks satisfaction from the work he/she carries out generally does not feel stressed at workplace. Those who are satisfied with their work will perform better than those who are not satisfied. A satisfied workforce will achieve any task assigned to them.

**Li et al** (2001) have examined the aspects of job stress and dissatisfaction with non-fatal injuries on the job. Authors adopted cross-sectional study to analyze the frequency and severity of work stressors and job satisfaction at work places in relation to work related non-fatal injuries amongst a sample of petrochemical workers in Taiwan. Authors have found that a weak negative relationship between job satisfaction and odd ratio or injury. There was no significant evidence of a linear trend between job satisfaction and odd ratio of injury.

**Jain et al** (2007) have carried out a study to explore the influence of occupational stress and organizational climate on job satisfaction of managers and engineers working in Indian Oil Corporation Limited, Mathura, India. Data were collected from 158
employees of managers and engineers category with the help of Job Satisfaction scale, occupational stress and organizational climate scale. In this study occupational stress and organizational climate are independent variables, whereas the job satisfaction is dependent variable. The study contains 11 hypotheses. It has been found that the mean, Standard Deviation (SD) on job satisfaction scale of high and low occupational stress groups of managers, were found to be 66.86 and 77.16, 9.13 and 6.74 respectively with t-value of 5.57. The two groups of managers differ significantly in terms of job satisfaction. Thus, the proposed null hypothesis stands rejected. Low occupational stress group of Managers scored high on job satisfaction scale than the high occupational stress group. The result reveals that the high occupational stress group was found less satisfied with their job which is evident from the low mean job satisfaction scores. On the other hand, the managers who scored low on occupational stress were found more satisfied. On the basis of the result obtained, it may be interpreted that the presence of higher degree of occupational stress is adversely affecting the level of job satisfaction. The result clearly shows that experiencing high occupational stress will lead to dissatisfaction. The decision making body must take into account that they should evolve some strategies to check the level of occupational stress if they desire more satisfied work force.

A study was undertaken by Gahalan (2014) with the intention of examining the nature of occupational stress and job satisfaction among IT professionals. Organizational Role Stress Scale and Job Questionnaire have been administered to collect data from 400 IT professionals in India. Authors have found that multiple correlation (R) between the predictors and dependent measure is .526. The obtained F for the significance of multiple
R equals to 1.87, degrees of freedom being 10 and 389. The findings clearly indicate that none of the dimensions of organizational role stress have significant impact on job satisfaction. The findings of the present study reveals that all the measures of organizational role stress share its variance with job satisfaction negatively, which means increase in organizational role stress decreases job satisfaction of the respondents.

Work Environment and Occupational Stress

A positive/conducive work environment always plays a pivotal role in reducing the occupational stress. Hence, there is growing need to reorganize and there is a definite link between the work environment and the health and well-being of its employees (Babu and Jain, 2012). But, how far a positive/conducive work environment helps the employees to manage their work related stress has been studied by various research scholars.

Ongori and Agolla (2008) have addressed the issue by studying occupational stress in organizations and its effects on organizational performance. For this purpose, convenience sampling method was adopted to gather data from 125 employees from five organizations. A structured questionnaire was administered. Out of 125 employees, 75 duly filled-in questionnaires were returned. It has been found that lack of superior interest in personal problems was listed as a stressor and 72% of the respondents agreed that high responsibility associated with the job was a source of stress.
A research was carried out by Shushtarian et al (2008) in a cheese processing factory with high humidity and relatively cold temperature to look for the possibility of mental stress in laborers working in the factory. A laborer working in normal range of humidity but in a cold place suffered from moderate stress level, i.e. rank between 30 to 60 whereas the ranking exceeded 60 in laborers working in humid places of the cheese processing factory and finally very few laborers were in the natural range of stress level. It may be useful to mention that the laborers had suitable clothing to protect them from cold. The laborers exposed to standard humidity have moderate mental stress whereas the laborers working higher humidity level suffered from severe mental stress.

In order to find the relation between work environment and occupational stress, Ahmed and Sivasankar (2013) have made a comparative study between public and private companies’ work environment and its impact on organizational performance. A sample of 150 respondents from public and private company has been chosen totaling to 300 respondents. A structured questionnaire was administered to the respondents. Respondents were chosen using stratified random sampling techniques. Out of 300 respondents, 206 responded. The result shows that there is no significant difference in work environment and occupational stress in both public and private companies.

**Organizational Conflict and Occupational Stress**

An employee needs to be loyal and committed to his/her organization. The sense of loyalty and commitment develop when employee feels recognized and respected by his/her colleagues. The support of professional group towards a de-motivated employee
is a health gesture of a good organization. Arandelovic and Ilic (2006) have listed various causes, signs and symptoms of occupational stress and types of intervention to manage occupational stress in organizations. Authors have stated that negative interpersonal relationships at work such as social or physical isolation, lack of social support from other staff, conflict with other staff, violence and poor relationships with supervisors and managers have been considered as hazardous for an organization. Hence, authors have suggested that organizations must take every precaution to ensure positive and healthy relation among workforce.

Georgakopouls et al. (2011) have made an attempt to find the root cause of workplace bullying with examples and suitable solutions to handle workplace bullying.
<table>
<thead>
<tr>
<th>Root causes for workplace bullying</th>
<th>Examples of workplace bullying</th>
<th>Solutions to handle workplace bullying</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Culture/Environment</td>
<td>Never been reprimanded by supervisor or manager. Undefined roles for staff. Group norms that make bullying acceptable. Behavior. Pressure to meet bottom line.</td>
<td>Focused on Changing Organizational Culture Should not immediately punish without guidelines. Should positively incorporate solutions into existing code of ethics.</td>
</tr>
<tr>
<td>Policy/Procedures</td>
<td>Non-existent policies on workplace bullying.</td>
<td>Should clarify the definition of workplace bullying.</td>
</tr>
<tr>
<td>Communication</td>
<td>Inability to properly use technology (i.e. e-mail). Lack of interpersonal skills.</td>
<td>Should raise public awareness.</td>
</tr>
<tr>
<td>Education and Training</td>
<td>Lack of proper training. Lack of proper educational programmes.</td>
<td>Facilitation, Research, Training, or Laws</td>
</tr>
<tr>
<td>Perceptions/Expectations</td>
<td>Lack of perception. Anger at not getting a much deserved raise.</td>
<td>Promotes positive feelings</td>
</tr>
<tr>
<td>Awareness</td>
<td>Bullies sometimes do not realize they are bullies. Lack of proof of workplace bullying.</td>
<td></td>
</tr>
<tr>
<td>Power</td>
<td>Lack of checks and balances. Abuse and Misuse of power through verbal abuse.</td>
<td></td>
</tr>
<tr>
<td>Personal Characteristics</td>
<td>Low self-esteem. Lack of social skills.</td>
<td></td>
</tr>
</tbody>
</table>

An empirical inquiry into employee experience of depersonalized bullying has been taken by D’Cruz and Noronha (2013). The study explores how employees perceive, how they are affected by, react to and cope with depersonalized bullying. Authors have identified that supervisors and managers routinely resorted to intimidating and aggressive tactics to ensure the fulfillment of organizational goals. Employees were pulled up privately and/or publicly individually and/or in groups either for poor performance or to increase performance. Anger, insults, threats, abuse by name, labeling and other negative behaviors featured prominently. Participants have admitted that such experiences were harsh and upsetting, causing them emotional distress.

**Organizational Culture and Occupational Stress**

Every organization will be having its own culture based on its goals, objectives and way of management. Studies have shown a direct relation between organizational culture and occupational stress.

Peter and Wilson (2002) have tried to construct a theoretical model of organizational culture. For this purpose, authors have selected scientific studies for review and construct the model based on certain criteria. The criteria are as follows:

- Studies carried out with regard to organizational culture;
- Studies carried out with regard to work and health.

The model developed by authors provides a frame work, which is very much applicable to the researchers working on stress and in stress as it is to organizational leaders.
The above proposed model assumes that organizational culture always includes the way of managing works, how the management structure has been formed and the attitude of management which influence the organizational and employees’ health. All these factors must work cordially in an organization. Only then employees’ quality of work life would be better.

Rashid et al (2004) have investigated the influence of organizational culture on attitude towards organizational change in Malaysia. A structured questionnaire was developed and self-administered to 258 companies listed in the Federation of Malaysian Manufacturing directory. The results showed that there is an association between organizational culture and the affective, cognitive, and behavioral tendency of attitudes towards organizational change. The findings also showed that different types of organizational culture have different levels of acceptance of attitudes towards organizational changes. This means that certain types of organizational culture could
facilitate the acceptability of change, while other types of culture could not accept it. **Ghosh et al** (2004) have studied the factors of dissatisfaction and stress of the blacksmiths resulting from the organizational culture in the surgical instrument industry in India. The mean score for total role of stress for Skilled was 71.7 and for Unskilled was 77.2. The most frequent type of organizational culture was reported to be hierarchy, both by skilled and unskilled surgical blacksmiths, followed by market and clan culture. This study shows that the skilled surgical blacksmiths have lower level of stress and conflicts in comparison with unskilled surgical blacksmiths. Both skilled and unskilled surgical blacksmiths estimated their level of personal involvement as low and indicated insufficient involvement in work teams. The satisfaction of the employees with their status and role in the organizational culture was also poor for both skilled and unskilled surgical blacksmiths.

In a study conducted by **Sharma** and **Sharma** (2008) to find out the cause and effect of relationship between the impact of stress and their coping mechanisms and organizational culture, primary data were collected from employees working in banking and insurance sector of Jammu region, with the help of a well drafted pre tested structured interview schedule. The study restricted its scope to excessive working hours, physically demanding work, psychologically demanding work, scheduling incompatibilities, poor relationships with peers, poor relationship with superiors, improper working conditions, vague objectives, unclear expectations, family problems, financial difficulties and relationships at personal level. A sample of 100 employees was drawn from banking and insurance sector of Jammu region. It was found that excessive
working hours, psychologically demanding work, unclear objectives and irritating work culture as the major reasons responsible for stress and strategies to cope adopted by employees to overcome the stress spells out that the most common strategy used by them is listening music.

**Organizational Change and Occupational Stress**

Organizations constantly change their working styles according to the global market changes in order to stay in the competition. Sometimes these organizational changes bring uncertainty and cause stress among employees. Uncertainty about the nature and outcomes of organizational change leads to greater job insecurity and decreased job satisfaction and commitment. In a study, Yu (2009) has opined that organizational changes affect the mental well-being of employees. This study explored the employees' perception of organizational change and how those perceptions are shaped by trust and stress management strategies. Four hundred and five analyzable surveys were received from employees of four Taiwanese governmental departments undergoing change. Results showed that organizational change had a significant negative influence on employees' trust and job involvement. However, stress management strategies and an understanding of organizational change can positively influence employees' organizational identification and job involvement. As a result, it is suggested that stress management workshops be instituted within an organization undergoing change in order to provide strategies for stress relief and to improve employees' organizational identification and job involvement.
Kaushik et al (2012) have stated that industrial revolution as being responsible for the higher standard of living people enjoy. This of course, is true, but a great and at times, appalling price was paid in human suffering to attain this standard of living.

Ahmad (2013) has stated that changes are inevitable even in the organization and as a result of this, most of the industrial organizations throughout the globe have brought some changes especially technological changes to compete in the consumer market. The study comprised the sample size of 450 employees who have been randomly selected from various Textile industries located in Northern India, namely, Azamgarh, Gorakhpur, Kanpur, Mau, and Meerut. As many as 600 schedules had been filled in by the employees of Textile industries but having scrutinized the schedules only 450 schedules were selected for tabulating the data. The Analysis of Variance for the regression analysis of the total sample indicated that independent variables, namely, job stress as a whole, as well as its various dimensions or stressors, and the different biographical variables, have been found suggesting that textiles employees' perceived reactions towards organizational change at F-value 4.61460 has been found statistically significant with .01 level of confidence. Hence, the hypotheses stated was that none of the independent variables (IVs) will predict the dependent variable stand rejected. It is necessary to pin - point the specific predictors influencing textiles employees' reactions towards organizational change. It could be observed that stressors or factors of job stress – "Responsibility for Persons", "Intrinsic Impoverishment", "Low Status", "Unprofitability" and from biographical characteristics "Age" and "Experience in the Present Position" have emerged as the real predictors of organizational change. In the
present sample that has drawn their respective t-values at -2.93743; 2.10363, 3.12630; 2.91719; 2.21035 and 2.04668 have been found to be significant statistically.

**Munir et al** (2013) have analyzed the impact of organizational stress, knowledge management, and organizational change on organizational effectiveness. Two different questionnaires were prepared for employees and managers. 70 administrative staff and 30 managers were selected to obtain responses and 100 questionnaires were distributed. Out of 100 75 was used and completed questionnaires were received with a response rate of 75% to determine the effect of organizational stress, knowledge management and organizational change on organizational effectiveness. Linear equation shows that one percent organizational stress will bring 6.4% change in organizational effectiveness and one percent organizational change will bring 34.2% change in organizational effectiveness.

**Employee Motivation/Morale and Occupational Stress**

Organizations must take necessary steps to address the issues of employees who are victims of profession related stress. If the issues remain un-addressed then severe consequences may arise in later stages and organizations may lose empowered and talented workforce. **Pater** (2001) has opined that downsizing, fear of job loss, unrealistic expectations on survivors, increased pace resulting from greater demand, the general uncertainty that accompanies swirling change – all result in low motivation and increased occupational stress.
Buxman (2002) has highlighted the importance of humor in motivating the stressed workforce. Author has given some helpful tips for rejuvenating the de-motivated workforce.

**Set the tone:** If you're in a position of leadership, give the staff permission to have fun.

**Set the environment:** Humorous posters, memos and signs can lighten the atmosphere. Bulletin boards displaying cartoons, jokes and funny notes don't take a big investment but can provide an abundance of entertainment.

**Set the pace:** Attempt to use humor routinely. Experts agree people who take a proactive approach to humor and laughter is healthier and happier.

Edrak et al (2013) have taken a study to find the effectiveness of intrinsic and extrinsic motivations among employees of Malaysian Amway Company’s Direct Sales Forces. For this purpose, data were collected from 200 employees by adopting purposive and convenience sampling method. Suggestions have been made to increase the level of motivation and morale of employees and manage the occupational stress. Suggestions are as follows:

- Increase the level of job satisfaction;
- Empower the employees through training programmes;
- Providing mentoring and coaching facilities; and
- Performance based monetary incentives.
Other Issues of Occupational Stress

Work has become more intense in recent year which is the main source for increase in stress of employees. Further, it has been contemplated that people deal with stress in different ways. Some respond by working excessive hours, take sick leave or let their time-keeping deteriorate and this affects the psycho-social and physical health of employees (Willmott, 2009).

Organizations invest huge amount of money on employees. It indicates that employees are essential asset of the organization. Hence, organizations do not wish to lose valuable workforce for issues which can be prevented and do everything to retain the human resources. Occupational issues sometimes pose certain threats to employee commitment and loyalty towards organization. Certain issues such as downsizing, fear of job loss, unrealistic expectations on ‘survivors’, increased pace resulting from greater demand, the general uncertainty that accompanies swirling change – all result in low motivation and performance at a time when leaders increasingly expect creativity, involvement and commitment (Peter, 2001).

Jain et al (2013) have investigated the mediating impact of organizational commitment on the relationship between organizational stressors and employee health and well-being. Several dimensions were used to measure employee perceptions of stressors. The sample for this research involves operators from call center organizations located around the national capital of India, including the cities of New Delhi, Noida and Gurgaon. Data were collected from 401 operator level employees from five different call
centers. The questionnaire was administered with the consent of participants and their Human Resource Managers. Results of mediator analysis suggested that both perceived commitment of the organization to employees and employee commitment to the organization mediate in the relationship between organizational stressors and physical health and psychological well-being. All the model fit statistics are above the standard values. Results of Sobel’s tests support the significant mediation impact of perceived commitment of the organization to employees and perceived commitment of employees to the organization. Sobel’s test statistics for the mediating effect of perceived commitment of the organization to employees were $-2.18 (<0.01)$ (physical health) and $-2.99 (p < 0.01)$ (psychological well-being) and for the mediating effect of perceived commitment of employees to the organization were $-1.68 (p < 0.05)$ (physical health) and $-2.28 (p < 0.01)$ (psychological well-being). Thus the results from Sobel’s test suggest that perceived commitment has significantly carried the effect of organizational stressors on physical health and psychological well-being. However, perceived commitment of the organization had a stronger impact on health and well-being in this context.

Sexual harassment is a major issue along with other issues of occupation which is directly related to stress at workplace. Kenny et al (2011) have cited the findings of report on Sexual Harassment during 1996 while explaining the sexual harassment in India. Sexual harassment in India is also regarded as a serious issue which has always been not reported due to social stigmas. A survey conducted by the Gender Study Group among students in the University of Delhi found that most women respondents felt that
harassment constituted male behaviour that could be overlooked and ignored; it amounted to sexual harassment only when it crossed the threshold of their tolerance. 

**Schneider et al (1997)** have studied experiences of sexual harassment, coping responses, and job related and psychological outcomes of 447 female private sector employees (sample 1) and 300 female university employees (sample 2). In Sample size of about 1,300, about 447 respondents (68%) endorsed at least one Sexual Experiences Questionnaire (SEQ) item, indicating that they had experienced in that one sexually harassing behavior at that organization during the previous 24 months. In Sample 2, 189 of the 300 female university employees (63%) surveyed endorsed in that one SEQ item, indicating that they had experienced at least one sexually harassing behavior during the past 24 months at that university. Items mainly addressed beliefs concerning victim provocation, as well as the perspective that sexual behavior in the workplace is normal, natural, and harmless. Higher scores indicate that respondents are sensitive to harassment in the workplace and consider it as a serious issue.

**Devi and Kiran (2013)** have reviewed the related scientific studies to understand the problems faced by women professionals at workplace. Authors have selected the studies based on the following areas:

- Women’s Employment.
- Gender Bias in Construction Sector.
- Wage Discrimination.
- Sexual Harassment at Work place.
- Social and education context.
Health Hazards.

Authors have mentioned that female workers in every profession have been facing a hostile situation like sexual harassment and mentioned that sexual harassment affect the mental and physical well-being of women and leads to occupational stress.

Srivastav (2010) has investigated the role stress (or stress experienced while performing in an organisational role) as a dependent variable and personal variables (age, management level, qualification level, and functional assignment) as independent variables. A large Indian public sector company with multiple production units in different parts of the country was selected for the study. The sample comprised 453 executives randomly selected from the corporate headquarters of the company and from each production unit. The sample included different age groups, hierarchical levels, qualification levels, and functional assignments of executives as obtained in the company (truly representing the population under study). Workshops on role stress were conducted in the corporate headquarters and in each production unit of the company to expose the participants to the framework of role stress and its impact on individual and organizational performance and effectiveness. The workshop participants were randomly selected executives representing diversity present in the company. The participants were promised that role stress profile at the individual and organizational levels with implications thereof would be furnished to them. Role stress was measured after motivating the respondents as explained above. Data collection in this manner minimized the data errors due to possible manipulation of natural response by the respondents. Promised information was given to the respondents after the measurement of role stress.
This study revealed that significant differences in 25.5 per cent of comparisons made for the ten role stressors across groups under different types of grouping. At least one significant difference exists for each role stress variable. At least nine significant differences exist for each type of grouping. Role stress is, therefore, not uniform, but differential across various groups in the company.

The emergence of IT sector brought the economic benefits to the nation and psychological negative aspects as well to the employees. Mageswari and Prabhu (2011) have found that there is no significant difference between the time and the stress relaxation techniques adopted by the employees. Noblet and Lamontage (2006) examined the evidence for developing strategies that combine both individual and organization directed intervention to reduce the stress at workplace. Authors have also focused their attention on providing a detailed description of the comprehensive approach and to examine the means by which workplace health promotion can help in developing initiatives that address both the sources and the symptoms of occupational stress. Authors found that excessive occupational stress is an issue that is likely to have impact on the health of all employees, irrespective of their position in the organization or the industry in which they work. Authors have also found that occupational stressors could result from the social and organizational contexts in which the job is performed (e.g. poor communication, interpersonal conflict). According to the authors a range of organizational based situations and conditions often contribute to occupational stress.
Absence of workplace health promotion (WHP) programmes would result in bad consequences. This has been studied by researchers. Coffey et al (2004) have studied the aspects of WHP programmes. The main aim of the study was to explore occupational stress, using a ‘problem diagnosis tool’ to understand that the stressors experienced by social service staff and to develop interventions aimed to reduce the stressors. Authors have found that majority of respondents reported that pending work load with urgent tasks and coping with the demands of family with complex needs are the most difficult aspects of job. To reduce/eliminate the occupational stressors, respondents opined that a proper and permanent, competent staff and proper recognition and appreciation of hard work are the ways to reduce the occupational stress.

Many researchers have focused their attention on occupational stress management programmes. For instance, Hek and Plomp (1997) took-up a meta-analysis to give a practical overview of the variety in occupational stress programmes, their scope, applicability and the evidence of their effectiveness. Authors have found that the outcome of individual oriented programmes such as relaxation, meditation techniques, bio-feedback and individual counseling on an individual show great variation.

In meta-analysis taken-up by Nieuwenjuijse n et al (2010) have found that high job demands, low job control, low procedural justice, low relational justice and a high effort-reward imbalance predicted the occurrence of stress related disorders. Further, authors concluded that there is some evidence for emotional demands as a risk factor for stress related disorders in men and conflicting evidence for women.
To compare the impact of the presence or absence of job characteristics (job demand, extrinsic effort and social support) in association with both positive (job satisfaction) and negative outcome measures, Wadsworth (2010) has found that comparable presence and absence of stress impacts were apparent for extrinsic effort in association with occupational stress.

The issues of occupational stress have been studied by many researchers at national and international level. But still there are other issues related to occupational stress such as issues of personal life stress and work/life balance to be explored. Hence, in this study along with the issues of personal life stress and occupational stress, issues of work/life balance have also been explored.
PART C: PERSONAL LIFE STRESS (PLS)

Personal Life Stress (PLS), generally known as Negative Life Events, is a common factor in everyone’s life. If a person does not have stress, he/she may not be existing. The effect of stress on professional life is unavoidable. On top of it, desire to acquire/poses luxurious life style make people to expand their capabilities beyond their limitations, when the gap between capabilities and limitations widens, than people find it difficult to cope with the stress created due to the gap. In this context, the researcher has noticed some of the issues of personal life stress or negative life events and has reviewed the extent of effectiveness related to the concerned issues.

Individual as ‘Self’

The concept of self itself is a complicated concept to understand. ‘Self’ can be understood as ‘who we are’ and ‘what we are’? To understand the concept of self, one can take the help of ‘Johari Window’\(^1\). The Johari Window or model provides a pictorial representation of how “known” people are to themselves and others. The whole model (large square) represents ‘Self’ as a whole. It contains everything that there is to know about oneself. The model is divided by two axis: one representing what one knows about himself/herself and one representing what one has revealed about himself/herself to others. The axis split the model into four parts: the open self, the hidden self, the blind self, and the unknown self (West and Turner, 2011).

---
\(^1\) The concept of Johari Window was developed by Joseph Luft and Harry Ingram.
The main limitation in reviewing the concerned topic is the limited availability of scientific studies. Hence, researcher has reviewed the related research studies carried out by various authors pertaining to different subjects such as psychology, psychiatry, and medical sciences in relation to the Personal Life Stress/Negative/Stressful Life Events by assessing the subjects belonging to India as there is limited availability of the data with reference to Indian subjects.

Diagram 2.1.1: MODEL OF JOHARI WINDOW

A person understands an event, positive or negative, based on his/her perception/understanding of himself/herself. People in different cultures have strikingly different construals of the self, of others, and of the interdependence of these two. These construals can influence, and in many cases determine, the very nature of individual experience, including cognition, emotion, and motivation (Markus and Kitayama, 1991).
Many authors have tried to explain the self with different perspectives. \textbf{Pastey} and \textbf{Aminbhavi} (2006) have tried to explain the concept of self and personal life stress of adolescents from the perspective of Emotional Maturity and Self Confidence. In the present study three scales have been adopted such as Emotional Maturity Scale, Self-Confidence Inventory and Students’ Stress Scale. The data have been secured from 105 adolescent students studying in XI and XII class and belonging to Commerce College from Dharwad, Karnataka. This study contained five hypotheses. Statistical tools such as ‘t’ test and ANOVA have been used to test the hypotheses. The study has revealed those adolescents with high emotional maturity have significantly higher stress and self-confidence than those with lower emotional maturity. Sex of the adolescents does not have an influence on their stress and self-confidence. Having more number of siblings has influenced positively the self-confidence of adolescents when compared to those having less number of siblings, whereas the number of siblings does not have significant influence on their stress. Order of birth of adolescents has no significant impact on their stress and self-confidence. Varying educational level of the adolescents’ fathers has significant influence on the stress, while the educational level of parents does not influence the self-confidence in adolescent children. Income of family has insignificant impact on the stress and self-confidence of adolescents.

\textbf{Sood et al} (2013) have made an attempt to explore the self and personal life stress based on how people perceive stress, resilience and the status of mental health of adolescents. Study found that adolescents having higher levels of resilience had shown lesser mental health problems and better psychological well-being, emotional ties, and
general positive affect. This could be indicative of the role that resilience plays in safeguarding mental health of those who are residing on the edge of the development of mental health problems. Future studies might be focused on assessment of resilience as a predictor of mental health in adolescents living in border areas or in similar stressful conditions.

The perception of self and personal life stress from professional point of view varies. Grebner et al (2004) have conducted a study to find impact of stressful situations at work and in private life among young workers. About 1394 workers have been selected for the study and have investigated the frequency and conduct of stressful situations among job newcomers, and occurrence of stressful events in different settings of daily life at work and in private life. For this purpose, participants of the study have been asked to document every stressful situation they experienced, both minor and major, over a seven day period. An open ended description of the situation instrument and situational well-being, coping strategies and coping success instruments have been used. Data were analyzed by applying Regression Analysis and Multilevel Analysis. The authors have found that events related to private life affect the professional life events such as problems with time and activities, problems with defective products and interruptions of activities. Authors have concluded that private events had more impact than work-related events. Further, the in-depth study in the same area was taken up by Imtiaz and Ahmad (2009). The authors intended to study the effects of personal life stress on employee performance, managerial responsibility and consequences of high stress. Self-constructed questionnaire was used to collect data (N: 78). Authors have
found negative relationship between personal life stress and job performances and they also found that increase in personal dilemmas would decrease the professional activities. Hence, in general all the individuals, whether they are adolescents or workers, are affected by the negative life events or personal life stress.

**Psychological Well-being and Personal Life Stress**

Every human being tries to find happiness in every aspect of life and happiness depends upon his/her understanding of life. Happiness can be understood as a long-term psychological state and it is a part of well-being on nearly everyone’s conception of well-being/eudaimonia² (Badhwar, 2014). Here, well-being includes physiological and psychological well-being and sometimes stressful life events or personal life stress affects the psychological well-being. Rathi and Rastogi (2007) have tried to provide the meaning of psychological well-being. According to authors the dimensions of well-being are those which were focused and operationalized as autonomy, environmental mastery, personal growth, positive relations with other, purpose in life and self-acceptance. All of these factors can be considered as key components that make up the definition of psychological well-being.

**Cosgrove** (2004) has undertaken a systematic review of scientific studies available online and manual literature to find the link between psychological stresses and development of type 1 diabetes. Author has reviewed nine related scientific studies published during 1975 to 2001. It has been found that more recent and larger studies

² Eudaimonia is a Greek word commonly translated as happiness or welfare or human flourishing.
have overturned the previously held belief that diabetes is caused by or precipitated by stressful life events. When the number and severity of life events is compared with controls, there is no difference. Whilst there is some evidence, in both the smaller and earlier studies as well as the major findings and, more randomized studies, that losses in very early childhood increase the risk of developing type 1 diabetes, there is no evidence to support the hypothesis that life events (and by inference occupational stresses) cause or precipitate diabetes.

Businelle et al (2013) have conducted a longitudinal study to examine the relationship between Socio-Economic Status (SES), demographic variables and mental health and to determine whether number of life stressors mediated these relationships. Data were gathered from 34,459 respondents during the year and from 2001-02 to 2004-05. The respondents belong to 18-24 years age group of United States of America. A check list containing 12 types of stressful events with yes or no response was given to respondents. The result indicated the impact of socio-economic (i.e. education, income, insurance status) and demographic variables (i.e. marital status, age, gender, race/ethnicity) on mental health in a large representative sample. Results indicated that socio-economic and demographic variables (i.e. gender, race/ethnicity, marital/partner status) directly and independently had the impact on the changes in mental health in prospective analysis. In addition, results demonstrated that the number of stressful life events experienced in the past 12 months (assessed at baseline) mediated the relation between SES (measured at baseline) and mental health 3 years later. The number of life
stressors also mediated the relation between demographic variables (i.e., age, race/ethnicity and marital/partner status) and mental health decline.

**Bereavement/Grief as Personal Life Stress**

Losing loved ones has been considered as one of the most stressful events in life. It takes more time to come out of this situation than any other stressful event. The human grief has been a subject matter of study of different academic courses such as psychology, psychiatry and social work, etc. In medical terminology, the stressful situation arised due to loss of loved ones is termed as Post-traumatic Stress Disorder (PTSD).

**Mehta et al** (2005) have conducted a case study of three women who were traumatized by the communal riots in Ahmadabad, India in 2005. Authors have interviewed these women in-depth to describe the experiences that closely resemble experiencing, avoidance and hyper arousal. Authors have mentioned that women under study underwent two major psychological situations i.e. *gham* (bereavement) and *sadma* (sudden trauma) and the women have developed some mental health issues related to Post-traumatic Stress Disorder (PTSD).

**Abel et al** (2014) have studied the risk of psychosis associated with severe bereavement stress during the antenatal and postnatal period between conception to adolescence, and with different causes of death. Authors undertook this cohort study by using register linked on arrival in Sweden. These numbers are recorded in all contacts
with healthcare, social, and administrative services, enabling complete and accurate data linkage between registers. Authors identified all children born alive in Sweden between 1st October 1973 and 31st December 1985 (N= 1,15,183). It has been found that those exposed to death of anybody during the study period, (0.4%) developed a non-affective psychosis and 556 (0.17%) an affective psychoses. The risk of developing a psychotic illness after stress from a death in the family was marginally increased in any prenatal or postnatal period (crude odds ratio 1.24, 95% confidence interval 1.17 to 1.32); this was slightly greater in the postnatal period.

**Financial difficulty as Personal Life Stress**

Recent studies have found the link between financial difficulties and stress. A systematic review has been undertaken by Patel and Kleinman (2003) to find the association between poverty and common mental disorders in developing countries. For this purpose the countries were classified as middle or low income by the World Bank. Authors have reviewed 11 related scientific papers available in MEDLINE database (using PubMed) and reports on global mental health. Based on the review, authors have mentioned that there is a weak association between poverty and common mental health disorders.

In a study, it has been found that perceived economic stress was related to emotional quality of life as well as problem behaviour in adolescents and the relationships were generally stronger in adolescents with economic disadvantage than in adolescents without economic disadvantage. It was also found that adolescents with
economic disadvantage displayed higher level of current economic hardship and future economic worry than did adolescents without economic disadvantage (Shek, 2005).

It has been found in another systematic review study conducted by Kuruvilla and Jacob (2007) that poverty and mental ill health are linked together in a complex manner. Insecurity, low educational levels, inadequate housing and malnutrition, which are the correlates of poverty are recognized as contributing to common mental disorders. Mental Disorders envisage costs in terms of long-term treatment and lost productivity. The two are thus linked and affect several dimensions of individual and social development.

Field et al (2012) have studied 200 Self Help Group members to analyze the relationship between financial stress and health problems. In order to assess financial stress levels accurately and in real time, authors employed an innovative application of cell phone technology to survey clients every 48 hours for seven weeks. Clients were surveyed on an average 16.5 weeks after receiving the loan. The result shows that clients repaying on a monthly basis were 51 percent less likely to report feeling ‘‘worried, tense, or anxious’’ about repaying. 54 percent were more likely to report feeling confident about repaying, and reported spending less time thinking about their loan compared to weekly clients. Monthly clients also reported higher business investment and income, suggesting that the flexibility encouraged them to invest their loans more profitably, which ultimately reduced financial stress.
Personal Life Stress and Suicide

Many studies have been carried out to find the relationship between Personal Life Stress and Suicide. It is evident from the study conducted by Vijayakumar (2010) that mental illness is a major risk factor for suicide in India. In this study, the author has reviewed 54 related scientific articles published in the Indian Journal of Psychiatry from 1958 to 2009. Articles have been chosen based on certain criteria such as 1. Incidence and prevalence studies; 2. Profiling and identification of risk factors; 3. Suicide and suicides on non-fatal but deliberate self-harm; 4. Suicide prevention strategies; and 5. Other suicide related articles. Author has quoted a study conducted by Srivastava et al (2004) who have identified that presence of a stressful life event in the last six months as definite risk factor for attempting suicide.

Bharathi et al (2013) have stated that suicide is one of the ten major causes of death in India. Authors have conducted a study to find the socio-demographic profile and the suicide intent. Descriptive research design has been adopted. The respondents of the study were the people who attempted the suicide and admitted in Tarakeusiar Rural Hospital, India. A self-prepared interview schedule and Beck’s Suicide Intent Scale have been used to gather data. It has been found that in 23.1% cases, stress factor was involved in attempting suicide.

A study has been undertaken by Saha et al (2014) to understand the genetically determined vulnerability of suicide under stressful life events among the Dubla Tribe of Daman. For this purpose, authors have recruited 84 personnel to gather data.
Suicide Severity Rating Scale and Presumptive Stressful Event Scale were administered and fact-to-face interview was conducted to collect information. It has been found that Bivariant analyses showed significant difference in stressful life events among suicide indicators and non-indicators (OR=8.625, p= 0.00007). Also, stressful life events were higher in suicide attempters both in males and females [OR=8.438, p= 0.02 (males); OR=9.454, p= 0.04 (females)].

**Personal Life Stress and Social Support**

In the context of the present study, social support can be understood as the care and psychological support rendered by family members, friends and colleagues to a person who has recently experienced negative life event. The relation between personal life stress and social support has been studied by various authors. Let us have some highlight about the concept.

**Lin et al** (1981) have made an attempt to conceptualize social support and assess the reliability and validity of its various measures. It has been found that social support measures show strong relationships to depression and other psychiatric symptoms.

**Latha** and **Reddy** (2006) have conducted a study to explore the patterns, coping styles and social support among adolescents. For this purpose, authors gathered data from 100 Pre University Course (PUC) students by adopting simple random sample method. Adolescent Stress Scale, a semi-structured interview schedule to elicit social support and a self-report coping scale have been administered. It has been found that
majority of the female students adopted coping strategies such as consulting friends, relatives, doctors and counselors, while the male students sought social support and utilized emotion-focused coping strategies.

Baqutayan (2011) has tried to examine the existing relationship between stress and social support in matriculation students. Quasi-experimental research design has been adopted and the results of experimental group (N: 120) and controlled group (N: 60) were compared to assess the importance of social support. The result showed that the experimental group tended to gain enhanced emotional balance and high social support, in-spite of challenges associated with the later part of the semester. However, the control group showed only slight enhancement in their social support with slightly significant mean differences throughout the semester. However, the mean score of social support jumped from 5.6958 to 6.199 (by 0.5.32) of the sample in the experimental group. In contrast, there is not much difference in the control group; the mean score has slightly jumped from 5.9041 to 6.0774 (by 0.1733).

Family-to-Work and Work-to-Family Spill Over

One needs to engage in some income generating activity to fulfill his/her personal social needs and his/her familial needs. In doing so, sometimes the issues of family may spill over to work and vice-versa.

In this context Campeau (2011) has rightly expressed that in recent times people across the countries have experienced expanded workloads and diminished pay cheque,
coupled with technology that allows 24/7 availability, often resulting in increased stress and resentment. He has, further, emphasized the current business scenario in relation to professionals’ personal life. According to him the added responsibilities of parenting has increased the demands of professionals’ life, many people find themselves with competing demands on their time. Business, for example, might come at the expense of attending a child’s soccer game.

Ramadoss (2012) has examined the role of job demand, job control, support at the workplace (co-worker support, organizational support, supervisor support for family related issues and work related issues) and one’s own coping resources on positive spillover from work-to-family among employees of ITeS. Snowball technique was used to collect data from the participants. A total of 774 respondents participated in the study and research participants from 54 organizations spread over three cities in Western India and One city from southern India. Regression analysis revealed that high job demands were significantly associated with less positive spillover from work-to-family and the relationship was not significant and high job control is positively associated with positive spillover from work-to-family. It has also been found that supervisor support for family-related issues was significantly related to positive spillover from work-to-family whereas organizational support, co-worker support and supervisor support for work-related aspects were not related to positive spillover from work-to-family.
Social work is service oriented profession which tries to enable the individual, group or society to realize his/her/their full capabilities and potential and make them confident and self-reliable. In certain situations, individuals may not function properly due to certain negative events in life. Because of negative events, sometimes, social functioning, dignity and self-esteem may also get affected. Social work profession tries to bring-out and uplift the affected individuals from difficult situations. In this regard Shillito-Clarke (2003) has rightly mentioned that the basic values of social work profession are to safeguard the human dignity and self-worth of every person.

Social work profession through scientifically developed methods such as case work, groups work, community organization, social welfare administration, social action and social work research tries to rectify the social functioning of individuals, organizations and society at large which have been affected by negative life events. In this regard Midgley (2011) has emphasized that social work profession has used different practice methods to apply the skills, knowledge and values of its professional and personnel task of enhancing human well-being. Social work support would help the needy people to focus on what is working, identify their hopes and goals for future and facilitate a series of structured and monitored steps to achieve their goals (Bettmann, 2013).
In the context of the present study, it is assumed that the social functioning of an individual at personal front and professional functioning/performance may be disturbed due to certain factors. Professional social workers assistance is needed/required to deal with these problems in industries. Rajadhyaksha (2012) has listed the issues of employees which required professionally trained social workers service to address. The issues are as follows:

- Anxiety, depression, and other mental and emotional problems and disorders
- Family and relationship issues
- Substance abuse and other addictions
- Sexual abuse and domestic violence
- Absenteeism
- Career change and job stress
- Social and emotional difficulties related to disability and illness
- Adopting to life transitions
- The death of a loved one
- Appropriate referrals after assessment.

Hence, social work practice has gained its momentum in personal and industrial setting as well. In this line, Kumar (2005) has said that motivation of employees and mobilization resources of the workforce are the keys of social work helping process.

But, certain early social work thinkers have opined that primary area/field of social work profession should always be focused to solve the problems of individual/community. Bhattacharya (2008) has mentioned that social work was done
by individuals and voluntary organizations on the humanitarian grounds. But, the
problems accompanied with the expansion of industrialization, growth of cities and
industrial towns and changes in our social structure and economic reforms have made the
personal and professional life more complicated and increased the need for professional
social work in industrial setting.

Nalini (2011) has highlighted the increasing demand for social work practice in
industries. According to her during 1690s and 1990s industries faced frequent disruption
of work activities which affected the industrial relations and relation between trade union
and management. Hence, demand was increased by the stakeholders to adopt problem
solving approach rather than adopting protective approach. Industries started providing
more importance to harmonious industrial relations to individual and group problems,
attention on personal care and family welfare, profit sharing mechanisms in the form of
bonus, and focus on personnel practices, etc. This has increased the scope and role and
opened the gates to enable the service of social work practice in industries. Including
social work professionals and practicing social work methods in industrial settings has
created a new branch in social work known as occupational/industrial social work.
According to Mizrahi and Davis (2008) occupational/industrial social work is defined as
programmes and services under the auspices of labour or management that utilize
professional social workers to serve members or employees and the legitimate social
welfare needs of the labour or industrial organization.
Sinha (2012) has also made an effort to justify the application of social work interventions in industries. According to him, in any industry there are a wide range of services available but many of the workers are not knowledgeable about the array of services or the eligibility requirements. So, social works can function as brokers to link the employees with available services.

Organizations in recent times started recruiting professionally trained social workers. The designation of social workers differ from organization to organization, for example, welfare officer, IR officer/Manager, Personnel/HR Manager. In certain organizations social workers have been appointed to deal with specific issues only, such as absenteeism, drug addiction or alcoholism, etc. But, in wider sense professional social workers in industries need to perform other activities also. The activities of social workers in industries include meeting workers’ needs and combining it with the broader organizational goals (Siddiqui and Sukhramani, 2011).

**Other activities carried out by social workers in industries**

- Providing counselling services;
- Mentoring and Coaching activities;
- Conducting Stress Management Programmes (SMP);
- Assisting the employees to claim insurance and employees security schemes;
- Providing guidelines service;
- Conducting case work to address the personal issues of employees;
- Conducting group work to deal with the issues related to teams/groups; and
• Rehabilitation services.

While performing the above mentioned activities, certain ethical issues are to be maintained. Kumar (2006) has opined that industrial organization forms a secondary setting for the proactive professional social work. He, further, highlighted the professional ethics to be followed by social workers in industries. They are as follows:

• The social worker should be outside the chain of command of the management, even though officially he/she may have to operate from the personnel or administrative department.

• The social worker should not have any responsibility involving his/her functionary, directly controlling the work life of the employee in so far as it affects the production process.

• The social worker should maintain the professional confidentiality. This does not mean that the worker should not share the worker’s problem with staff at other levels and management.

• His/her work necessarily demands contact with different levels of management in the industry for effective discharge of his functions.

Social work educators and educational institutions have realized the need and scope of social work practice in industries and modified their curriculum to suit the employee needs and industrial demands. But, the hard fact about industrial social work is that still organizations are unable to understand the role of social work clearly. Wilkins (1997) has expressed that there is less clarity about what organizations would recognize as satisfying the obligation the various codes lay upon individual members. This lack of
clarity applies to both the nature of suitable professional and personal development and the quantity expected.

In this context of explanation, the present study has attempted to throw some light on the level of Personal Life Stress, Occupational Stress and Work/Life Balance among employees of manufacturing and Information Technology (IT) sector.