CHAPTER - 1

INTRODUCTION

1.1. CHOICE OF CAREER AND ITS IMPORTANCE

A major turning point in adolescents' lives involves the career choice that they make while in high school. Frequently, it is viewed by family and community as a mere start to workplace readiness; however, this decision plays a major role in establishing youth in a career path that opens as well as closes opportunities. Given the differences in the social and economic context of college-bound versus work-bound adolescents (Bluestein, Phillips, Jobin-Davis, Finkelberg, & Roarke, 1997), a study was designed to explore the factors that influence rural young adults' selection of specific careers.

For most men of our generation, the question of choice of a profession is meaningless, because there is no scope for a choice in the real sense of the term. In our country most people do not have the opportunity of choosing a profession for themselves. They generally get into a profession that takes them and pays them a living wage. In most cases, not men but destiny chooses the profession for them. It is so because almost in all cases men enter a profession of their choice, which depends on a number of factors.
beyond their control. As far as employment in public and private sectors is concerned there are only a few appointments’ and the number of candidates is very large. As regards trade, commerce industry and self-employment, they are awfully overcrowded and there is cut-throat competition in them. It is because of these circumstances, that we plan for one profession, But in another case, because it brings us money. We find a scientist working as a salesman, a lawyer as an accountant and a doctor as a technical executive. A majority of people in various professions are not into it because of their choice, but merely by chance or by force from families, situations or just by drifting.

Choice of a profession, however, as a subject of academic concern, is of great importance. It is a difficult job and deserves deliberation, because a wrong step once taken cannot be retrieved and a wrong choice, may lead to misery.

In the olden days the choice of profession was not a problem, because of the absence of the clear demarcation of occupations and a cut-throat competition of the modern time. In those days there were traditional vocations in each family and the younger generation received training in that vocation at home. Unlike today’s world, many specialized professionals now, there were no specialized professions as now.
The situation has changed completely now. This is an industrial age. With the development of industry all around a science and technology our needs have increased manifolds. There are no traditional or hereditary vocations. The age of specialization has come. There is hard competition in every sphere of life. Without expert knowledge one cannot enter into any profession. The question of a careful selection of a profession has, therefore, become all the more important.

Everyone has to take up some vocation or profession to earn his livelihood. But choosing a particular career for one’s life requires a certain amount of analytical thinking and planning. There are some vital factors which should guide our consideration and final decision in regard to the choice of a profession.

There are many specialized or learned professions such as medicine, law, engineering, film, high governmental or executive positions, trade, commerce and industry in addition to a number of crafts. All these require a certain degree of technical, expert and professional know-how. One cannot just plunge into any of these at random. Such a rash step is sure to result in disappointment. The reason is that these professions demand some skill, training, dexterity and experience without which one is sure to meet with failure. Then, any of these professions may not suit the mental-make up,
temperament and taste of an individual. It is incorrect to presume that all those who study medicine or law will necessarily prove to be successful doctors or advocates. The same thing holds good in the case of engineering and the film. A great care is, therefore, required to be exercised in the selection of a suitable profession.

Choice of a profession is not merely a matter of one’s likes and dislikes. There are many pertinent and relevant factors which should be carefully considered before reaching a conclusion in this regard. It is also not a matter of idealism. It is a hard reality which has got to be faced in the practical way. It is a combination of aptitude, capability, resourcefulness and objectivity. Due regard to all these factors must be given before reaching a final decision. Interest in the vocation is the foremost element to be taken into consideration in making a choice of profession. A man without any interest in a particular profession is sure to meet with failure. The result is most likely to be disappointing if a man of literary bent of mind is forced or allowed to enter the engineering line. Mental capability of a person and his grasp over a particular subject are two other important factors, which should govern the selection of a suitable profession. Another important factor in this regard is the financial resources of the person concerned.
According to Behling and others, an individual's decision to join a firm may depend on any of the three factors viz. objective factor, subjective factor and critical contact.

- **Objective factor theory** assumes that the applicants are rational. The choice, therefore, is exercised after an objective assessment of the tangible benefits of the job. Factors may include the salary, other benefits, location, opportunities for career advancement, etc.

- **Subjective factor theory** suggests that decision making is dominated by social and psychological factors. The status of the job, reputation of the organization and other similar factors play an important role.

- **Critical contact theory** advances the idea that a candidate's observations while interacting with the organization plays a vital role in decision making. For example, how the recruiter keeps in touch with the candidate, the promptness of response and similar factors are important. This theory is more valid with experienced professionals.

These theories assume that candidates have a free choice of employers and careers. In reality the scarcity of jobs and strong competition for desirable jobs severely skews the decision making process. In many markets employees work particular careers simply because they were forced to accept whatever work was available to them. Additionally, Ott-Holland and
colleagues found that culture can have a major influence on career choice, depending on the type of culture.

When choosing a career that's best for oneself, there are multiple things to consider. Some of those include: natural talents, work style, social interaction, work-life balance, whether he/she is comfortable in the public eye, dealing with stress or not, and finally, how much money they want to make. In today's workplace, choosing a career doesn't necessarily mean they have to stick with that line of work for their entire life. Make a smart decision, and plan to re-evaluate down the line based on long-term objectives.

Changing occupation is an important aspect of career and career management. Over a lifetime, both the individual and the labor market will change; it is to be expected that many people will change occupations during their lives.

Career development, for most people, is a lifelong process of engaging the work world through choosing among employment opportunities made available to them. Each individual undertaking the process is influenced by many factors, including the context in which they live, their personal aptitudes, and educational attainment (Bandura, Barbaranelli, Caprara, & Pastorelli, 2001).
1.2. JOB SATISFACTION

Job satisfaction describes how content an individual is with his/her job. The happier people are within their job, the more satisfied they are said to be. Job satisfaction is not the same as motivation, although it is clearly linked. Job design aims to enhance job satisfaction and performance; methods include job rotation, job enlargement and job enrichment. Other influences on satisfaction include the management style and culture, employee involvement, empowerment and autonomous work groups. Job satisfaction is a very important attribute which is frequently measured by organizations. One of the biggest preludes to the study of job satisfaction was the Hawthorne studies. These studies (1924-1933), primarily credited to Elton Mayo of the Harvard Business School, sought to find the effects of various conditions (most notably illumination) on workers’ productivity. It is interesting to find that some of the organizations, in spite of the overemphasis on the importance of human resources management in an organization, still pay less attention to the importance of job satisfaction. Due to lack of job satisfaction, most organizations either perform badly or lose skilled employees to other organizations with strong human resource policies. The organizations need to take note that “A happy employee is a happy customer.”
Job satisfaction is a result of employees’ perceptions of how well their job provides those things that are viewed as important. It is seen as the emotional response to a job situation. According to literature, job satisfaction can be described under three dimensions:

- Job satisfaction as seen in the manner in which the employees react and respond to the job situation.
- Job satisfaction being determined by how outcomes meet or exceed expectations.
- Job satisfaction represents several related attitudes.

Most organizations’ employees are affected by the first dimension. They may feel happy or frustrated and decide to stay or quit in the job. Job dissatisfaction affects both the organization and the employees negatively. As a result of employee dissatisfaction, the organization is affected through poor customer service, quality production and profitability. Lack of dedication and commitment; lack of innovative thinking; and high labor turnover, on the other hand, are the results of job dissatisfaction on the side of the employees. The two combined result in poor performance and low profitability of the organization. Job satisfaction is also seen as a psychological satisfaction which employees derive from performing a job. Performance of the job by an employee also requires that his/her
expectations and aspirations in terms of reward, considerations and fulfillment of his/her needs, etc. be met. If these are fulfilled, he/she will be satisfied with the outcome of job performance and greater job satisfaction would generally motivate the employees in performing their tasks more efficiently and that results in company productivity.

The term job satisfaction refers to an individual’s subjective experience, on work situation- one’s responses and feelings towards different facets of his work role. Hoppock(1935) was the first industrial psychologist to provide the concept “job satisfaction”, a logical definition. He defined job satisfaction as any combination of psychological, physiological and environmental circumstances, which cause a person to truthfully say” I am satisfied with my job”.

According to Katzel (1964) job satisfaction was the verbal expression of an incumbent’s evaluation of his job. The verbal evaluation was made operational by some form of attitude questionnaire or scale by means of which the incumbent rates his job on a continuum of “like – dislike”, or approximate synonyms, such as “satisfied- dissatisfied”.

According to Blum and Naylor (1968), job satisfaction is the result of various attitudes possessed by an employee. In a narrow sense, these attitudes are related to the job and were concerned with such specific factors
as wages, supervision, and steadiness of employment, conditions of work, social relations of the job, prompt settlement of grievances, fair treatment by employer and other similar factors. Job satisfaction is basically an individual matter. Individuals search for those aspects of job which are related to their value system. Some attach more value to income.

Job satisfaction indicates the satisfaction derived from being engaged in a work environment. It was essentially related to human needs and their fulfillment through work. In fact job satisfaction was generated by the individual’s perception of how well his job on the whole was satisfying his various needs. According to people hold towards their job, positive attitudes the job connote satisfaction and negative attitudes towards job connotes dissatisfaction, with it.

Job satisfaction indicates an effective state and was considered as the condition of feeling at a particular time towards achieving or not achieving the individual’s work goals. Job satisfaction was a pleasurable or positive emotional state resulting from the appraisal of one’s job experience (Lorke, 1976).

Job satisfaction is either a global feeling about the job or a real constellation of attitudes about various aspects or facets of the job. The facet approach is used to find out which parts of the job produce satisfaction or
dissatisfaction. From most employees, work also fills the need social interaction and so, friendly, supportive employees also leads to increased job satisfaction (Dargo, Wooden & Sloan, 1992).

Job satisfaction can also be seen as an indicator of emotional well-being or psychological health. Job satisfaction is the degree to which people like their jobs. It is general attitude towards the job, the difference between the amount of rewards employees receive and the amount they believe they should receive. A person with a high level of Job Satisfaction holds positive attitude towards the job, while a person who is dissatisfied with his/her job holds negative attitudes about the job (Robbins, Waters-Mash, Cacioppe & Millet, 1994).

A man never works in a vacuum. A large number of factors determine one’s satisfaction on the job and these influences to a great extent the quality and quantity of the output. Therefore it is important to know, whether a person rates himself as a satisfied or a dissatisfied one. Job satisfaction is a chief factor in an organization, which plays a main role to run the organization in steady and smooth way with great morale, discipline and harmonious acclimatization of employees.

Spector (1997), explains the humanitarian perspective to job Satisfaction, as identifying ho people deserve to be treated fairly and with
respect. Spector believed that job satisfaction is to some extent a reflection of good treatment. For example, the facets of Job satisfaction like equitable rewards and supportive working conditions and fellow employees are related to being treated fairly and with respect.

However, the important factors such as employees’ age, health, temperament, qualification, family set-up and the level of aspiration should be considered for job satisfaction. Again one’s family relationships, social status and activities in organizations, like labor, professional, political or social, contribute ultimately to job satisfaction.

The term Job satisfaction has been used in a variety of ways. Job Satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one’s job experiences. Job satisfaction is related to but distinguishable from morale and job involvement. Since a job is not entirely or a physical thing, but a complex of interrelationship of likes, roles, responsibilities, interactions incentives and rewards, job Satisfaction has to be intimately related to all of them. The important job dimensions are work, pay, promotions, recognition, benefits, work conditions, supervision, co-workers, management policy, etc. (Rao, 1986).

The most important values or conditions conductive to Job Satisfaction are: mentally challenging work which the individual can cope
successfully, personal interest in the work itself, work which is not too physically tiring, rewards for performance which are just and in comparison with the individual’s personal aspirations, working conditions, high self-esteem on the part of the employee to attain the job values such as interest in work, pay and promotions etc. and which minimize role – conflict and role – ambiguity (Rao, 1986).

Undoubtedly work has a central role in people’s life. Apart from the fact that it occupies a lot of their time, it also provides the financial basis of their lifestyles. Thus, the context of employees’ job should be attractive and should contribute to their satisfaction. It is believed that satisfaction at work may influence various aspects of work such as efficiency, productivity, absenteeism, turnover rates and intention to quit, and finally employees’ well-being (Baron, 1986, Maghradi 1999).

There are three major approaches proposed to understand the concept of Job Satisfaction. They are: 1) Attitudinal approach (Herzberg et al.1959); 2) Need gratification approach (Maslow, 1954) and 3) factorial approach (Vroom, 1969; Lawler, 1973).

The attitudinal approach of Job satisfaction interprets job, in terms of a generalized affective orientation, to all aspects of the job resulting from many specific affective orientations in the area of individual adjustment,
specific job factors and group interactions. Need gratification approach was presumed to closely relate to job Satisfaction. In the process of seeking adjustment with the various psycho-socio physical conditions of work environment, if individuals feel that they were able to gratify those needs which were of significance to them, they were expected to develop positive attitudes towards their job and this reveals higher job satisfaction in them. In other words, job satisfaction can act as an index of need gratification in this approach. But the factorial approach has attempted to discover the determinants of job satisfaction, by taking into account the underlying sources of job Satisfaction. To understand these approaches it is fit and proper to go through the different theories of work motivation.

The need hierarchy theory of Maslow (1954) explains that individuals are concerned with the basic needs of food, shelter, clothing etc. when these are fulfilled, they seek security and safety. When these needs are satisfied, individuals become concerned with the next higher level needs of affection, belongingness etc. next in order, are the esteem needs. Individuals look for recognition and regard from their peers. When these are met, individuals move to the self-actualization needs. This explanation of human motivation is simple and easy to understand. Therefore, it has become very popular.
Some empirical support may also be found. However, there are some serious and important questions, which this theory does not satisfactorily explain.

The most celebrated Herzberg’s two-factor theory popularly known as “motivation-Hygiene” theory of Job Satisfaction basically assumes the need for satisfaction of two types of needs. The hygiene needs, which are essentially maintenance needs, which provide conductive environment for work, include such things as pay, security, co-workers, general working conditions etc. The motivator needs are higher order or growth needs, which are unique to humans. The things that are a part of human nature itself satisfy these needs, they are autonomy, variety, creativity and the like. Herzberg leaves one in the dark, concerning the source of the needs.

A person evaluates a potential outcome for which one may have varying preferences or valences. Vroom (1964) has proposed three factors, valence, instrumentality and expectancy. The expectancy component deals with the probability of obtaining a particular outcome. It is through the instrumentality that the desired outcome is sought to be reached. Porter-Lawler model of human motivation is based on the drive theory. The drives need to be satisfied. As the drives increase in strength, there is increasing tension is the Porter-Lawler version of “instrumentality”. Research of Liddell and Solomon(1977) demonstrated that individuals order rewards in
terms of their desirability. These, point out the importance of satisfaction in instrumentality approach to motivation. In brief, this approach suggests that the question whether individuals have satisfaction or dissatisfaction is not all, but what they remember about the emotional or feeling states is important.

The famous Hawthorne studies demonstrated that workers’ feelings affect their work behavior. These studies underline the importance of interpersonal relations, communication and such other factors which were not considered to be any great value so far.

The work of Hoppock (1935) drew the attention of administrators and researchers to the important concept of Job Satisfaction. The problem of Job Satisfaction research, right from its conception, concerns to the problem to individual variations. Herzberg et. Al. (1957) reported the existence of a systematic relationship between Job Satisfaction and certain aspects of work behavior. Lawler(1973) proposed that when perceived equitable rewards exceed actual rewards, dissatisfaction would result, and vice versa. Locke’s (1976) value theory distinguishes between value and need. Job Satisfaction is a pleasurable, emotional state resulting from the perception of one’s job fulfilling and one’s job values. Thus if “pay” plays a greater role in determining one’s overall satisfaction than “co-workers”. This suggests that
we can get an accurate picture of overall satisfaction if we weigh satisfaction with each specific job element by its importance. Notwithstanding the appeal of this apparently simple operation (of weighing individual job elements) a number of empirical studies have shown that weighing by importance does not improve prediction of overall Job Satisfaction (Ewen, 1964; Mikes and Hulin, 1968).

Landy (1978) explains that individual’s satisfaction with a particular reward will systematically change over time, even when the reward itself remains constant. This suggests that rewards lose their appeal owing to adaptation. Landy explains this process by the “opponent-process” theory. For example, when an individual is extremely happy, there is a mechanism that automatically attempts to keep that happiness from getting out of control. Conversely, when one is unhappy, there is a mechanism that opposes this emotional state and attempts to bring it back to some neutral level.

1.3. OCCUPATIONAL STRESS

Now we are in the new Millennium where saying that “the only certainty is change” is truer than ever before. The dizzying rate of change and accompanying uncertainty has had and will continue to have a greater impact on our life as well as the organizations. We are well acquainted with some of the
popular buzzwords in the newspapers and journals such as globalization, information superhighway, knowledge workers and diversity and innovative advancement of technology has also received much attention but the only sustainable competitive advantage in today’s world environment is the people.

The question arises that how to tap effectively the available human resources which is now a key challenge not only from the point of view to compete but to survive. When they are not able to compete with other people in their surroundings they may develop the feeling of maladjustment. This might have detrimental effects and manifest into certain psychological and physiological disorders and such state of mind usually lead to experience unavoidable stress. In fact this outcome is a natural byproduct of our activities, dissatisfaction with life in general and it may likely to reflect in varied degrees particularly among working people in this competitive present day world.

The origin of the term stress is from Latin word ‘stringere’ which means ‘to draw’. The research literature reveals that various terms have been synonymously used to refer stress such as hardship, strain, adversity or affliction. Walter Cannon (1914) an eminent physiologist, in his work on homeostasis used the term stress to describe emotional states which might be having detrimental physical impact on the focal organism. Cannon (1935) modified his explanation and used the term stress to describe physical stimuli in
terms of strain for organism’s response to the stressor. Later researchers described the term referring to quality of stimulus (Dunbar, 1974) while others defined it as the quality of both stimulus and the response. The Concise Oxford Dictionary defines stress in three different ways. The first definition offered is that of a constraining or impelling force the second definition treats stress as an effect or demand, the third one explains it in terms of a force exerted on the body. In Penguin Media Encyclopedia Wintage (1972) stress has been described as any influence which disturbs the natural equilibrium of the body and include within its reference physical injury, exposure, depression, all kinds of diseases and emotional disturbance”. These dictionary definitions of stress have been presented in a model which denotes stress as constraining force acting on a person who in attempting to cope with this force exerts himself and consequently feels fatigued or distressed. Nevertheless, the concept of stress seems to have had special in the mind of layman and scientists ever since Selye (1956) is credited who popularized the term stress in his writings on “General Adaptation Syndrome (GAS)”. He defined stress as “non-specific responses of the body to any demand made upon it”. The GAS has three stages, i.e. alarm, resistance and collapse. The available research literature on stress reveals that studies conducted pertaining to the concept can be placed into one of the three groups representing the main approaches to the problem of its definition and its
nature. The first approach describes stress in terms of the person’s response to disturbing or noxious environment. The second approach describes stress in terms of the ‘stimulus’ characteristics of those disturbing or noxious environments. Stress from this point of view has been studied with regard to the antecedent factors and their varied effects. It has also seen as an intervening variable between stimulus and response so as the response based definition of stress emphasizes stress as a response and the researchers of this area were interested in identifying patterns of psychological and physiological responses that occur in difficult situations. Undoubtedly the pioneer in stress research, Hans Selye (1979) defined ‘stress in terms of non – specific response of the body to any demand made upon it’. By non-specific he meant that the same pattern of responses could be reduced by any number of different stressful stimuli or stressors. Selye’s primary concern was for the physiological mechanism and this had based on physiological models of stress. Stress also studied the relationship between the accumulations of stressful life events (such as job loss, divorce, or the death of a spouse or very near and dear and the risk of these factors may subsequently lead to physical illness). Transactional Approach of stress explains stress as neither a stimulus nor a response, but as a transaction or relationship between the person and his environment that taxes or exceeds the person’s resources. Transactional Approach argues that merely focusing on
stimuli response is not sufficient while some other situations are also stressful for everyone i.e., natural disasters, life threatening illness, or the loss of a loved one, taking an examination, traveling for many hours daily, facing rude boss, but these conditions may be stressful for some people but may not be equally stressful for others. Stress has been viewed and described in different ways by the researchers. It is viewed as stimulus, i.e., psychological demands leading to personal strain (Homes and Rahe, 1967; Anderson, 1978), a response to demands made upon the organism (Selye, 1956), as an interaction between person and his environment (Lazarus, 1966; Cox, 1978). In early 1960’s the term stress has come into wide usage in relation to work organization (Agarwala and Singh, 1979). There has been considerable debate among stress researchers concerning to how to adequately define stress. Lazarus and Monet (1977) pointed out, "Stress consists of any event in which environmental demands, internal demands on both that tax or exceed the adaptive resources of an individual social system or tissue system". The antecedents of stress, or the so-called stressors, affecting today's employees/ comes from both outside and inside the organization and from the groups of employees themselves. Here, it becomes imperative to mention the extra organizational stressors that includes those factors too such as societal change, technological advancement, family relocation, economic and financial conditions, race and class, and residential or
community conditions (John et al, 1980). The phenomenal rate of social and
technical change has had a great impact on people's life styles, and this of course
might be carried over into their jobs. It is widely accepted truth that job
conditions are causal factors in stress outcomes for the employees. This
conclusion however, is based almost entirely on single data source, self report
studies which demonstrate correlation between environmental perception and
stress outcomes (Spector, 1988). It is well established fact that a person's family
has larger impact on one's personality development. A family situation either a
small crisis such as squabble or the illness of a family member or long termed
strained relations with the spouse or children can be significant stressors for the
employees. There is ample evidence indicating that in dual career families, a
stressed out husband may transmit stress that he experiences in the office to his
wife (Finoa, et. al. 1993).

In a recent survey it was observed that a significant number of working
women were found to show greater family stress resulting from job stress
(Geneniene, 1993). Reifmanet. al. (1991) surveyed married professional women
to investigate what types of occupational and role - conflict stresses are
associated with physical and depressive symptoms both concurrently and one
year later. These stresses reflected perceptions of lack of authority and influence
on the job, sex discrimination, a heavy work load, work imposing on relaxation,
family imposing on relaxation and overall suffering from role conflict. Research on women and stress suggest that women generally enjoy better health than those working at home, although working women do experience stress stemming from low pay, lesser job security, lesser mobility prospect, and pressures of combining work and home responsibility and sexual harassment (McDaniel, 1993).

Astom and Lavery (1993) examined the possible benefits of the workplace experience for women in terms of rewards and concerning intrinsic and extrinsic to the job. Intrinsic factors were generally related to the psychological well-being, while extrinsic factors were found more closely associated with physical health.

The term job stress, occupational stress and organizational stress have been used interchangeably by various researchers. The difference between these terms is sharp edged and clear cut definition is often not possible. The term job stress is specifically used to the physical working conditions, organizational stress on the other hand is the structure and climate. Occupational stress is much broader term because it encompasses intrinsic aspects of the job too. It is more acceptable as compared to job stress which implies a much narrower sense. Occupational stress is a condition wherein various job related factors interact with worker's characteristics that disrupt psychological and physiological
homeostasis and the person is forced to deviate from normal functioning
(Margolis and Kores, 1974; McLean, 1974; Beehr and Newman, 1978; Brief,
Schuler and Van Sell, 1981). Occupational stress arises from consistent factors
of job and its psychophysical environment; these factors are not inherently
universal stressors. In fact personal characteristics of employees and their
cognitive appraisal of the job factors made in the framework of his capacity and
resources determine the extent of stress he would experience from the job factor
or situation. Low level of tolerance and patience, rigidity, low esteem, high
anxiety intra-psychic conflicts, external locus of control and certain cognitive
patterns enhance employee's susceptibility to experience relatively more stress.
These considerations have probably led French, Rogers and Cobb (1974) to
evolve the theory of Person-Environment-Fit Model. It emphasizes that both job
satisfaction and occupational stress are the result of interaction between the
person holding a particular job and the environment in which he is working.
Harrison (1985) presented an overview of the model which initiated research. He
described the model as accounting for two kinds of fit between the individual
and the environment i.e., the extent to which the person's skills and abilities
match the demands and the requirement of the job, and the extent to which the
job environment provide supplies to meet individual comes into a job with
certain supplies (e.g. marketable skills) which the organization wants to
purchase. In exchange, the individual has certain demands which may be overt or covert. In turn, the organization provides the individual with certain supplies e.g., pay. In exchange for certain demands which again may be overt or covert. With good person-environment-fit benefits the job that provides the supplies wanted by the individual (good salary, social involvement) while the person provides abilities required by the job environment (e.g., counseling skills, technical knowledge, good physical and mental health). The concept of person-environment-fit can be used to define job stress, "a job is stressful to the extent that it does not provide supply to meet the individual's motives and to that the ability of individual falls below the demands of the job which are prerequisite to receiving supplies" (Harrison 1979). Kahn et.al. (1981) stated that there is a need for us to acknowledge that we must think in terms of "goodness of fit" between person and job because individuals vary in terms of their needs, abilities and standard of judgment".

It is well known fact that the occupational stress initially arises from consistent factors of job and its psychological environment these factors are not inherently universal stressors. In fact, personal characteristics of the employees and his cognitive appraisal of the job mode in the framework of his capacity and resources which determine the extent to which the stress he would experience from the job factor or situation. Margolis et.al. (1974) defined stress as "a
condition at work interacting at workers characteristics to disrupt his psychological (physiological homeostasis)". He reports that job demands, job constraints and job related events or institutions are not in themselves stressful but they may be strong enough in producing psychological stress and strain depending upon personal arithmetic and other factors. According to Allen and Green (1982) "occupational stress as disruption in individuals or/and psychological homeostasis that force them to deviate from normal functioning in interaction with their jobs and work environment".

Srivastava and Krishna (1992) reported that employees with external locus of control experience comparatively higher degree of occupational stress and lower job satisfaction. Employees with external locus of control have also found to be more alienated from work setting and less involved in their job. Besides these stressors, certain behavioral patterns also become direct sources of stress.

Employees, age, sex, health, status, experience and socio-cultural background have also been found to influence on individual's occupational stress. It is observed by many investigators that the job role is a major source of satisfaction as well as frustration for the employees. Certain characteristic or inadequacies of job role have been found out to be prominent source of occupational stress. Ivancevich and Matteson (1980) were of the view that
pressure occurs when employee's expectation or demands conflict with expectation and demands of the organization. Kahn et.al. (1964) extensively investigated and elaborately discussed that stresses arises from two major characteristic of organizational role i.e., role ambiguity and role conflict (inter sender, intra sender, inter role and personal role conflicts). Role-overload and role under-load have also been noted as occupational stressors. There are certain features of jobs i.e., role and role set as inter-role distance, role stagnation, role expectation conflict, role erosion, role overload, role isolation, personal inadequacy, self-role distance, role ambiguity and role inadequacy.

Contrary to BOSS, Rust Out Stress Syndrome (ROSS) is another phenomena which is indicative of the stress under load. It occurs when there is a gap between what the executive is capable of doing and what he is required to.

The psychological approach to occupational stress emphasizes psychological caused and consequences of stress it involves the treatment of depression/anxiety through counseling or by means of psychotherapies. This approach is alike to medical approach, was not developed specifically for dealing with the stress prevailing at the workplace. The other approach, i.e., Clinical or Counseling approach, adapted to the study of occupational stress focusing on physical characteristics of the work and the workplace as stressors and as job performance as the typical outcome. This approach has implications
for the physical design of work and workplace as treatments. In this approach the typical primary target of treatment remains the organizations not the individual. The organizational approach accepts that psychological variables prevailing in the organizations cause psychological strains. This approach is primarily concerned to evolve the treatment by making certain necessary changes/modifications in the organization or creating congenial work environment improving physical characteristics of workplace.

1.4. PSYCHOLOGICAL WELL-BEING

Well-being is a multifactor construct, consisting of a complex interplay of culture, economic, social, spiritual, and physical and psychological factors. Human well-being is therefore a complex product of genetic, development, social and environmental influence.

The general conceptualization of well-being is vague. (Warr, 1987, 1990). He generally used the term health as a framework by suggesting that “affective well-being” is one component of mental health; the others are the competence, autonomy, aspiration and integrated functioning.

Diener (1984) has used the term “subjective well-being” to describe a person’s overall experience in life and suggested that it essentially reflects a person’s self-desired happiness. The concept of well-being refers to optimal psychological functioning and experience.
Wellness is the state of optimal well-being. It’s not simply the absence of illness but an improved quality of life resulting from enhanced physical, social, mental, emotional, spiritual, and environmental health. Wellness is a lifelong process. It’s about maximizing an individual’s potent actions that contribute to harmony, balance, and satisfaction with one’s overall health (McKinley 2002).

Cowen (1991) suggested that wellness should be defined not simply as the absence of psychopath but instead as an array of positive aspects of functioning that are promoted but attainment of strong attachments, relationships, acquisition of age, appropriate cognitive, interpersonal and coping skills and exposure to environments that empower the person.

Psychological well-being is a general term denoting feelings of high self-esteem, life satisfaction, and lack of negative symptoms (Atwater 1994).

Mental health is a state of emotional and psychological well-being in which an individual is able to use his or her cognitive and emotional capabilities, function in society, and meet the ordinary demands of everyday life (The American Heritage Dictionary 2003).

Psychological well-being refers to mental state. It cannot be defined in terms of environment, although environments certainly influence
individual’s well-being. It cannot be equated with an activity or behavioral profile, although individual status influences behavior. It is not synonymous with any physiological state, although physiological condition and Psychological well-being interact. Psychological well-being is influenced by meeting the needs of an individual animal that are based on its species, sex, age, and developmental experiences.

There is strong evidence in the literature that generally supports the impact of multi occupational roles on professionals’ psychological makeup (accel-team, 2001). Psychological well-being is considered as a balance between positive effect and negative effect. Positive well-being is an appraisal of the status of one’s functioning and outcome along several dimensions but interrelated dimensions including global, mental and physical healthfulness (Myers, 1995). Psychological Well-being is a “positive state of physical, mental and social well-being, not merely the absence of disease or infirmity” (WHO, 1998). Verma’s (1998) dual factor theory of mental health indicates that

(I) Factors’ contributing to mental health and their absence does not lead to positive mental health.

(II) A factor whose presence leads to positive mental health, but their absence does not lead to mental disorders.
Ryff (1989) defined Psychological well-being as self-acceptance, autonomy, environmental mastery, purpose in life, positive relations with others and personal growth. Psychological well-being is a general term denoting feelings of high self-esteem, life satisfaction and lack of negative symptoms (Atwater 1994). Wellbeing or positive health can be defined as consisting of those physical, mental and social attributes that permit the individual to cope up successfully with challenge of health and functioning (Stephens and Antonovsky, 1993).

Quality of life is a multidimensional concept, which includes specific core domains including physical, psychological, social and occupational well-being. PHYSICAL - pain, mobility, sleeps appetite and nausea, sexual functions; social - personal and sexual relationships; engagement in social and leisure activities; occupation - ability and desire to carry out paid employment, ability to cope with household duties.

Life satisfaction, morale and happiness may be thought of as components of larger, more generalized concept of well-being or positive self-integrity and cohesiveness (Bradburn 1969; Laawton, 1982). This sense of PWB includes the perception that the course of life is roughly that which has been anticipated and on time in terms of expectable life events and role transitions.
The declaration of the international conference on primary health care of Alma Ata, USSR, 1979, defines “health” as a state of complete physical, mental and social ‘well-being’, and mental health as the capacity of an individual to form harmonious adjustment to his social and physical environment.

Lewis (1951) pointed out that, if psychiatrists could agree upon a concept of health, there probably would be more consensuses on therapeutic effectiveness. In defining normality, most psychiatrists and behavioral scientists including psychoanalysts have been satisfied with listing certain traits, capacities and relationship which they consider normal.

During its second session in 1950 WHO experts committee on mental health stated that, as so many definitions of mental health exist, the committee feels that it is important to state the conception of mental health during its discussions. Mental health is influenced by both biological and social factors. It is not static condition but is subject to variation and fluctuations. In other words the conception implies the capacity of an individual to form harmonious relations with others and to participate in, or contribute constructively to, change in his social and physical environment. It also implies his ability to achieve a harmonious and balanced satisfaction
of his own potentiality conflicting instinctive drives. In addition, it implies the full realization of his potentialities.

Psychological well-being has been defined by Muller et al (1993), as high levels of “self-esteem, life satisfaction and vigor, together with low levels of depression, psychological distress, hopelessness, tension, anger, fatigue, depressive mood and confusion”.

Warr (1987) further suggested that effective well-being been treated as two independent dimensions called “pleasure” and “arousal”. Competence, autonomy and aspirations are aspects of a person’s behavior in relation to the environment. They often determine the level of an individual’s affective well-being; tend to be valued as indicators of good mental health and distinguished on both “subjective and objective” basis.

The concept of well-being refers to optional psychological functioning and experience. It is the focus not only on everyday interpersonal enquiries like “how are you?”, but also of intense, scientific scrutiny. The question “how are you?” may seem simple enough but theorists have found the issue of well-being to be complex and controversial. From the beginning of the intellectual history, there has been considerable debate about what defines optimal experience and what constitutes the good life. How well-being is
defined influences practices of government, teaching, therapy, parenting and preaching.

Well-being research seems especially prominent in the current empirical psychology. This reflects the increasing awareness that, just positive affect is not the opposite of negative affect (Cacioppo and Berntson 1999). Well-being is not the absence of the mental illness. Much of the last century psychologists focus amelioration psychopathology over shadowed the promotion of wellbeing and personal growth. Beginning in the 1960’s where there has been a shift in focus towards prevention and continuing to the present, a few researches have been studying growth, well-being and the promotion of wellness. Cowen suggested that wellness should be defined not simply as the absence of psychopathology but instead at an array of positive aspects of functioning that are promoted by attainment of strong attachments, relationships, acquisition of age appropriate cognitive, interpersonal and coping skills and exposure to environments that empower the persons.

In social psychology, dimension of Psychological Well-being, especially constructs including self-esteem and self-evaluation, are generally defined as the function of one’s actual characteristic relative to the characteristics or achievements one would ideally have(Carolyn, et al, 1999).
The concept of Psychological well-being emphasizes positive characteristics of growth and development. There are six distinct components of Psychological Well-being. These are:

(A) Having a positive attitude towards one self and one’s past life (self-acceptance).

(B) Having goals and objective that give life a meaning (purpose in life).

(C) Being able to manage complex demands of daily life (environmental mastery).

(D) Having a sense of continued development and self-realization (personal growth).

(E) Possessing care and trust with others (positive relations with others) and

(F) Being able to follow one’s own convictions (autonomy).

Mental and social wellbeing include not only the absence of problems, stress, mental disorders, alcohol abuse, anti-social isolation and violence but also progress towards fulfillment of work and family role obligation, participation in social activities and social-emotional competence (Aboud, 1998).
Subjective wellbeing can be described as a profile of independently evaluated life concerns. These factors are not only slightly correlated but also forms the base for it includes the following:

Positive factors

(I) Transcendence is a feeling of well-being derived from ecstatic moments of meeting, beauty and of belongingness (rootedness).

(II) Expectation of Achievement congruence: Includes good feelings of achieving success and a standard of living as per an expectation, which is satisfaction.

(III) Family Group support: Comprises a positive feeling about the wider family support (beyond the primary group of spouse and children) as supportive, cohesive and emotionally attached.

(IV) General well-being: Refers to positive effect, happy feeling about life overall, as going smoothly and joyfully.

(V) Social Support: It includes positive feelings about the social environment beyond the family, as supportive in general and in times of crisis.

(VI) Confidence in coping: Conceived as perceived personality strength, that is the ability to adopt to change and to face adversity without breakdown.
NEGATIVE FACTORS

(i) Inadequate mental mastery: This is a troublesome feeling of insufficient control over certain aspects of everyday life that are capable of distributing the mental equilibrium.

(ii) Deficiency in social contacts: Worrying about being disliked and feelings of missing friends.

(iii) General well-being: Refers to negative affect that is generally depressed outlook on life. Specific worries over the family, work or health do not affect her. Depression is uniquely related to inadequate mental mastery that is worries over irritability and inability to cope.

(iv) Primary Group Concern: Happiness and worries about the spouse and children are evaluated independently from the feelings about the wider family and social support beyond the family support.

Subjective well-being is believed to be a function of the degree of congruence between the individual’s wishes and needs on one hand and environmental demands and opportunists on the other. Equally important is the magnitude of congruence between the individual and group expectations and the perceived reality. It is subjective as it encompasses both the presence of positive and the absence of negative measures and includes a global assessment of all aspects of an individual’s life.
Perceived quality of life is the set of evaluations that a person makes about each major domain of his/her current life. Domains such as family life, friends, standard of living, leisure activities and residential environments are salient to most people. Evaluations of the quality of one’s life in such domains are subsequently related to the Psychological Well-being sectors, the behavior competence sectors.

Review of Lawton, (1982) suggests that there are four dimensions that recur in the research of different investigations. They are the following:

Neuroticism or negative affect — a diverse group of dysphonic feelings such as anxiety, depression, agitation worry and so on.

Positive affect- feelings of active pleasure usually linked to a relatively short and recent period of time. Congruence between desired and attained goals.

Happiness may itself be an outcome of the net of positive and negative effect.

Research by Kleban and Lawton(1982) represents the following aspects of psychological well-being apart from the above four constructs, that is age related morale, perceived cognitive functioning, self-esteem, self rated health and social desirability. Subjective well-being, taken as a whole, is inclusive of the domains from set of perceived quality of life; residential
satisfaction, quality of social relationships (family and friends separately) and perceived quality of time use.

Indices of subjective well-being include negative effect, psychological symptoms, expression/denial of negative effect, self-esteem, self-rated health, satisfaction, positive effect, time use, wish to move and satisfaction with friends.

The factorial dimensions of psychological well-being were determined. Two major dimensions emerged as major factors, which were named as interior well-being and exterior well-being. Negative affect was better predicted by intrapersonal factors (such as functional health) than by exterior environment transactions (such as time use or friends interactions), while the opposite pattern was observed for the predictors of positive affect. Interior well-being may be associated with the absence of negative events and a sense of personal causations while exterior well-being is associated with positive events.

If negative affect and positive affect constitute core indicators of two different kinds of experience, these two factors of Psychological well-being were related to a third sector of the good life behavioral competence. Competence is measurable in the domains of health, functional health (activities of daily living), cognition, time use and social behavior.
Two closely related frequently asked questions are “are there personality factors that consistently relate to well-being?” and “can well-being itself be thought of as a personality variable?” These questions have been actively researched with regard to subjective well-being.

DeNeve (1999) suggested that subjective well-being is determined to a substantial degree by genetic factors, and argued that it is relatively stable across the life span. DeNeve and Cooper (1998) did Meta-Analysis involving more than 40,000 adults in which subjective well-being was a criterion related to various personality traits. Many personality traits were significantly associated with subjective well-being, suggesting a correspondences in subjective well-being of the “big five” traits (Costa and McCrae) namely Extraversion, agreeableness, neuroticism, conscientiousness and openness to experience.

Psychological Well-being is a general term denoting feeling of high self-esteem, life satisfaction and lack of negative symptoms (Atwaer 1994). Well-being or positive health can be defined as consisting of those physical, mental and social attributes that permit the individual to cope successfully with challenges of health and functioning (Stephens and Antonovsky 1993). Three measures that closely follow this conception of well-being on the
psychological dimensions are coherence, self-esteem and mastery. Sense of coherence is a view of the world.

The term quality of life indicates general well-being. The well-being of the individual is dependent upon health, status, functional ability socio-economic status, housing and availability of services. (Fredman and Hynse, 1985). Among the indicators of good quality of life are health, sufficient funds, absence of psychological distress and availability of supportive family and friends. Simply we can say the quality of life means physical, psychological and social well-being. In other words quality of life is the physical fitness (actual and perceived by an individual) psychological health (how loneliness, helplessness and high on life satisfaction) as well as the leisure time activities and social support network derived from the environment by an individual.

All living beings human and animals desire for happiness and bliss. Well-being means harmonious adjustments and an integrated living free from continuous internal conflicts. The basic factors of well-being of the individual include heredity, physical health status, and happy home and healthy social influences.

Well-being is a condition, which is a characteristic of the average person who meets the demands of life on the basis of his own capacities and
limitations. It denotes a quality of wholeness or soundness. Well-being is not mere absence of illness. But it is an active quality of individual's daily living. It governs how an individual feels about others, how he is able to face the realities of life. It is rooted in his ability to balance feelings, desires, ambitions, ideals and competence. The individual's condition or state of well-being is continuously changing depending upon his own actions and the factors and forces acting upon him.

The abilities of the individual depend upon how one can make personal and social adjustments to solve problems and make choices, to find satisfaction, success and happiness in the accomplishments of everyday tasks, to work efficiently and to lead life efficiently with others.

Psychological Well-being is a construct that has been seen as relevant to gerontology from its beginning. Psychological Well-being and perceived quality of life are evaluations that refer to the quality of inner experience (Lawton, 1982). In common usage, mental health often means both Psychological Well-being and absence of mental illness.

Psychological Well-being like perceived quality of life reflects one's inner state and has both cognitive and affective components (Andrews and McKennell). Psychological Well-being is more global and less clearly tied to the separate domains of everyday life than is perceived quality.
Psychological Well-being is a subjective sense of overall satisfaction and positive mental health, which is commonly thought to be the best indicator of unobservable constructs such as self-esteem or ego strength.

Career plays crucial role to an employee. An individual spends most of life time in work place. Therefore, studying his/her work environment and how they perform their job is extremely essential. Every young man and woman starts the quest for a career after a certain age. However, work and career for youth are not what they were considered, few years ago. The changes brought about by technology, new working practices, new kind of work, and international competition mean that people need to be more flexible, willing to update their skills and able to plan and manage their careers. Job aspirants in our country have therefore; tend to make career choices on the basis of the trend or parental pressure.

Due to factors like, ignorance, lack of proper guidance and appropriate opportunities, people take up their careers which may not suit their basic interests and aptitudes. Hence, they find it extremely difficult to get adjusted to their work environment. This may result in lack of job satisfaction, high occupational and lack of psychological well-being too. Therefore, it is always recommended to provide psychological counseling to
the youngsters to realize their basic interests and aptitudes, those who are in
the verge of choosing the job, to make APPROPRIATE CHOICE, which
suits their interests and abilities.