CHAPTER - 2

REVIEW OF LITERATURE

The major issues addressed in this section are job related stress in different professions, the outcomes of job stress, studies related to Psychological well-being in different professions, studies related to Job Satisfaction, and choice of career by employees of different professionals and their effects.

2.1. JOB SATISFACTION

The work related attitudes of employees within organizational setting critically influence the success of the organization. Human beings are the evaluative creatures who look at much of their experience in terms of liking and disliking (Jex, 2002). In this regard, the workplace is no exception and the people develop feelings of liking or disliking toward the job they perform or the job situation. This general attitude towards one’s job or the situation of the job, according to Jex, is commonly referred to as job satisfaction and it has an important implication for employee performance and ultimate organization effectiveness.

Maria (2002) stated that there are a number of factors that influences teacher turnover in schools. Increased duties and demands on time, low pay
and disruptive have a significant impact on teachers’ attitudes towards their jobs. In addition, lack of support from staff at all levels has an effect on teacher satisfaction.

Huei & You-I (2001) found that in terms of Job Satisfaction, their data indicates that higher levels of satisfaction are generally found in female teachers, home room teachers who assume directorship in the schools, teachers with lower educational attainment and teachers with higher income. On the other hand, work locality, ethnic origin and marital status did not seem to affect teacher’s Job Satisfaction significantly. Interpersonal relationship and heavy work load were negatively linked to it. The influence of work locality was not significant in their study.

The study of Seenivasan (2007) stated that all the teachers of higher secondary schools, in general were satisfied with their jobs. The factors studied in this study were salary, personal benefits, working conditions, work itself, interaction in the work group, opportunity for advancement, nature of communication, job security, curricular issues and community involvement.

Another study explored the job satisfaction level experienced by eighty-seven registered nurses from northern Minnesota who have chosen a
career in nursing. The major concern in this descriptive – correlation study was to determine whether nurses who are happy with their career choice are having greater job satisfaction than nurses who are unhappy with their career choice. The major findings are as follows: 1) seventy-four percent of the 87 participants agreed they made a good career decision; 2) sixty-three percent of those same 87 nurses agreed salary, when measured alone, does contribute heavily to job satisfaction; and 3) the more satisfied the nurses were with their career, the less salary mattered. This study found that being happy with their career choice is not related to the amount of general job satisfaction that they will experience throughout their career as a nurse.

A study on Job Satisfaction among Mid-Career Police Officers. Janet Chan and Sally Doran Professor of Criminology, School of Social Sciences and International Studies, University of New South Wales, Sydney, Australia. This paper examines the level of job satisfaction among a group of Australian police officers 9–10 years after commencing training. Drawing on a longitudinal study of police recruits and a follow-up study, the paper tracks the careers of the cohort and compares their level of job satisfaction and turnover intentions over time. A paradoxical finding is that mid-career police officers who remained in the job were highly satisfied with their choice of policing as a career but quite dissatisfied with the police organization and
their systems of performance evaluation and promotion. Nearly half of the officers were seriously considering leaving the job. These results suggest that in order to retain experienced officers, police organizations need to support officers in their work and career development and improve their working conditions, especially during periods of organizational change.

Hoppock (1935) analyzed the early literature on job Satisfaction and indicated that workers tend to feel more satisfied when supervision understood their problems such as wages, health conditions, machinery operations, assistance, technical tool usage etc. and got help in job when needed. Similar findings expressed by Ronan (1970) on a survey of more than 10000 managerial personnel.

Brayfield and Crockett (1955) found no significant relationship between job Satisfaction and several factors, such as job performance, personality aspects, attitude, etc. Notwithstanding the differences and disagreements, we can find certain broad areas of agreement among the findings. For example, several researchers tried to identify and assess the importance of different aspects of work and their relation to Job Satisfaction.

Herzberg, Mausner, Peterson and Capwell (1957) reported relation between Job Satisfaction and some aspects of work. They found an inverse relationship in the case of some factors also. They found that age, tenure,
salary and job levels were related to Job Satisfaction. Their results showed moral to be high when people start on their first jobs, it goes down during the next few years, and remains at relatively low. As service increases, morale tends to go up. They found a sort of ‘U’ relationship between tenure and moral. Several studies of Job Satisfaction showed that higher the level of occupation, the higher was morale.

Herzberg, Mausner, and Snyderman (1961) found that satisfaction and dissatisfaction on the job were caused by different factors, rather than by varying amounts of the same factors. There are, in other words, satisfiers and dissatisfies. Job Satisfaction is caused by contextual factors like supervision, inter-personal relations, physical working conditions and salaries. They stated that work must not only be challenging, but also meaningful and personally interesting to be satisfying to the workers. Satisfaction resulted primarily from intrinsic job elements while dissatisfaction was derived from extrinsic elements.

O’Reilly III and Caldwell (1980) found that both intrinsic and extrinsic decision factors to be positively related to subsequent satisfaction and commitment.

In an early critique of Herzberg’s (1959) Motivator Hygiene theory of Job Satisfaction, Vroom (1964) proposed that ego-defensive process might
cause respondents to relate their satisfaction to job-content factors and their dissatisfaction to job-context factors. Some evidence was found by Wall (1973), who concluded that those dispositional higher in ego-defensiveness confirmed more closely to the predictions of the two-factor theory. Loke (1976) refined Vroom's argument and showed that there was little difference between job events (e.g., recognition, promotion, and amount of work) that produced satisfaction and dissatisfaction.

Friedlander and Walton's study (1964) study indicated that characteristics of the work, that is content and process, serve primarily to elicit positive motivations in making the employee to remain with his organization, while characteristics of the work context and of the community serve primarily to evoke negative motivations in causing the employee to be sufficiently dissatisfied to leave.

Friedlander (1965) found that achievement, challenging assignments, recognition and work itself to be the main characteristics of job which contribute to Job Satisfaction. Halpern (1966) found that the (nature of) work itself and opportunity for advancement were related to Job Satisfaction. Jurgensen (1949) found security and type of work to be most important; supervision, co-workers, pay and company policies, working
conditions, hours of work and benefits were found to be least important factors leading to Job Satisfaction.

Wolf (1967) concluded that work itself, achievement and advancement as most important factors and company policy and administration, working conditions and job security as next important factors which contributed to Job Satisfaction.

Benjamin and Barrett (1972) reported that their results supported the “spillover” effect between job and life satisfaction. The relationship between satisfaction and pay was moderated by the favorability of the job satisfaction. The concept of job importance was of value in understanding the inter-relationship between job and life satisfaction. Erickson, Pugh and Gunderson (1972) developed a “status congruency” measure and employed it as a means of determining the degree, to which the individual may be in step with peers, within his occupational category, relative to duty time, pay, grade, age and marital status. An individual’s score on this measure was found to be significantly and uniquely predictive reported life stress and Job Satisfaction.

Among the university professors, it was found that either no significant sex differences in job Satisfaction exist or that the differences were psychologically meaningful (Smith and Plant, 1982). Surbida (1984)
found that there was no significant relationship between principals' sex and their ratings of their overall Job Satisfaction.

The empirical study of Tasnim and Shamina (2006) has found some factors which affect Job Satisfaction of both male and female teachers. The factors are salary, academic qualification, career prospects, supervision, management, working environment, culture etc.

An investigation by Porwal (1987) among 100 officers and clerks of nationalized and nationalized Indian banks on Job Satisfaction showed that the Job Satisfaction did not differ significantly between two types of banks. Further, it was asserted that in long run nationalization might lead to a higher level of Job Satisfaction and increase in efficiency.

Pratap and Srivastava (1985) found that private firm employees were more satisfied and perceived the climate better, in terms of Job Satisfaction and organizational climate. But the findings of Gakhar and Sachdev (1987) revealed that when compared to private school teachers, government school teachers reported greater Job Satisfaction.

Almost every company employs a large number of persons who after several years with the company feel that advancement or salary enhancement has not been forthcoming with sufficient regularity and that
they are working at a dead-end job. The effect of this was to cause a perceptible decline in the prevailing of Job Satisfaction during the several years following the start of employment. The level of Job Satisfaction appears to increase again and reaches a maximum for workers, who have remained with a company for a long time (Hull and Kolstad, 1942). This was undoubtedly due to the fact that the most dissatisfied employees have sought other employment either voluntarily or involuntarily. In addition, employees who have been encouraged to remain with the company over a long period as 20 years have probably been provided with the kind of incentives that lead to feelings of Job Satisfaction.

Hulin and Smith (1999) did not find any evidence of significant U-shaped relationships between Job Satisfaction and either age or tenure. They indicated a positive monotonic relationship between satisfaction, with the work itself, salary, age and company tenure.

According to Siegel (2000), job experience was related to satisfaction in an interesting fashion. As one might expect, new employees tend to be relatively well satisfied with their jobs. This 'honeymoon', however, terminates after a period of time unless the worker feels that he was making a steady progress towards the satisfaction of his occupational and social needs.
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A study conducted by Callister (2006) shows the gender influences job satisfaction and intention to quit. Accordingly female faculty members reported significantly lower level of job satisfaction and higher intentions to quit.

The result of the study by Bishay (1999) also supported the view that women’s overall job satisfaction is lower than that of their male counterparts.
Corley (2009) reported that male teachers reported a relatively higher level of overall job satisfaction compared to their female counterparts.

The study of academics’ satisfaction with job across eight nations (Australia, Germany, Hong Kong, Israel, U.K, Sweden, U.S.A.) indicates that there is gender difference in overall job satisfaction of the teachers i.e. male teachers participated in the study reported higher level of overall job satisfaction than females.

2.2. OCCUPATIONAL STRESS

Literature on Occupational Stress reveals that there are number of factors related to job which affect the behavior of the employees and as a result of it normal life is disturbed. MaClean (1974) observed that major sources of stress derives from the occupational environment, proponents of this view tend to argue that role holders in certain occupation irrespective of individual differences are much more likely to experience stress. Here the emphasis is on the individual demands of various jobs that have the capacity over a period of time to exhaust the physical and psychological resources of employees in the organization. McGrath and Beehr (1990) used the term stress as stress producing event and conditions (SPECs) that are social and Psychological rather than physical in nature and also as strain variables.
Moreover, life stress presumably encompasses all SPECs in the past and present, while Occupational Stress or job related stress includes SPECs in workplace.

A study conducted by Beehr et.al. (2000) reveals that the job stressors, coworker and social support were found related to both psychological strains and performance of door-to-door booksellers. The results showed that the stressors predicted to both psychological strains and one of the two measures of performance. The strongest predictor was a job specific measure of chronic stressor. Social support predicted psychological strains, although it was only weakly related to performance. Besides the role and job characteristics certain features of the structures, climate and culture of the organization also cause severe psychological stress to its member.

Vidhu Mohan (1999) examined managers of public and private sector banks in ten areas of job related stress. The results showed that employees working in the public sector scored high concerning to role erosion and self-role conflict in comparison to their private sector counterpart. Public sector employees experienced greater degree of stress than other subject. The result obtain was interpreted that the prevailing organizational climate in public sectors can leave stressful effect on middle managers and private sectors.
seems to have a better work climate that combine forward orientation in roles with less personal conflict situation.

Lansisalmi et al. (2000) examined from a cultural perspective how well-being was collectively defined, what was the sources of collective stress, and what kind of collective coping mechanism were used to alleviate such stress in 3 divisions of multinational company. They found joint focus efforts on money making, despite the awareness of the common goals employees entrusted only in fulfilling their own role, and the awareness of the common goals lacking. By using participant observation they reported that the definition could vary across cultures as regards to their emphasis either on work or on other life domains as sources of well-being. Collective stress emerged as a response to two types of signals - adaptation to the environment of the division or work limit was imperfect and friction inside the community.

Ragland et al. (2000) conducted a study of find out the relationship of frequency of work stressors and reactions to those stressors in relation to various alcohol related outcomes of transit operators for a period of three years. The age range of the subjects was between 25-65 years. The subjects were medically examined and filled questionnaire and interviewed concerning to the occupational stress and alcohol related outcomes. The
result revealed positive association between the job stressors and alcohol related outcomes. Subjects experiencing high frequency of job stressors and in result drink more or heavily. They reported that consuming alcohol by drivers was mainly concerning to deal with the work stress. The overall study results the higher the job stress impelled them to consume more alcohol whenever they were exposed to work stressors.

Lundberg et al (1999) studied the relationship of job stress with psychological and physiological stress of 72 female supermarket cashiers. The results were found to show that the half of the cashiers (70%) suffer from neck-shoulder pain. The results also reveal that the women who were 40+ aged reported more muscular-skeletal pain and high blood pressure and also more work stress and psychosomatic symptoms.

Srivastava and Jagdish (1988) examined the moderating effects of supervisor's psychological well-being on relationship between their perceived occupational stress and job satisfaction on four hundred first line technical supervisors. Results indicate that supervisors perceived occupational stress arising from most of the components negatively correlated with job satisfaction and psychological well-being.
Gaur et al. (2000) investigated the relationship between work related stressors (WRS) and adaptation pattern among women of different work professional. The findings of the study showed that women in all four professions (i.e. 30 doctors, 30 teachers, 30 bank officers and 30 bureaucrats) report moderate WRS and differed on two dimensions i.e. career development and stressors specific to working women. They showed configuration of adaptation pattern of active coping stance, plan-fullness and initiative, moderate trust and internality. It has also been found out that despite stress these women are not only dealing effectively with their environment but are also adapting to it. This theory is also supported by the Thakar and Mishra's (1999) findings. They reported that employed women experienced more hassles and received lesser support than their unemployed counterparts, they enjoyed better well-being.

Upadhyay et al. examined Occupational Stress level of college teachers and executives. The result revealed significant difference between these two groups on the experience of stress on factors such as role overload, intrinsic improvement and status variable. The executives showed significant higher levels of stress than college teachers on role overload factors. The result also revealed that college teachers perceived greater level of stress than the executives in terms of status.
Pestonjee discussed the recently developed concept of Burnout Stress Syndrome. BOSS can lead to at least four types of stress related consequences such as depletion of energy reserves, lowered resistance to illness, increased dissatisfaction, pessimism and increased absenteeism and inefficiency at work. Veningle and Spradley (1981) have identified five distinct stages of BOSS. The first stage is the Honeymoon Stage - this stage can be described as accounting for the euphoric feeling of encounter with the new job such as excitement, enthusiasm, challenge and pride. Dysfunctional features emerge in two ways: first, the energy reserves are depleted gradually in coping with the demands of a challenging environment. Second, habits and strategies for coping with stress are formed in this stage which is often not useful in coping at later stages. Fuel shortage stage is identified as composed of the value feelings of loss, fatigue, and confusion arising from the individual's overdraws on reserves of adaptation energy. Other symptoms are dissatisfaction, inefficiency, fatigue and sleep disturbances leading to escape activities such as increased eating, drinking and smoking. Fuel shortage stage is followed by physiological symptoms which become more pronounced and demand attention and help at this stage. Common symptoms are chronic exhaustion, physical illness, anger and depression. A sense of fatigue and exhaustion overtakes the individual. When these
feelings and physiological symptoms persist over a period of time, the individual enters the stage of crisis. At this stage he develops 'escape mentality' and feels oppressed. Lightened pessimism, self doubting tendency, peptic ulcers, tension headaches, chronic backache, high blood pressure and difficulty in sleeping are other characteristics of this stage. Hitting the Wall Stage is that stage which is characterized by total exhaustion of adaptation energy which may mark the end of one's professional career. While recovery from this stage may elude some others may be resourceful enough to tide over the crisis.

2.3. PSYCHOLOGICAL WELL-BEING

The results of the study of Frusher (1984) revealed that the variables of Psychological well-being, viz. locus of control and job satisfaction are all significantly related to the main effect of both gender and age to the interaction between gender and age.

Employment and well-being in the post parental stage was examined by Linda and Kyriakos (1999). They compared the Psychological and physical well-being of 243 Mexican American women (aged 32-68) who had or no longer had children present at home. Their findings indicated that the post parental stage did not have negative consequences on the
Psychological and physical well-being of women. They also found that employment significantly influences life satisfaction.

Creed et al (2003) reported that no gender main effects were found on Psychological well-being. Martin, Silvia (2004) used to synthesize findings from 300 empirical studies on gender differences in life satisfaction, happiness, self-esteem, loneliness, health and age in late adulthood. Older women reported significantly lower Psychological well-being and less positive self-concept than men on all measures, although gender differences in Psychological well-being were found in younger than in older groups.

Summarizing the numerous viewpoints and past studies it can be said that job satisfaction, Psychological well-being and Occupational Stress play a crucial role in one’s life. Each of the studies gain their place in the literature. Very few studies have been conducted to explore the relationship between choice of career and job satisfaction, Psychological well-being and stress. Besides, most of the studies have been conducted on the subjects selected from different walks of life and from different jobs.
2.4 CHOICE OF CAREER

Factors affecting student career choice in science: An Australian study of rural and urban schools. In 1990/91, a research study was undertaken in England on the Factors Affecting Schools’ Success in Producing Engineers and Scientists (FASSIPES). This study was conducted by Brian Woolnough at the Oxford University Department of Educational Studies, in conjunction with the Institute of Physics and the Institution of Electrical Engineers and National Power (Woolnough, 1991, 1994; Woolnough et al., 1997). Principally, Woolnough attempted to ascertain why young people chose to pursue a career in the physical sciences and engineering. In addition, characteristics of schools which appeared to influence students to pursue a study of science were investigated. A number of countries have since replicated this study as an international research cooperative and the National Key Centre for School Science and Mathematics, Curtin University of Technology, Perth, Western Australia participated on behalf of Australia.

African American Female Physicians in South Carolina Role Models and Career Satisfaction 10/01/2000; This study examined the factors that influenced African American women to select medicine as a career and their
satisfaction with their career choice. Of 132 African American female physicians in South Carolina, 62 responded to a survey of open-ended questions about why they chose medicine, what they liked and disliked about their career, and who influenced their decision to become a physician. The majority chose medicine for altruistic reasons and found that medicine provided challenge and the opportunity to make a positive difference. Family members, teachers, and physicians served as the common external influences in their decision to become a physician. Managed care, paperwork, and time demands constituted the most disliked aspects of medicine. Altruistic reasons and/or an interest in science motivated most of these African American female physicians to study medicine. Family members most often were their principal role model.

The Psychological pleasure and pain of choosing: When people prefer choosing at the cost of subsequent outcome satisfaction. Journal of Personality and Social Psychology, 2004, Vol 87 Simona Botti and Sheena S Iyengar University of Chicago; Columbia University. This empirical investigation tested the hypothesis that the benefits of personal choosing are restricted to choices made from among attractive alternatives. Findings from vignette and laboratory studies show that contrary to people’s self-predictions prior to actually choosing, choosers only proved more satisfied
than non-choosers when selecting from among more preferred alternatives. When selecting from among less preferred alternatives, non-choosers proved more satisfied with the decision outcome than choosers. Subsequent analyses revealed that differences in outcome satisfaction between choosers and non-choosers emerge even before the decision outcome is experienced and that interventions during the decision making process can serve to attenuate these differences, Theoretical and practical implications are discussed.

Factors Influencing Students Career Choices among Secondary School students in Kisumu Municipality, Kenya. Journal of Emerging Trends in 2011. Career choice is a complex decision for students since it determines the kind of profession that they intend to pursue in life. As students try to make career choice while in secondary school, they face problem of matching their career choices with their abilities and school performance. In Kenya every year form four secondary school students make career choices before sitting for their final examination (Kenya Certificate of Secondary Education examinations) however, studies indicate that most students enter into careers that are totally different from the ones they chose while in secondary. The purpose of this study was to examine factors influencing career choice among form four secondary school students
in Kisumu municipality, Kenya. The study was conducted using descriptive survey design with a population of 332 students. The data for this study was collected using questionnaire and interview schedules. The findings of this study indicate that availability of advancement opportunities and learning experiences are the most influential factors affecting career choices among students. While males reported learning experiences and career flexibility as the most influential factors, females however reported availability of advancement opportunity and opportunity to apply skills as the most influential factors. However, no variance was reported for persons influencing career choice by gender.

Explaining influences on ‘choice’: the case of MBA students in comparative perspective. Int. J. of Human Resource Management 2005. This study explores the micro-individual, meso-institutional and relational and macro-structural level influences on career choices of MBA students from three countries, questioning the apparent dominance of ‘free choice’ in the context of persistent forms of structural constraints in career markets. The paper takes a critical perspective on career choice, acknowledging the contested nature of ‘choice’ and identifying career as a socially and historically situated phenomenon. The central hypothesis of the study is that it is more
likely for the MBA students to report micro-magnetic or meso-institutional and relational rather than macro-structural conditions as key influences on their career choices. The study draws on the findings of a cross-national survey on careers involving Britain, Israel and Turkey. Findings show that MBA students consider the impact of structural conditions as less significant on their career choices than their own human capital and capacity to make free choices. The study provides an understanding of the main cross-national similarities and differences in reporting of influences on career ‘choice’, and brings to bare interesting theoretical and methodological insights.

The Queen's University of Belfast, Belfast, UK. Journal of Advanced Nursing 08/2003. Gendered views of nursing remain widespread. This study explores how such views may influence student and nurse career aspirations. A group of preregistration student nurses completed a questionnaire distributed early in their first year of study of a 3 year Higher Diploma in Nursing. Data were gathered on career aspirations and the perceived gendered nature of a number of career options. Gender role orientation and occupational and academic self-efficacy were also measured using the Bem Sex Role Inventory and an adaptation of the Betz and Hackett Self-
Efficiency Scale. The results document the relative popularity of each specialism within nursing and students' perceptions of the gendered nature of each of the various nurse careers. Differences in these perceptions as related to gender and gender role identity are also outlined. Gender and gender role orientation were found to be predictive of sex-typed career aspirations only.

The psychological barriers that exist for both men and women as they pursue careers in nursing need to be addressed if the current shortage of nursing personnel across the United Kingdom (UK) is to be solved.

Department of Developmental Psychology, University of Groningen, Grote Kruisstraat, The Netherlands 2012. We investigated the effects of a student career choice guidance on identity development. We compared the levels of identity development before and after the guidance. In addition we compared the identity development of the participants with a norm group of the same age and educational level. Following the guidance we found as expected that the participants showed a significant increase in commitment strength in the vocational and personal domains and in global identity. The effect size was moderate. The participants showed significantly higher increase levels than did the norm group. The initial commitment strength in the group with career choice problems was lower as compared to the norm group in the vocational and personal domain but not in the global identity.
Counseling psychology doctoral students (N = 284) from 53 training programs throughout the United States anonymously completed online measures of burnout, career choice satisfaction, global stress, role conflict, social support (from family/friends, advisors, other students) and psychological sense of community (SOC) in the doctoral program. Two hierarchical multiple regressions were performed to test hypotheses that social support would suffer the effects of stress on burnout and career choice satisfaction. For burnout, neither social support nor SOC significantly moderated the effects of stress on burnout; however, global stress, advisor support, and SOC were significant predictors. For career choice satisfaction, SOC was a significant single predictor and moderated the effects of global stress. Under low stress, career choice satisfaction increased as SOC increased. Under high stress, these moderating effects seemed to disappear.

The effect of a career choice guidance on self-reported psychological problems. Late adolescents with career choice problems often have psychological problems as well. The starting point of this study was the question of career choice counselors whether potential clients with career choice problems and psychological problems could be accepted in career choice intervention, or whether it was better to advise them to seek help for their psychological problems. We investigated whether a successful career
choice intervention reduced psychological problems, and whether this program was equally effective in participants with low and with high levels of psychological problems. Participants were 45 Dutch students (age 17–24) with career choice problems. They had above average levels of self-reported psychological problems before the start of the intervention. These problems decreased significantly following the intervention. With regard to vocational commitment development, the intervention was equally effective for participants with low or average and with (very) high levels of psychological problems before the start of the intervention.

In summary, the review of literature reveals that attempts made by Psychologists in general are yet to focus in the effectiveness of employees choosing career with choice and without choice on job satisfaction, Occupational Stress and Psychological well-being.