3.1 INTRODUCTION

The concept of stress and, indeed, research has reached an all time peak in popularity during the past few years. An ever increasing number of books and journals devoted exclusively to stress are being published, courses and seminars are being offered in this area and references to stress in the mass media abound. With this heightened awareness of stress concomitant interest in stress reducing techniques or stress management has given birth to a new specialty in the health sciences.

Stress in new millenium is not new or not anything unknown. It has been experienced since time immemorial, but its toll is higher than ever before. An analysis of visitors to doctors, 75-90 percent are for stress related problems (Pareek, 99). Here stress is essentially all that is unpleasant noxious or excessively demanding. Stress can take many forms, i.e. executive stress, police stress, marital stress, stress among the youth and in adults, unemployment stress, job stress, post retirement stress, premenstrual stress and post menstrual stress or menopausal stress.

The modern life is full of stress as organisations became more complex, the potential for the amount of stress increases. The modern organisations presently recognized that people face various type of stress in their daily work and life. Stress is an inherent part of life; it can not be totally eliminated. Stress is usually considered as negative. Sometimes it has positive impact and therefore technically it is called eustress. eu means positive form of stress. Eustress often accompanied growth and positive changes in a person's life. Stress related problems numerous. Stress refers to the reaction of the people to their environment. It involves both
physiological and psychological responses to the environmental conditions causing people to change or adjust their behaviour. Stress is generally viewed in terms of the fit between (person and environment) people's needs, abilities and expectations and environmental demands, changes and opportunities.

People working in every place developed emotional or physical problems, which results in stress. The reason for it may be temporary or permanent. Reasons vary from place to place and person to person. Researchers are developing programs in preventing or managing stress.

3.2 The Stress Concept and Meaning

There is variety of dissimilar situation – emotional arousal, effort, fatigue, pain, fear, concentration, humiliation, loss of blood and great or unexpected success – can produce stress. There may be single factor or number of factors, that can cause stress. Medical research has shown that people face different problems, they response, some biochemical changes enable to cope with it.

The term stress has been defined- Hans Selye use the word stress, 'to describe the bodies biological response mechanism.' He considered stress to be the non-specific response of the human body to any demand made on it.

Ivancevich and Matteson defines stress simply as, 'the interaction of the individual with environment.' But more of a working definition is an adoptive response mediated by individual differences and / or psychological processes that is a consequence of any external (environmental) action, situation or event that places excessive psychological, physical demands upon a person.
Beehr and Newman define job stress as, a condition arising from the interaction of people and their jobs and characterized by changes within people that force them to deviate from their normal functioning.'

3.3 Job Attitude

The job attitude means employee attitudes towards the job. Attitudes are the feelings and beliefs that largely determine how employees will perceive their environment, commit themselves to intend actions and ultimately behave. Attitude is a mental state that affects how one views something else. The concept of employee attitude has three dimensions—i.e. attitude of employees towards their jobs, towards their careers and towards the organisation itself. The employees who are optimistic, upbeat, cheerful and courteous; are to be considered as having positive attitude. Pessimistic, downbeat, irritable and even abrasive employees are of negative attitude.

Employee attitude is predictors of behavior. It provides clue to employee behavior and intention to act certain way. Positive attitude predicts constructive behavior. When employee dissatisfied with his job, lack job involvement, low commitment, a wide variety of consequences may follow. Dissatisfied employees may engage in psychological withdrawal and physical withdrawal from job. On the other hand satisfied employees may provide good service beyond the call of duty, have a good service records and tries for excellence in their jobs. Employee attitude includes job satisfaction, job involvement and organisational commitment.
3.4 Job Involvement

Job involvement is the degree to which employee engage (immerse) themselves in their jobs, invest time and energy in them and view work as a central part of their overall lives. To hold meaningful job and performing it well is input to employees' self image. Job involved employees believe in the work ethic, to exhibit high growth needs and to enjoy participation in decision making. It results in seldom tardy and employees willing to work for long hours and they attempt to be high performance.

Job involvement plays an important role in the modern age of employment crisis, disappointment, dissatisfaction and stress. However, job involvement is widely studied aspect of organisational psychology. It is necessary to understand the human relations in industry because they explain why one man works harder than other, why one group of worker restricts its output and another works energetically, why one group goes on strikes and the others does not. How to enhance job involvement in work organisation is a vital problem for researchers. Machines, tools, and material is similar for every employee still level of job involvement differ due to individual differences.

3.5 Relation of job stress with job attitude and job involvement

Job stress is related with organisations and individuals. It affects on employee attitude and hinders job performance. Some amount of stress interns employee to perform job systematically. Excessive job stress affects employee negatively, ultimately it results in lowering the job performance.

Job involvement is the degree to which employee engage he in job. Stress free employees involves in job at certain level of job performance. Job involved employee believes in work ethics. When there is excessive job stress attitude towards job may negative and less involvement in job. When
there is no job stress or mere job stress attitude may be positive and involvement in job may high.

3.6 Statement of the problem

Stress has become increasingly common in organisations largely because of increased job complexities and increased economic pressure on individuals. Employees' carrier characteristics often related to stress. Stresses are often person specific. It is also related to different occupations. The job stress has got relation with job attitude and job involvement. The term occupational stress and job stress is used interchangeably in the study.

Job attitude means employee attitude towards the job. Attitudes are the feelings and beliefs that largely determine how employees will perceive their environment, commit themselves to intend actions and ultimately behave.

Job involvement is the degree to which employee engage (immerge) themselves in their jobs, invest time and energy in them and view work as a central part of their overall lives.

The present study focuses on job stress between different occupations and its relation with job attitude and job involvement. Therefore the statement of problem is “A STUDY OF JOB STRESS BETWEEN DIFFERENT OCCUPATIONS AND ITS RELATION WITH JOB ATTITUDE AND JOB INVOLVEMENT.”

3.7 Scope of the Study

A general assumption and the research evidence indicated that different jobs carry different stress level. More the stress less the involvement in the job and the attitude may be strongly negative. This inverse relation has to be studied across different occupations. Similarly the
focus of the study is related to organisations such as Educational Institutions, Service Organisations, Manufacturing Organisations, Government Organisations, Information Technology Industry and Newspaper Industry.

There are large number of occupations but the focus of present study is confined with 15 occupations namely Principals, Lecturers, Non-teaching Staff, Bank Managers, Bank Clerks, Doctors, Nurses, Paramedical Staff, Managers and Supervisors in manufacturing organisations, IAS/IPS Officers, Tahasildars, Policeman (selected ranks), System Managers and Journalists.

3.8 Significance of the study

The stress is pervasive. All jobs are potentially stressful, although the stresses vary widely. Some jobs are boring, involving machine monitoring or properly guarding and others are over-stimulating and physically demanding, leading to exhaustion. In spite of advancement in science and technology and growth in economy the majority of the people in all over the world are experiencing the stress in their lives.

The jobs become complicated as the nature of work and society in general becomes more complicated and sophisticated. Most of the jobs are supported and challenged. It results in stress to the employees.

The causes of stressors may differ due to physical properties of working environment, time variables in the work, social and organisational properties of the work and its settings. The job stress may be related with role, person-environment misfit or job complexity.

The effects of job stress results in physiological, psychological, behavioural and social strains as well as illness and mortality. Methods of job stress management are to identify the sources of stress, adopt the organisational and individual stress management methods.
Job attitude is a feeling, belief and behaviour tendency directed towards a specific job. Attitude shapes the behaviour of an employee and affect on performance and the commitment of an employee.

Job involvement is the involvement of an employee in the job and how employee views work as a central part of his overall lives.

The moderate job stress is important to induce the individual to perform better. The negative job attitude shapes the behaviour of an employee in low commitment and low involvement in the job. The more the job stress interns employee in negative attitude and low job involvement. Therefore the present study is significant to identify the causes of job stress and reasons of negative job attitude thereof. It also identifies the relation of job stress with job attitude and job involvement.

A study of job stress places a vital role in connection with management of job stress. The study of job attitude also contributes to understand the job attitude of employees and accordingly organisation can shape the expected behaviour of the employee by understanding the job attitude. The study is significant to understand the job involvement of employee. The established relation between job stress, job attitude and job involvement may suggest remedial measures to moderate the job stress and to change the attitude in positive direction so that the job involvement of employee may high. It will result in high performance and enhanced efficiency of the employees.

3.9 Methodology:

The following are the objectives of the present study. The objectives are framed on the job stress dimensions, job attitude and job involvement and its relations.
3.10 Objectives of the study
1. To study the job stress between different occupations.
2. To study the job attitude between different occupations.
3. To study the job involvement between different occupations.
4. To evaluate gender differences in job stress, job attitude and job involvement.
5. To analyse job stress at different organisational level. (namely educational institutions, service organisations, manufacturing organisations, Government organisations and information technology industry and News paper industry).
6. To analyse the differences in job attitude at organisational level.
7. To understand the job involvement at different organisational level.
8. To study the relation between job stress and job attitude.
9. To understand the relation between job stress and job involvement.
10. To study the predictive relation between job stress and job attitude.
11. To study the predictive relation between job stress and job involvement.
12. To study whether the age has relation with job stress, job attitude and job involvement.

3.11 Hypothesis
1. A different occupation induces different levels of job stress, job attitude and job involvement.
2. Occupation difference exists in job attitude.
3. A degree of difference in job involvement persists in different occupations.
4. Null hypothesis – there is no relation between job stress and job attitude.
5. Null hypothesis – there is no relation between job stress and job involvement.

6. There is predictive relation between job stress and job attitude.

7. There is predictive relation between job stress and job involvement.

3.12 Tools for data collection

The responses were collected through sampled population with the help of occupation stress scale, job attitude scale and job involvement scale. The occupational stress scale and job attitude scale is of five-point scale and job involvement scale is a four-point scale. The responses of the sampled population were quantified with the help of systematic scoring procedure. The following tools were used.

I) Occupational Stress Scale:

The occupational stress scale, which was developed by Shrivastav and Singh (1986) has been used. This scale purports to measure the extent of stress which employees perceive arising from various constituent and conditions of their job. The tool is conveniently administered to the employees of every level operating in context of industries or other non-production organisations.

The occupational stress scale consists of 46 items, each to be rated on five-point scale. Out of 46 items 28 are true keyed and 18 are false keyed. The items are related to all relevant components of job life which cause stress in some way or the other, such as role overload, role ambiguity, role conflict, group and political pressures, responsibility for persons, intrinsic impoverishment, low status, strenuous working conditions and unprofitability.
The following table gives an account of the items constituting various sub-scales of the occupational stress index along with their indices of internal consistency.

**Table 3.1 Classification of sub-scales of Job Stress**

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Sub-scales/Dimensions (Occupational Stressors)</th>
<th>Sr. no. of the item in the schedule</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Role overload</td>
<td>1, 13, 25, 36, 44, 46</td>
</tr>
<tr>
<td>2</td>
<td>Role ambiguity</td>
<td>2, 14*, 26, 37</td>
</tr>
<tr>
<td>3</td>
<td>Role conflict</td>
<td>3, 15*, 27, 38*, 45</td>
</tr>
<tr>
<td>4</td>
<td>Unreasonable group and political pressure</td>
<td>4, 16, 28, 39</td>
</tr>
<tr>
<td>5</td>
<td>Responsibility for persons</td>
<td>5, 17, 29</td>
</tr>
<tr>
<td>6</td>
<td>Under participation</td>
<td>6*, 18*, 30*, 40*</td>
</tr>
<tr>
<td>7</td>
<td>Powerlessness</td>
<td>7*, 19*, 31*</td>
</tr>
<tr>
<td>8</td>
<td>Poor pear relations</td>
<td>8*, 20, 32*, 41*</td>
</tr>
<tr>
<td>9</td>
<td>Intrinsic impoverishment</td>
<td>9, 21*, 33*, 42</td>
</tr>
<tr>
<td>10</td>
<td>Low status</td>
<td>10*, 22*, 34</td>
</tr>
<tr>
<td>11</td>
<td>Strenuous working conditions</td>
<td>12, 24, 35, 43*</td>
</tr>
<tr>
<td>12</td>
<td>Unprofitability</td>
<td>11, 23</td>
</tr>
</tbody>
</table>

* These items are false-keyed items.

The definitions of these dimensions are as follows:

1) *Role overload:* A situation in which individuals have too much work pressure.

2) *Role ambiguity:* A situation in which an individual is not knowing clearly what is expected from a person.
iii) Role conflict: A situation in which an individual is confronted by divergent role expectations.

iv) Unreasonable group and political pressure: A pressure on an individual by an irrational group of employees in work organisation for doing the activities that are not required as a part of one's formal role in the organisation; but that influence, or attempt to influence to do some unwilling work and violet the formal and administrative procedures and policies.

v) Responsibility for persons: Responsibility towards efficiency and productivity of employees and the progress of the organisation.

vi) Under participation: A situation in which an individual's suggestions are not sought, his opinions are not taken in policy formulation and modification of work system in spite of his position in the formal structural organisation.

vii) Powerlessness: An individual who have a formal structure position in the organisation to influence but whose decisions and instructions, suggestions, interests and opinions regarding work are not considered in the organisation.

viii) Poor peer relations: Poor peer relations involve low trust, low supportiveness and low interest in listening to and dealing with organisational problems of the employees.

ix) Intrinsic impoverishment: A specific behavioural pattern that makes an individual poor in using his ability and experience, to develop attitude and proficiency. Individual is assigned monotonous job and his cooperation and suggestions are not sought.
x) **Low status:** The relative low prestige, low social position or lower rank, given to group or individuals by others in the organisations. It also consists of non care of self respect and no due significance is given to the post and work of individual by higher authority.

xi) **Strenuous working conditions:** It includes all aspects of work: physical, social, economic, technical, legal and human; that cause stress to and employee. The physical conditions refer to climatic factors and include not only aspects like ventilation and temperature but also physical facilities at work such as canteen, rest room, crèche etc. The social aspects relate work group composition etc. The economic aspects relate to wages, benefits etc. The technical aspects relates to the kind of technology is used. The legal aspect relates to contractual obligations, which are mutual and reciprocal. The human aspects relate to the quality of supervision, communication etc.

xii) **Unprofitability:** Getting less earning in comparison to quantum of labour and getting no reward for hard work and efficient performance.

The reliability index ascertained by split-half (odd-even) method and Cronbach's alpha-coefficient for the scale as a whole. The reliability indices of the 12 sub scales were also computed through split half method.

The validity of occupational stress index was determined by computing coefficient of correlation between the scores on occupational stress index and various measures of job attitudes and job behaviours.
Scoring:

The questionnaire consists of both-true keyed and false-keyed items. Two different patterns of scoring have been adopted for two types of items. The following table provides the guidelines for scoring.

The occupational stress scale was administered in a Likert type five-point scale in the following manner:

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Strongly Disagree</td>
<td>Disagree</td>
<td>Undecided</td>
<td>Agree</td>
<td>Strongly Agree</td>
</tr>
</tbody>
</table>

Table 3.2 Scoring Pattern of Job Stress Scale

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Category of Response</th>
<th>Scores</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>True Keyed Items</td>
</tr>
<tr>
<td>1</td>
<td>Strongly disagree</td>
<td>1</td>
</tr>
<tr>
<td>2</td>
<td>Disagree</td>
<td>2</td>
</tr>
<tr>
<td>3</td>
<td>Undecided</td>
<td>3</td>
</tr>
<tr>
<td>4</td>
<td>Agree</td>
<td>4</td>
</tr>
<tr>
<td>5</td>
<td>Strongly agree</td>
<td>5</td>
</tr>
</tbody>
</table>

The scores were divided into three categories, i.e. high, moderate and low following the principle of normal distribution. The scores falling above P_{75}, between P_{75} to P_{25} and below P_{25} were categorized, respectively as to indicate high, moderate and low level of occupational stress.
The scores have been categorised as to indicate high, moderate and low job stress on the basis of its percentile values. The following table shows the scoring category.

### Table 3.3 Scoring Category of Job Stress

<table>
<thead>
<tr>
<th>Job Stress Score</th>
<th>Score Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>Above $P_{75}$</td>
<td>135</td>
</tr>
<tr>
<td>Below $P_{25}$</td>
<td>111</td>
</tr>
<tr>
<td>Between $P_{75}$ to $P_{25}$</td>
<td>111 to 135</td>
</tr>
</tbody>
</table>

**II) Job Attitude Scale:**

Attitude cannot be capture in single concept. It has various components. In the present study the focus is given on capturing the attitude in a set of variables mainly on job (work), promotions, supervision, coworkers and working conditions.

On the basis of theoretical background gained through in-depth study of the literature on job attitude and considering the method of construction of occupational stress scale as well as job involvement scale; the job attitude scale was developed and administered.

**Job Attitude Scale Construction**

The social psychologists have identified many techniques to quantify the attitude. The skill construction is one such method, which helps them to quantify the attitude. The attitude cannot be captured with single entity. It has multiple dimensions identified by earlier researchers a few of these
dimensions had been employed by Smith, Kendall, and Hulin, (1969, 1987) for two popular attitude surveys on Job Description Index (JDI) and the Minnesota Satisfaction Questionnaire (MSQ). The JDI contains scales to measure five job factors: pay, promotions, supervisions, the nature of work and the characteristics of one's co-workers. The MSQ is a rating scale for various levels of satisfaction and dissatisfaction, ranging from very satisfied to very dissatisfied. It covers twenty job facets including advancement, independence, recognition, social status and working conditions (Weiss, Dawis, England, and Lofquist, 1967)*

First Version of the Questionnaire

On the basis of theoretical background, we have identified total thirty statements and they were tentatively prepared. These statements consist of six dimensions. They included (i) job (work), (ii) pay, (iii) promotions, (iv) supervision, (v) coworkers, and (vi) working conditions.

On the basis of these six dimensions, a five-point rating scale that ranged from (i) strongly disagree, (ii) disagree, (iii) undecided, (iv) agree, and (5) strongly agree, was formatted for these thirty items.

The definitions of job attitude dimensions:

1. *Job (Work)*: An activity that involves physical or mental effort and for which he/she is paid.

2. *Pay*: Remuneration paid and benefits given periodically to an individual for the physical and/or mental services rendered by him.

3. *Promotions*: It is the advancement of an employee to better job i.e. in terms of responsibilities, more prestige or status, greater skill, higher grade and salary and increased privileges.
4. **Supervision:** It is a process or occupation of supervising, i.e. direction, inspection and critical evaluation.

5. **Co-worker:** An individual who works with the other employees with a similar position or status in the organisation.

6. **Working conditions:** It includes all aspects of work: physical, social, economic, technical and human. The physical condition refer to climatic factors and include not only aspects like ventilation and temperature but also physical facilities at work such as canteen, restroom, crèche etc. The social aspects relate work group composition etc. The economic aspects relate to the kind of wages, benefits etc. The technical aspects relate to the kind of technology used. The legal aspects relate to contractual obligations, which are mutual and reciprocal. The human aspects relate to the guilty of supervision, communication etc.

**Item Judgement:**

On the basis of these six dimensions, thirty true-keyed items were formulated. A five point rating scale ranging from – 1. (strongly disagree) to 5 (strongly agree), with ‘3’ as moderate, were used with the item statement.

Copies of the questionnaire were distributed to fifty competent judges to test its content validity. The team of judges consisted of professionals, academicians and psychologists, including top management professionals in Kolhapur and from managerial personnel who are working in the industrial establishments situated in MIDC, Shiroli and MIDC, Gokul Shirgaon industrial zone of Kolhapur.

For this purpose, the list of description of each dimension of job attitude was furnished to each judge. The judges were requested to read the
description of each dimensions and assess each item, then categorise it under one of the sub dimensions of the job attitude.

As per the responses of the judges, every item’s mean was tabulated and arranged in a descending order (higher mean order to lower mean order).

As the thirty items were arranged in a descending order, fifteenth item was taken as a mid-point. Above the fifteenth item, which has higher mean was considered, while the remaining ones were rejected. The response to items under the dimension pay has lower mean than that of mid point. Therefore the pay dimension was discarded. The items which, has higher mean above the mid point constituted five dimensions. viz. Job(work), promotions, supervision, coworkers, and working conditions.

**Final Version of the Questionnaire:**

The represent tool was finally redrafted which was based upon the outcome of the item judgement and pilot study. The format of final questionnaire consisted of fifteen items covering five dimensions proposed for the study, they are shown as below. The distributions of items for the dimension of job (work) is item number 1,2,3. For the dimension of promotion item number 4,5,6. For the dimension of supervision item number 7,8,9. For the dimension of coworkers item number 10,11,12, and for the dimension of working condition item number 13,14,15.

The job attitude scale was administered in Likert-type Five-point scale in the following manner.

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Item</td>
<td>Strongly Disagree</td>
<td>Disagree</td>
<td>Undecided</td>
<td>Agree</td>
<td>Strongly Agree</td>
</tr>
</tbody>
</table>
Scoring:

All fifteen items are true keyed; the possible scores of each item ranged from one to five. The job attitude scores were determined by the arithmetic summation of the scores endorsed to all the fifteen items. Thus, the maximum possible job attitude score will be 75 and the minimum 15. The lower scores indicate negative attitude towards job and the high scores indicate positive attitude towards job.

Table 3.4 Scoring Category of Job Attitude

<table>
<thead>
<tr>
<th>Job Attitude Score</th>
<th>Score Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>Above $P_{75}$</td>
<td>58</td>
</tr>
<tr>
<td>Between $P_{75}$</td>
<td>to $P_{25}$ 50 to 58</td>
</tr>
<tr>
<td>Below $P_{25}$</td>
<td>50</td>
</tr>
<tr>
<td></td>
<td>Positive job attitude</td>
</tr>
<tr>
<td></td>
<td>Moderate job attitude</td>
</tr>
<tr>
<td></td>
<td>Negative job attitude</td>
</tr>
</tbody>
</table>

The scores are categorised on the basis of its percentile values. The scores were divided into three categories, i.e. positive moderate and negative on the basis of $P_{25}$ and $P_{75}$ cut points. The individuals having below $P_{25}$ scores may placed in the negative job attitude whereas individuals having above $P_{75}$ scores have placed in positive job attitude. Individuals scoring between $P_{25}$ and $P_{75}$ are placed in moderate job attitude.

III) Job Involvement Scale

Job involvement scale, which was developed by Singh (1984) is used for the present study. The scale constitutes fifty-four items, which are relating to the areas like intrinsic motivation, attachment to work, and fulfillment of organizational demand, commitment for work, internalisation of organisational goals and organizational identification.
Each statement of the scale has four response alternatives, namely strongly agree, agree, disagree and strongly disagree. The items of the scale were framed in such a way that they can be used for measuring the degree of involvement of all the subjects irrespective of the nature of their work and organisations, machines and tools they use. The job involvement scale was used to measure employees job involvement in some earlier researches (Srivastav, 1986, 1988; Singh & Srivastav, 1984, 1986). The same scale is used for the present study to assess the involvement of an employee in the job.

The reliability of job involvement scale was computed by Cronbach’s (1951) Alpha Coefficient technique.

**Scoring procedure**

Out of 54 item so constituting the scale, 35 items were true keyed and remaining 19 items were false keyed. The possible score of each item ranged from one to four. Out of 54 items item no.1, 2, 18, 25, 28, 31, 32, 33, 35, 36, 37, 39, 40, 41, 42, 43, 44, 45, 48 are false keyed items and remaining items are true keyed.

The scale consist of true keyed and false keyed items, the scoring pattern is adopted as below:

**Table 3.5 Scoring Pattern of Job Involvement Scale**

<table>
<thead>
<tr>
<th>True Keyed Items</th>
<th>Response Alternatives</th>
<th>False Keyed Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>Strongly agree</td>
<td>1</td>
</tr>
<tr>
<td>3</td>
<td>Agree</td>
<td>2</td>
</tr>
<tr>
<td>2</td>
<td>Disagree</td>
<td>3</td>
</tr>
<tr>
<td>1</td>
<td>Strongly disagree</td>
<td>4</td>
</tr>
</tbody>
</table>
The job involvement scores were determined by the arithmetic summation of the scores endorsed to all the 54 items. Thus, the maximum possible job involvement scores will be 216 and minimum 54. The lower score indicate less involvement in job. High scores indicate high involvement in the job.

The scores are categorised on the basis of its percentile values. The Scores were divided into three categories i.e. high, moderate, and low on the basis of P_{25} and P_{75} cut points. The individuals having below P_{25} scores have placed in low job involvement. The individuals having scores between P_{25} and P_{75} have placed in moderate job involvement. The individuals having score above P_{75} have placed in high job involvement.

Table 3.6 Scoring Category of Job Involvement

<table>
<thead>
<tr>
<th>Job Involvement</th>
<th>Scores Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>Above P_{75}</td>
<td>164</td>
</tr>
<tr>
<td>High job involvement</td>
<td></td>
</tr>
<tr>
<td>Between P_{75} to P_{25}</td>
<td>150 to 164</td>
</tr>
<tr>
<td>Moderate job involvement</td>
<td></td>
</tr>
<tr>
<td>Below P_{25}</td>
<td>150</td>
</tr>
<tr>
<td>Low job involvement</td>
<td></td>
</tr>
</tbody>
</table>

The involvement scale was administered in Likert-Type Four-point scale in the following manner.

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Agree</td>
<td>Agree</td>
<td>Disagree</td>
<td>Strongly Disagree</td>
</tr>
</tbody>
</table>
3.13 Sample:

The present study was undertaken mainly to analyse job stress between different occupations and to study its relationship with job attitude and job involvement. The samples were collected from different organisations. Totally fifteen occupations have been considered for the present study.

The Universe of sample according to the occupations varies and therefore sample size too varies between occupations. Every occupation 50 samples are collected. The quota sampling method is applied for the investigation.

Following are the organisations / institutions and different jobs/occupations considered for the study.

<table>
<thead>
<tr>
<th>Organizations</th>
<th>Occupations/Jobs</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Educational Institutions</td>
<td>1. Principals</td>
</tr>
<tr>
<td>2. Service Organisations (finance-nationalised banks and Health organisations-Government hospitals)</td>
<td>2. Lecturers</td>
</tr>
<tr>
<td>3. Manufacturing organisations</td>
<td>3. Non-teaching staff</td>
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<tr>
<td>5. Information Technology</td>
<td>2. Clerks</td>
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<td>4. Nurses</td>
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<td>5. Paramedical staff</td>
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<td>1. Manager</td>
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<td>2. Supervisors</td>
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<td>1. IAS &amp; IPS Officers</td>
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<td>2. Tahasildars</td>
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<td>3. Policemen (selected ranks)</td>
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<td>1. System Managers</td>
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<td>1. Journalists</td>
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The quota for the sample of all occupations is of fifty respondents but the sample quota cannot be uniformed because in present study different
occupations are considered. The number of positions held for some occupations are limited in the identified area. Therefore it is not possible to equal the number of respondents for all occupations.

The sample for IAS/IPS occupation is collected from Kolhapur, Sangli and Solapur District. There are nine positions of these jobs in these districts. For the present study only six respondents have responded to the researcher.

The data of Tahasildar is collected from all twelve Tahasils of Kolhapur district therefore the total number of respondents for this job are twelve.

As there are not adequate number of respondents for the job of systems managers under the Information Technology industry in Kolhapur, the data for this occupation is collected from Pune.

The data of the rest of the occupations considered in present study is collected from Kolhapur district.

The main focus of the study is on occupational aspects rather than on the institutional aspects. Therefore data is collected at random from the different organisations selected for the study.

1. *Educational Institutions*: This organisation consist the aided senior colleges affiliated to the Shivaji University, Kolhapur in the disciplines of Arts, Commerce, Science, Education and Low in Kolhapur district. Under this organisation following jobs were considered for the study.

   i) *Principals*: This sample consists of principals of affiliated colleges of Shivaji University.

   ii) *Lecturers*: The samples for this job consists of permanent lecturers in senior colleges affiliated to Shivaji University.
iii) **Non Teaching Staff:** The samples of this job consists of permanent non teaching staff in the category of class-II and class-III from the colleges affiliated to the Shivaji University.

2. **Service Organisations:** Under this organisation two service rendering organisations are considered for the present study. The first organisation is the financial institutions, which render financial services and the second one is Government hospitals, which renders health services.

a) **Financial Services:** Under this organisation only selected nationalized banks, which have the branches in Kolhapur district, are selected for the sample of population. These banks are, Bank of India, Bank of Maharashtra, Bank of Baroda, State Bank of India, Oriental Bank of Commerce, Allahabad Bank, Vijaya Bank and Indian Overseas Bank. The jobs selected from these banks for the present study are as follows:

i) **Bank Managers:** Bank manager is an employee working in the capacity of branch manager and / or working in the managerial cadre.

ii) **Bank clerks:** Bank clerk is an employee who is working in a clerical cadre.

b) **Health Services:** Under this organisation the job of doctors, nurses, and paramedical staff is considered for this study. The following health organisations rendering health services in Kolhapur District are selected for the present study.

i) **Chhatrapati Pramilaraje Rugnalaya (CPR), Kolhapur**

ii) **Rajarshi Chhatrapati Shahu Maharaj Government Medical College, Kolhapur.**
iii) Hospitals, Dispensaries and Primary Health Centers of Zilla Parishad, Kolhapur.

iv) Hospitals and Dispensaries run by Kolhapur Municipal Corporation, Kolhapur

Aforesaid health services providing organisations are run by State Government and Local Government. The following jobs under this organisation are considered for the present study.

i) Doctors: An individual working in one of the above mentioned health organisation having minimum qualification of M.B.B.S.

ii) Nurses: An individual working as a Nurse in one of the above mentioned health organisation.

iii) Paramedical Staff: An individual working as a Technical paramedical staff i.e. X-ray Technician, Pharmacists, Laboratory Technician, Laboratory Attendant, Sonography Technician, E.C.G. Technician, Electrician, Refrigerator, Dresser, Ophthalmologist Assistant etc. in one of the above mentioned health organisation.

3. Manufacturing Organisations: These organisations consists of manufacturing organisations which are registered under Factories Act 1948 Sec.2(M) (I), (II) and Sec.85. The following jobs under this organisation are considered for the present study. The manufacturing organisations, which are located in Kolhapur District, are considered for the study.

i) Managers: An individual working as a Manager, Managing Director, and Chief Executive, General Manager in above mentioned work organisation.
ii) Supervisors: An individual working as a Supervisor in the work organisation.

4. Government Organisations: The following jobs under Government Organisation are considered for the present study.

i) IAS / IPS Officers: The IAS/IPS officers who are working in Kolhapur, Solapur and Sangli districts are considered in present study.

ii) Tahasildars: The Tahasildars who are working as a Taluka Magistrate in Kolhapur district i.e. Karveer, Shahuwadi, Radhanagari, Panhala, Kagal, Hatkanangale, Bhudargad, Shirol, Ajara, Chandgad, Gadhinglaj and Gaganbawada tahasils of Kolhapur District.

iii) Policemen (Selected ranks): The sample of policemen is collected from Kolhapur Police i.e. Constables and Hawaldars etc.

5. Information Technology: The organisation, which is engaged in hardware and software manufacture. As there is no IT industry as such in Kolhapur therefore data under this organisation for the job of system managers have been collected from IT industry in Pune. The data of system managers is collected from Patani Computers, Pune, IBM, Pune, and L & T, IT division, Pune.

System Manager: An individual who is working as a system manager in IT industry and who is hardware and / or software engineer.

6. Newspaper Industry: It is a registered organisation engaged in printing and publishing daily new papers in Indian languages. The job of journalist is considered for the present study under this organisation. The samples were collected from the Kolhapur District. The sample of
Journalists was collected from the members of Kolhapur Press Club, Kolhapur.

*Journalist*: An individual working as a journalist or representative to any newspaper or a press reporter.

### 3.14 Statistical Analysis

To analyse the data the responses collected from the respondents are summed up as per the sub scales and the total of scale in case of occupational stress scale and job attitude scale. Since there is no sub-scale for job involvement scale the scale as a whole is considered.

The scores are categorised on the basis of its percentile values. For occupational stress scale the scores were divided into three categories i.e. high, moderate and low following the principle of normal distribution. The scores falling above $P_{75}$, between $P_{75}$ to $P_{25}$, and below $P_{25}$ were categorized, respectively as to indicate high, moderate and low level of job stress.

For job attitude scale the scores were categorised on the basis of its percentile values. The scores were divided in to three categories as positive, moderate and negative attitude on the basis of $P_{25}$ and $P_{75}$ cut points.

For job involvement scale scores were divided into three categories as high, moderate and low job involvement on the basis of $P_{25}$ and $P_{75}$ cut points.

Having collected data it was put in to tabular statistical analysis. The following statistical techniques were adopted.

1. The mean values of sub scales and of the total scales were calculated.
2. To analyse the data mean, standard deviation and 't' test is applied between various occupations and 0.01, 0.05 and 0.1 level of significance is considered.

3. The mean and standard deviations have been calculated and 't' test is applied to evaluate gender difference in job stress, job attitude and job involvement.

4. The correlation model is applied to study the relation between job stress and job attitude. Also a correlation model is applied to study the relation between job stress and job involvement.

5. Analysis of variance (ANOVA) and a regression model is applied to study the predictive relation between job stress components and job attitude. Also analysis of variance (ANOVA) and regression model is applied to study the relation between job stress components and job involvement.

6. The age wise difference in job stress, job attitude and job involvement is also studied with the help of mean and standard deviation. The age group below 35 years, between 35 to 50 years and above 50 years is considered.

The mean and standard deviations have been calculated and 't' test is applied. The correlation model is applied to establish the relation between job stress and job attitude and job involvement. A regression model is applied to establish the relation between job stress components and job attitude. Also regression model is applied to study to relation between job stress components and job involvement.
3.15 Limitations of the study

1. The study in its present nature is limited to the problem of job stress and its relation with job attitude and job involvement of the practical organisations and institutes in Kolhapur district except two occupations. As there is no sufficient number of respondents for the IAS/IPS officers therefore the data of this occupation is collected from Kolhapur, Sangli and Solapur district. The respondents of IAS/IPS officer occupation are not up to the quota limits due to time, money and geographical limits.

2. The total numbers of tahasils in Kolhapur district are twelve. Therefore the responses of all twelve tahasildars as a Taluka Magistrate are collected but the total number of respondents are not up to quota limits.

3. The face validity of the job attitude scale is considered further reliability has not been established.

3.16 Organisation of the study – Chapter Scheme

A brief outline of the chapters on which the present study was conducted are organised as follows:

Chapter-I : Theoretical Framework

This chapter deals with the theoretical analysis of job stress. The concept and nature of job stress. It consists of meaning of eustress. The causes, symptoms, products, and consequences of job stress are also mentioned. Personality differences are also considered in relation to the stress. Stress and performance, stress management techniques, preventive and curative approach to stress, flight and fight response are also highlighted.

Job attitude, perception, intention, prejudices beliefs and values these terms are defined. The components of attitude, sources of attitude, functions
and features of attitude are elaborated. The concepts of attitude change, its

types nature of employee attitude and work related attitudes are highlighted.
The interpretation of job involvement is highlighted.

Chapter-II : Review of Related Literature

This chapter exclusively dealt with a review of past studies relating to

job stress, job attitude and job involvement.

Chapter-III : Methodology

This chapter devoted to the methodological approach, which involves

introduction, the relation of job stress with job attitude and job involvement.
The chapter includes objectives of study, statement of the problem,
hypothesis of the study, scope and limitations of the study. The tools for data

collection i.e. scales are used. These are occupational stress scale, job

attitude scale and job involvement scale. These scales are also highlighted

with scoring procedure. The sample size, statistical analysis and scope for

further research are also highlighted in this chapter.

Chapter-IV : Analysis and Interpretation of Data

This chapter is devoted to analysis and interpretation of the data

relating to job stress, job attitude and job involvement. The data on job stress

has been analysed with sub scales as well as scale as a whole for every

occupation. The data for job attitude is also analysed with sub scales as well

as the scale as a whole for every occupation. The job involvement scale is

used for analysing the data for every occupation as scale as a whole.
The stress level for occupation viz. high, moderate and low has been drawn with the help of $P_{75}$ and $P_{25}$ cut points. The attitude towards job has been determined with the help of $P_{25}$ and $P_{75}$ cut points as negative, moderate and positive. The analysis of job involvement is also done on $P_{25}$ and $P_{75}$ cut points as high, moderate and low involvement in job. To establish relationship between job stress, job attitude and job involvement correlation model is applied. The regression model is also applied.

Chapter-V : Conclusion, Theoretical Implications and Suggestions

This chapter is devoted to conclusions, theoretical implications and suggestions where necessary.

3.17 Scope for further research

Present study focused mainly on job stress and its relation with job attitude and job involvement in the selected organisations and for selected occupations. Nevertheless, further research should consider other occupations as well as other organisations.

Research is also needed on what really makes individual to reduce job stress in changing environment. The research is also needed on the part of employer for the management of job stress and to change the attitude of the employees from negative to moderate and positive as well as to increase the involvement in job.

The next chapter is related to the analysis and interpretation of data.