CONCLUSIONS, THEORETICAL IMPLICATIONS AND SUGGESTIONS

A systematic and empirical research relating to job stress, job attitude and job involvement between different occupations was conducted. Subsequently, analysis has been made in the preceding chapters. The analysis was made with the reference to the selected occupations from the identified areas.

Nevertheless, effort was made to analyse the job stress, job attitude and job involvement between different occupations. Thus, it is inevitable proposed to review the findings of the research, theoretical implication and offer some useful suggestions in this chapter.

Mean, standard deviation, ‘t’ test, correlation, analysis of variance (ANOVA) and regression models were in used to analyse the data. The basic assumption of the present study of that job stress differs according to the occupations.

The major findings and theoretical implications
The study focuses on the analysis of job stress dimensions between different occupations. The basic assumption of the present study is that job stress differs according to the occupations.

I. The job stress, job attitude and job involvement in different occupations.
1. Principals and lecturers:
   i.) Two professions namely Principals and Lecturers were compared on job stress the result indicate that six dimension of
job stress are significant. The mean score of principals’ is high on role overload, unreasonable group, responsibility for persons and strenuous working conditions than that of lecturers, which cause more job stress to be principals. Oakland (1991) and McCormic, J., (1997), supports the observation.

Principals job may involve more of administrative work and also they are answerable to the parents of the students, and to the authorities. Where as most of the lecturers are concerned with routine teaching.

ii.) Among the job attitude only “promotion” component is significant between principals and lecturers. The mean score of lecturer is little higher than that of principals. It reflects that the promotion component of job attitude is better projected among the lecturers. This attitude difference may be due to the more concern about promotion component among lecturers than principals.

iii.) The study relating job involvement between Principals and Lecturers shows that ‘t’ scores 2.48, which is significant. Further it is observed that mean score of lecturers is higher than that of principals reflecting more involvement in the job. The perceived involvement in the job by the lecturers reflects their long-term career development as compared to the principals.
2. Teaching Staff (Principals and Lecturers) and Non Teaching Staff.

i) The next comparison is made between principals and lecturers together as one group i.e. Teaching staff and non-teaching staff. After comparing the overall dimensions of job stress, the difference found in the area of role overload, role ambiguity, under participation, powerlessness and unprofitability. These component are significant and the mean score is high, incase of non-teaching staff. It reflects more stress among the non-teaching staff. The overall stress is more projected.

ii) It is observed in the comparison regarding job attitude, the supervision component of job attitude is significant and the mean score is higher in case of non-teaching staff. It reflects that higher authority provides technical assistance and behavioral support. Therefore non-teaching staff have good attitude towards the supervision component of job attitude due to supportive nature of higher authority.

The coworkers' component of job attitude is significant and the mean score is higher in case of teaching staff. Hence job attitude regarding coworker is better projected among the teaching staff.

3. Bank Managers and Bank Clerks:

i) The occupations namely bank managers and bank clarks are compared on job stress. The result showed that four dimensions of job stress are significant and the mean value is higher in case of bank managers regarding role overload, unreasonable group, responsibility for persons and low status,
which projected more job stress. Srivastav and Singh (1987) support the observation.

The bank managers have excessive of work and they have to manage the work in given time. Further, in order to maintain group conformity some times they have to produce more than usual. They are also responsible for the productivity of the bank.

The under participation and powerlessness components of job stress are also significant. The mean values of these components are higher in case of bank clerks, which projects more stress to the bank clerks. It indicates that the bank clerks have no role in policy formulation and decision-making. The higher authorities do not seek the instructions in connection with the distribution of assignment. Therefore it leads more stress among bank clerks.

ii) Among all the dimensions of job attitude only supervision dimension is significant. The t’ score is 1.85 which is significant at 0.1 level of significance. The mean score is higher in case of bank clerks. It projected that the higher authority supervises their work properly.

4. Doctors and Paramedical staff.

i) It is observed in the study that the job of doctors and paramedical staff when compared on job stress, out of all dimensions only low status dimension is significant at 0.01 level of significance. The mean score of paramedical stress is higher. It projected more stress among the paramedical staff.
The paramedical staff has relatively low prestige and respect in the society than that of doctors. Hence it projects more stress among paramedical staff.

ii) It is found in the study that the occupation of doctors and paramedical staff when compared on job attitude the ‘t’ score 3.34 being significant. The doctors have higher mean score, which reflects better attitude towards their job. The work, promotions, supervision and coworkers, these components of job attitude are significant and have higher mean reflecting that doctors have good attitude towards the job.

5. Doctors and Paramedical Staff with Nurses
i) The job of doctors is compared with paramedical staff and nurses on job stress. Out of all components, role overload, role conflict and unreasonable group these components are significant and have higher mean in case of doctors. It projected more stress in their job. It reveals that doctors have more work and they have to treat the patients carefully and systematically, they also have to follow the administrative procedure. Ultimately it leads to stress in their job.

ii) It is also found in the comparison of doctors and paramedical staff with nurses on job attitude only work itself predictor of job attitude is significant. The mean score is higher in case of doctors. It projects that doctors have better attitude forwards their job. It may be because the work of the doctors, that provides the opportunities for learning.
iii) The study relating to job involvement between doctors and paramedical staff with nurses is significant at 0.1 level of confidence. The mean value is higher in case of paramedical staff and nurses. It projects that paramedical staff and nurses have better job involvement in their job.

6. Paramedical Staff and Nurses

i) It is found in the study that the 't' score is 3.26, which is significant at 0.01 level in case of paramedical staff and nurses when compared on job stress. The mean score of paramedical staff is higher which projects more stress. Among all the dimensions of job stress, role overload, role ambiguity, role conflict, powerlessness, intrinsic impoverishment, low status and strenuous working conditions are significant and have higher mean in case of paramedical staff.

The work of paramedical staff is rather technical than the work of nurses. No error is expected in their technical work. Some times inadequacy of equipment and material and non-standard tools may cause stress to the paramedical staff.

The responsibility for persons' component is significant and has higher mean value in case of nurses. The services of the nurses are equally important for the wellness of the hospital. It is true that non-quality services may defame the goodwill of the hospital.

ii) The job attitude is compared between paramedical staff and nurses and found significant at 0.01 level of significance. The
mean score is higher in case of nurses, which projects better job attitude. Among all the dimensions of job attitude the work itself, promotions, supervision and coworkers components are significant and having higher mean in case of nurses.

The work of nurses is rather interesting, provides for learning, than the paramedical staff they get an opportunity to broader the skill base. The good services of nurses are appreciated.

7. Managers and Supervisors in manufacturing organisation:

i) The comparison made between two jobs i.e. managers and supervisors in manufacturing organisation on job stress. Among all the predictors of job stress, the responsibility for persons, unreasonable group and poor peer relations are significant and have higher mean score in case of managers. It projects stress to the managers.

Managers have to get the work done through and with the people when formal and informal group may exist informal group may influence to violet the formal and administrative procedures. Managers are also responsible for the efficiency, of employees and productivity, progress and prosperity of the organisation. It projects stress to the Managers.

The supervisors also project stress on under participation and powerlessness component. The policy matters are decided at top management level. In the cases where the positions of superiors in the organization have influence but their suggestions, instruction and opinions are not considered. It results in stress to the supervisors.
8. IAS/ IPS Officers and Teaching Staff (Principals and Lecturers).

i) The IAS/ IPS officers and Teaching staff (Principals and Lecturers) these two professions are compared on job stress in the study. It is found that the 't' score is 1.64, which is significant at 0.1 level of significance. The IAS/IPS officers have higher mean value than that of teaching staff, it projects more stress in their job. The role overload, role ambiguity and unprofitability these components of job stress are significant and have high mean value in case of IAS/ IPS officers.

IAS/ IPS officers have to administer and maintain the law and order in their jurisdiction. These are the responsible authorities and answerable to the higher authority in case of maintenance of the peace, law and order in their jurisdiction. Therefore, they have to follow the rules regulations, they also have work pressure. They have to coordinate the work, with available resources and implement the Government policies. They get less monetary benefits as compared with the quantum of work, efficiency and skill. Therefore it projects stress among IAS/ IPS officers.

ii) The next comparison between IAS/ IPS officers and teaching staff on job attitude found significant at 0.01 level. The IAS/ IPS officers have lower mean score than that of teaching staff. It reflects that IAS/ IPS officers have not better attitude towards their job. Among all the predictors of job attitude, promotions, supervision and working condition, these
predictors are significant and have lower mean in case of IAS/IPS officers. Bogg and Cooper (1995) support the observation.

Sometimes because of political interference IAS/IPS officers do not get behavioral support from higher authority. IAS/IPS officers are responsible for the performance related rigorous and systematic evaluation system, which exists in IAS/IPS cadre. It projects negative attitude among these officers.

iii) The further comparison between the occupation of IAS/IPS officers and teaching staff on job involvement is also significant at 0.01 level. The mean value of IAS/IPS officers is lower. It projects low job involvement among IAS/IPS officers. The situational variables bring hurdles in their work. Job involvement is a psychological concept. To do the work and to involve in the work, there is deviation. IAS/IPS officers do their job efficiently but may not involve in the work psychologically. Bogg and Cooper (1995) support the observation with less positive work related attitudes.

9. Managers in Manufacturing Organisations and System Managers in Information Technology Industry.

i) It is found in the present study that among all the dimensions of job stress, three dimensions i.e. unreasonable group, responsibility for persons and low status are significant and having higher mean in case of system managers. It projects stress to the system managers.
The job of system managers is concerned with the risky assignments; they have to follow the time constrains and deadlines. They have to do the more work than schedule. In order to maintain group conformity they have to do some work unwillingly. System managers are also responsible for the future progress and prosperity of the organization. The higher authority does not care the self-respect. Therefore it projects more stress among system managers. A study published in Wall Street Journal (1997, April 15) support the observation.

The powerlessness component is also significant and has higher mean in case managers in manufacturing organizations. It leads more stress when higher authority does not sought suggestions, instructions and opinions from the managers on such circumstances the job stress projects among the managers in manufacturing organisations. Srivastava (1990) supports the observation.

10. Journalists and Teaching Staff (Principals and Lecturers)

i) The next aspect of analysis is related to the two occupations i.e. journalists and teaching staff (principals and lecturers). It is found that the ‘t’ score is 3.51, which is significant at 0.01 level of significance. The mean score is higher in case of journalist which projects more stress. Among all the dimensions of job stress, the role overload, role ambiguity, under participation, powerlessness, strenuous working conditions and unprofitability these dimensions are significant and having higher mean value in case of journalists. Hence,
these dimensions are responsible for more stress to the journalists.

Journalists have to be very careful about what happens around them since they have to produce it in the form of news, article, and reports in the newspaper. The top authorities take the policy decisions, and higher authorities do not seek their opinions. Some assignments of journalists are risky and complicated. Journalists get less salary in quantum of their work and time devoted to the work. This leads stress among journalists.

ii) The comparison of journalist and teaching staff on job attitude found significant in case of ‘promotion’ component significant. The mean score of journalist is higher which projects better attitude towards their job regarding promotion component.

In newspaper industry promotions are based on intellectuality and performance. Journalists gets opportunity to grow intellectually and broader the skill base. The job provides them interesting task on every subject in the society, therefore, the promotion component of job attitude projected better among the journalists.

11. Policemen and Journalist.

i) The further important comparison between two jobs i.e. policeman and journalists have made on job stress and it found significant at 0.01 level of significance. The mean score of policeman is higher than that of journalists. It reflects that
policeman have more job stress compared with the journalists. Among all the dimensions of job stress role overload, role ambiguity, role conflict, under-participation, powerlessness, poor-peer relations, intrinsic impoverishment, low status and strenuous working conditions these dimensions are significant and have a higher mean in case of policemen.

The policemen have much work pressure. The situation of work may differ in every case. Sometimes they are not clearly instructed for the new assignments. The high rank officers interfere in their work. Policemen are ordered to follow the assignments. The higher authorities do not consider their opinions and suggestions. They are not behaviorally supported and their problems are looked upon with low interest. Sometimes higher authority adopts the specific behavioral pattern that makes them poor in using their ability and experience in daily work. This leads more stress among policemen.

The responsibility for persons component of job stress is also significant and have high mean value in case of journalists. It is important in case of newspaper industry that the competitiveness, intellectuality, aptitude and skill of writing and editing the news and reports these qualities of journalist contributes to the particular newspaper therefore the responsibility rests with the journalists. It leads stress among the journalists. Uday Pareek supports the observation (1981).

ii) It is observed in the comparison between policemen and journalists on job attitude being ‘t’ score ia 4.21, which is
significant at 0.01 level of significance. The journalists have higher mean score than that of policemen. It projected better job attitude among the journalists. Among all the dimensions of job attitude work itself, promotions and working conditions these dimensions projected high mean value towards journalists indicating the work of journalists provides rather better opportunity to learn since they are associated with daily news, reports regarding politics, business, science and technology, sports, agriculture, and daily happenings in the society. They are also promoted on the basis of their performance. Their working conditions are also supportive. These ultimately project better attitude. The attitudes shape the behavior to perform in a systematic manner. Carraher, Buckley (1996) and Judge (1993) support the observation.

iii) Job involvement includes the degree to which an employee engages himself in their job and invests time, energy in them and view work as a central part of his overall lives. The finding is based on this theme between policemen and journalist when compared on job involvement. The 't' score is 2.60, which is significant at 0.05 level of significance. The high mean value in case of journalists projected better job involvement than that of policemen.

Journalists are concerned with day-to-day news affairs, articles on different areas from every corner of the world. For updating the knowledge and giving better to the organisation they always involved systematically in their daily work and
preparation of work. It leads to enhance their involvement in the job.

12. Tahasildar's and Policemen

i) The job of tahasildars and policemen have compared and analysed on the job stress. It is found that the 't' score is 3.18, which is significant at 0.01 level of significance. The mean score on job stress is higher in case of policemen. It projected that policemen have more job stress than that of tahasildar. The role ambiguity, under participation, powerlessness, poor peer relations, intrinsic impoverishment, low status, strenuous working conditions unprofitability these components are significant and have higher mean value in case of policemen. These components project more stress among policemen.

It is obvious that Tahasildars have relative more prestige and high status. The working conditions of policemen are rather different and comparatively strenuous than that of tahasildar's. Policemen get low monetary benefits in comparison with their quantum of work. Peer relations are also not better in case of policemen as compared with the tahasildars. Tahasildar's are Taluka Magistrate and empowered with revenue and judicial powers at taluka level. The above-mentioned components cause stress to the policemen. The observation is supported by Geneva: ILO (1993).
ii) The further comparison between the job of tahasildar and policemen on job attitude only two components i.e. work itself and working conditions are significant and projected negative attitude among policemen.

The policemen have to follow the orders and instructions of higher authority. The policemen are at the lower level in the hierarchy of maintenance of internal law and order. They have to work for long hours. The aspects of working conditions are also not satisfactory in case of policemen. This leads not to have better attitude towards work and working conditions component of job attitude. These attitudes shape the behaviour of the employees. They may hostile towards their jobs.

13. System Managers and Teaching Staff (Principals and Lecturers)

i) In the analysis relating to the occupation of system managers and teaching staff it is found that the 't' score is 3.51, which is significant at 0.01 level of significance. The mean score is high in case of system manager which projects more stress. Among all the dimensions of job stress, role overload, role ambiguity, role conflict, powerlessness, intrinsic impoverishment, strenuous working conditions and unprofitability these dimensions are significant and have higher mean in case of system managers. These dimensions projects more stress to the system managers.

The job of system manager is also associated with the getting work done through and with the people. He is
answerable to the management. He has to follow the time schedule and work deadlines strictly. He is responsible for the progress, prosperity and competitiveness of the organisation. In spite of all these the higher authority does not consider his all suggestions, instructions and opinions. To maintain the group confirming he has to produce more than usual. In comparison with his quantum of work, risky assignments, deadlines in work schedule he do not get proper monetary benefits. It leads more stress among the system managers.

ii) The further analysis relating to job attitude among, system managers and teaching staff reveals that ‘t’ score is 1.71, which is significant at 0.1 level of significance. The teaching staff has higher mean value than that of system managers which projects better job attitude among teaching staff. Among all the components of job attitude the working conditions component is significant and have higher mean value in case of teaching staff. It indicates that the working conditions of teaching staff are more supportive and non-threatening.

iii) The analysis between system managers and teaching staff that on job involvement the ‘t’ score is 4.04, which is significant at 0.01 level of significance. The mean value is higher in case of teaching staff than that of system managers. It projects better job involvement in teaching staff. The job of teaching staff is clearly defined and scheduled. There are no risky assignments. The job of teachers is not complex. The teaching staff have lower stress, better job attitude ultimately their involvement in
job is also high as compared with the other occupations in the study. Tosi and Tosi (1974) support the observation.

According to the present study with the help of mean, standard deviation of every occupation and ‘t’ score being significant between two different occupations we found that there is difference in different occupations. Thus, the hypothesis is that, different occupations induce difference in job stress. The hypothesis is accepted.

We found in the present study, with the help of mean, standard deviation of every occupation and ‘t’ score being significant. Therefore there is difference in job attitude. Thus, the hypothesis is that occupation difference exists in job attitude is tested and accepted.

Further, the hypothesis is that a degree of difference in job involvement persists in different occupations is also tested and accepted on the account of being the difference in mean, standard deviation of every occupation and ‘t’ score significant between two occupations.

II. Gender difference in Job stress, Job Attitude and Job Involvement.

The objective of the present study is to evaluate gender difference in job stress, job attitude and job involvement. From all the occupations considered for the present study, all the respondents are separated on the basis of sex. According to the arithmetic summation and statistical tools the data has been analysed.

i) It is observed that, t score is 2.35, which is significant at 0.05 level of significance on job stress. The mean score is higher in case of male employees projecting more stress than female employees. Among twelve dimensions of job stress, role overload, role ambiguity, responsibility for persons and strenuous working conditions these dimensions are significant
and have higher mean value projecting more stress in case of male employees.

The job stress difference between male and female employees may be due to personality characteristics, psychological and behavioral patterns. The nature of work is similar still male employees experience the stress. The female employees influence the sense of control over the task and work environment than that of male employees. This may be the reason for the low stress among the female employees. Frankenheuser and Johanso, (1986) and Mayer Fridman and Ray Rosemen (1974) supports the observation.

The under participation component of job stress projected stress among female employees. It is observed that the suggestions and instructions given by female employees are not considered in the organization. Their cooperation is frequently not sought by the higher authority.


ii) It is observed in case of gender differences regarding job stress, job attitude, that in both the variables there is difference in male and female employees. The t score is 2.45, which is significant at 0.01 level of significance on job attitude. The mean value is higher in case of female employees which projects better job attitude towards their job. Out of five dimensions of job attitude, the promotion,
supervision and coworkers these dimensions are significant and have high mean value in case of female employees. It projects better attitude towards these components. The coworkers dimension project high mean value towards female indicating better understanding between colleagues. There is also better understanding regarding supervision among female employees.

III. *Job stress, job attitude and job involvement at organisational level.*

i) The next level of analysis is of organisational level. One of the object of the resent study is to find out whether organisations has an influence of job stress, job attitude and job involvement. The assumption is that organisation wise difference may exist in job stress, job attitude and job involvement. As per the mean values the highest mean value of the job stress is 140.65 for Government organisations, followed by manufacturing organisation's mean is 126.38. The mean value of newspaper industry is 124.32, the mean value of information technology industry is 124.16 and the mean value of service organisation is 123.48 and the educational institution's mean value is 116.55. The educational institutions have lower mean value of job stress among all the organisations. Accordingly to earlier studies teaching staff has lower job stress. Thus it is concluded that different organisations have different job stress. Parsuraman and Alutto (1997) support the observation. It is also observed in present study that out of six organisations, job stress of employees in Government Organisation is high
whereas the job stress of employees in education institutions is comparatively low than the other organisation.

ii) As per the objectives of the present study, the job attitude varies in different organisations. The attitudes shape the behaviour of the employee to act in a certain way. We observed in the present study that, the mean value of job attitude in newspaper industry is 56.34, which is highest among all the organisations considered in present study. The mean value of Government organisations is 48.96, which is lowest among all the organisations in the present study. This mean value is below $P_{25}$, which is negative. The mean score of job attitude in educational institutions is 55.51, service organisations is 53.29, manufacturing organisations is 53.54, and information technology industry is 53.40. The mean values of job attitude are varies in different organisation. Therefore it is concluded that different organisations have different job attitude. It is also observed in the present study that the employees in Government organisation have negative job attitude. The employees in other organisations in present study have moderate job attitude. The job attitude of journalists is in newspaper industry have comparatively better job attitude than other employees in the organisations considered in present study.

iii) Organisation wise job involvement analysis was also carried out and the results indicated that high job involvement in educational institutions, which has the mean value of 167.63, which is higher among all the organisations considered in present study. The mean value of service organisation is
The mean value of job involvement differs organisation to organisation.

As per the assumptions and also based upon the earlier researchers organisations do influence the behaviour of the people. The working conditions, the leadership styles, the product, the client, the structure these things have a direct influence on human behaviour. Therefore the study also indicates organisation wise differences in terms of variables that has considered for the present study namely job stress, job attitude and job involvement.

**IV. The relation between Job stress, job attitude and job involvement**

Null hypothesis- there is no relation between job stress and job attitude. Also there is no relation between job stress and job involvement.

The correlation model is applied to know whether there is a relation between job stress and job attitude. Accordingly the data is analysed and the observations are made here after.

i) We observed in the present study that the relation between job stress and job attitude with the help of correlation. The coefficient of correlation between job stress and job attitude is found at $-0.617$. It shows that there is negative correlation between job stress and job attitude.

ii) It is also observed that the coefficient of correlation between job stress and job involvement is $-0.258$, which indicates that there is negative correlation between job stress and job involvement.
iii) It is found in the study that, the coefficient of correlation between job attitude and job involvement is 0.392, which indicates that job attitude and job involvement are positively correlated.

We found in the present study that with the help of correlation model there is a relation between job stress and job attitude. Thus the hypothesis is tested regarding there is no relation between job stress and job attitude. The hypothesis is rejected.

We also found in the present study that with the help of correlation model there is a relation between job stress and job involvement. Thus the hypothesis is tested regarding there is no relation between job stress and job involvement. The hypothesis is rejected.

It is proved with the data analysis that there is negative relation between job stress and job attitude. It is also proved that there is a negative relation between job stress and job involvement.

V. The predictive relation between job stress and job attitude in different occupations

The hypothesis in present study is that, there is predictive relation between job stress and job attitude. To study the predictive relation between job stress and job attitude the analysis is carried out with the help of ANOVA and regression. Accordingly the predictions are established.

The following are the occupation wise conclusions.

1. Principal:

   It is found that there is significant relation between job stress and job attitude, which is negative. Out of twelve dimensions only powerlessness dimension of job stress is negatively correlated with job attitude. Therefore due to powerlessness principals has more job stress, which leads to negative job attitude. Therefore it is predicted
that powerlessness components of job stress induces stress and brings down the job attitude.

2. *Lecturers*:
   In the present study it is also found that the low status, strenuous working conditions and intrinsic impoverishment these components of job stress are significant and negatively correlated with job attitude. It results in job stress and leads to lowering the job attitude.

3. *Non-teaching staff*:
   We found in the present study that the role ambiguity, responsibility for persons, powerlessness and poor-peer relations these dimensions of job stress are significant and negatively correlated with job attitude. These dimensions cause more job stress and interns in negative job attitude.

4. *Bank Managers*:
   It is observed in present study that the powerlessness and poor-peer relations these components of job stress are significant and negatively correlated with job attitude. These component leads to more job stress, which affects negatively on job attitude.

5. *Bank clerks*:
   It is found in the present study that the role ambiguity dimension of job stress is significant and negatively correlated with job attitude. The role ambiguity causes more job stress and results in lowering the job attitude.

6. *Doctors*:
   We observed in the present study that the poor peer relation and strenuous working conditions these components of job stress are
significant and negatively correlated. These components cause job stress and lead to low job attitude.

7. *Nurses:*
   It is found in the present study that powerlessness; intrinsic impoverishment and low status components of job stress are significant and negatively correlated. These components induce job stress and results in lowering the job attitude.

8. *Paramedical Staff:*
   It is observed that role ambiguity and powerlessness components of job stress are significant and negatively correlated. These components cause more job stress and affects in lowering the job attitude.

9. *Managers in Manufacturing Organisation:*
   In the present study it is found that intrinsic impoverishment dimension of job stress induces more stress and interns in negative job attitude.

10. *Supervisors in Manufacturing Organisation:*
    We observed in present study that poor peer relations and intrinsic impoverishment components of job stress are significant and negatively correlated with job attitude. These components cause more stress and affects lowering the job attitude

11. *Policemen:*
    The present study showed that the poor peer relations, role conflict and unreasonable group these dimensions of job stress are significant and negatively correlated with job attitude. Due to these dimensions job stress increases and results in lowering the job attitude.
12. System Managers:

We observed in the present study that under participation, poor peer relations and strenuous working conditions these dimensions of job stress are significant and negatively correlated with job attitude. These dimensions cause more stress and interns in lowering the job attitude.

13. Journalists:

It is found in the present study that poor peer relations and under participation components of job stress are significant and negatively correlated with job attitude. These components cause more stress and results negatively on job attitude.

According to the present study with the help of analysis of variance (ANOVA) it was found that the ‘f’ value is significant. Therefore there is a significant relation between job stress and job attitude in different occupations. Agrawal (1978) and Srivastava (1990) supports the observation.

Further, with the help of regression analysis between job stress dimensions and job attitude we found that there is a negative correlation.

The hypothesis that there is predictive relation between job stress and job attitude is tested with the help of ANOVA and regression model. The hypothesis is accepted on account of ‘t’ value being significant. It is concluded that there is a predictive relation between job stress and job attitude.
VI. The predictive relation between job stress and job involvement in different occupations

The hypothesis in the present study is that, there is predictive relation between job stress and job involvement. To study the predictive relation between job stress and job involvement the analysis is also carried out with the help of ANOVA and regression. Accordingly the predictions are established.

Following are the occupation wise conclusions:

1. Principals:
We observed in the present study that there is significant and negative relation between job stress dimensions and job involvement. Role ambiguity and under participation dimensions of job stress are significant and negatively correlated. These two dimensions increases job stress and leads to low job involvement.

2. Lecturers:
It is found that role conflict and low status these dimensions of job stress cause more stress, which interns in low job involvement. The low status here means higher authority does not care the self-respect of the teachers. It affects adversely on job involvement. The role conflict in relation to lecturers' means, the lecturers are not provided with sufficient facilities regarding the assignments.

3. Non-teaching Staff:
In case of this occupation job stress dimensions are not significant with job involvement

4. Bank Managers:
It is observed in the study that poor peer relations and strenuous working condition these components of job stress are significant and negatively
correlated. These components cause more job stress and interns in low job involvement.

5. **Bank Clerks:**

   We found there is no significant relation between job stress dimension and job involvement for this occupation.

6. **Doctors:**

   We found in the study that a low status dimension of job stress is significant and negatively correlated. The low status here means that doctors feel that higher authority does not care the self respect therefore it induces job stress and leads to low involvement in job.

7. **Nurses:**

   We observe in the present study that intrinsic impoverishment dimension of job stress is significant and negatively correlated. It increases stress among nurses and results in lowering the job involvement.

8. **Paramedical Staff:**

   It is found in the present study that intrinsic impoverishment and unprofitability these dimensions of job stress are significant and negatively correlated. These dimensions increase job stress and results in low job involvement.

9. **Managers in manufacturing organisations:**

   The findings of the present study states that unreasonable group component of job stress is significant and negatively correlated. It causes more stress and affects negatively on job involvement among the managers in manufacturing organisations.

10. **Supervisors in manufacturing organisations:**
It is also observed in the present study that poor peer relation and unreasonable group these dimensions of job stress are significant and negatively correlated with job involvement. These dimensions cause more stress and hinder job involvement.

11. **Policemen:**

We observed in the present study that role conflict, intrinsic impoverishment and unprofitability these components of job stress are significant and negatively correlated with job involvement. These components cause more stress to the policemen and results in low job involvement.

12. **System Managers:**

It is found in the present study that intrinsic impoverishment and strenuous working conditions these components of job stress are significant and negatively correlated. These components increases job stress and interns in low job involvement.

13. **Journalists:**

It is also observed in the present study that role conflict dimension of job stress is significant and negatively correlated with job involvement. This dimension induces job stress and affects in lowering the job involvement.

According to the present study with the help of analysis of variance (ANOVA) the ‘f’ value being significant therefore there is significant relation between job stress and job involvement in different occupations.

Further, with the help of regression analysis between job stress dimension and job involvement between job stress we found that there is negative relation.
The hypothesis that there is predictive relation between job stress and job involvement is tested with the help of ANOVA and regression analysis. The hypothesis is accepted on account of 't' value being significant. It concluded that there is predictive relation between job stress and job involvement. Madhu and Hargopal (1976) and Hargopal and Ravikumar (1979) support the observation.

VII. Age wise difference in job stress, job attitude and job involvement

The objective of the present study is that, whether there is relation between age and job stress, age and job attitude, and age and job involvement. It is assumed that, age of the employees also influences on the job stress, job attitude and job involvement. Therefore age wise analysis was also carried out in the present study and the results are recorded.

i) It is observed in the present study that respondents up to 35 years of age have the mean value of job stress is higher than the age group of 35 years to 50 years and age group of above 50 years. It concludes they have more job stress. It may be due to initial period of employment with new environment and demands, roles, procedures and relationships.

The respondents, who are above 50 years of age having lower, mean therefore they have comparatively low job stress.

The respondents of age group between 35 years to 50 years have comparatively more job stress than elder group and lower job stress than younger group. It shows that as age increases the job stress decreases in the tenure. Uday Pareek
(1981) supports the observation as age influences the job stress.

ii) It is also found that as the age increases the attitude of the respondents also goes towards positive direction in tenure.

iii) It is also observed that as age increases the job involvement also increases in the tenure.

Suggestions

The stress is persistent in certain occupations and the employees are experiencing job stress. Certain type of stress can be prevented to some extent at individual an organisational level. Consequent to the findings and observations made following the analysis and interpretation of data with respect to the job stress, job attitude and job involvement between different occupations. It is imperative in case of present research to provide certain suggestions, which may be useful for the organisations as well as individuals.

Organisations:

1. Job stress differs from one occupation to the another occupation.
   The role overload dimension of job stress is more projected among the policemen, tahasildars, IAS/IPS officers, journalists, bank managers, system managers, principals and managers in manufacturing organisations.

   The stress arising due to role overload, management should change in work load and deadlines, follow rotation of work, set task priorities, follow time schedule, improve job characteristics through job redesign.
2. The role conflict dimensions of job stress is more projected among policemen, managers and supervisors in manufacturing organisations, doctors, paramedical staff, system managers, tahasildars and journalists.

   Management should clearly instruct and provide clarity in the job of employees. Management should provide sufficient facilities to complete the assignment and also co-ordinate the work procedure with suitability and simplicity. Management should ensure role clarity and have a goal setting programme.

3. The role ambiguity dimensions of job stress is more projected among policemen, managers in manufacturing organisation and IAS/IPS officers.

   It happens in the jobs where insufficient clarity exists and in the job where more responsibilities are rests. The stress arising out of role ambiguity is to be reduced by defining clearly one’s goal in view of the organisations. Superiors should support proactively to the subordinates, also analyse the roles to reduce the ambiguity.

4. The unreasonable group components of job stress is more projected in the occupation of policemen, system managers, journalists, managers in manufacturing organisations, doctors, paramedical staff, principals and bank managers.

   The management should built up the norms of cooperation and not of competition. Improve group functioning, communication skill, team building, develop support networks and participate problem solving and decision making.

5. The powerlessness and under participation dimensions of job stress more projected in the job of bank clerks, supervisors in
manufacturing organisation, paramedical staff, journalists, nonteaching staff, policemen and lectureres.

Management should sought the suggestions, instructions, opinions regarding work system from the employees wherever necessary.

6. The poor-peer relation dimension of job stress projected more stress among the policemen, managers in manufacturing organisations, IAS/IPS officers, tahasildars and paramedical staff.

The management should have concern and care of the employees. Management should give the employee treatment human, harmonious and respectful.

7. The intrinsic impoverishment component of job stress is more projected among policemen, IAS/IPS officers and paramedical staff.

Higher authority should adopt a behavioral pattern that makes an employee to competent in using his ability and experience to develop the aptitude and proficiency.

8. The responsibility for persons dimensions of job stress projected stress among principals, managers in manufacturing organisation and tahasildars. The employees on the key job are responsible for the productivity of employees and the progress of the organisation.

Organisation should identify and develop the technical and managerial skills required for such jobs so that the employees can be trained in the light of this object.

9. The unprofitability dimensions of job stress projected more stress to the policemen, IAS/IPS officers and journalists.

Organisation should adopt proper salary administration policy, which will suite to the employees in quantum of their work. Salaries and benefits are to be linked with the skill, ability, aptitude, required
for the job, job complexity, risk involved in the job, working hours and responsibilities attached to the job. Employees are also rewarded for their hard work and efficient performance.

10. The strenuous working condition component of job stress projected more among policemen, journalists and paramedical staff.

   Organisations should provide good and non-threatening working conditions, reduce monotony in work and provide behavioural and technical support to the employees.

11. The overall job stress among the policemen is projected on higher site followed by paramedical staff, managers in manufacturing organisations and tahasildars. The supervisors in manufacturing organisations and IAS/IPS officers are also having a job stress close to the above said occupations.

   The police department should take adequate responsibility of their staff. They must provide proper training facilities, clarity in job, reduce long working hours and make them in a small team and empowered.

   Managers in manufacturing organisations do possess more stress as compared to the other occupations. This may be due to corporate expectancy on a higher level of improvement in the competitive scenario. The tahasildars and paramedical staff also posses more stress as compared to the other occupations.

   The organisations must take care about their employees by providing Employee Assistance Programme, counseling, training and sabbaticals.

12. The policemen, paramedical staff and IAS/IPS officers projected negative job attitude. This may be due to more job stress. The work
itself, promotions, coworkers and supervision these dimensions of job attitude have more influence on the employees of these occupations.

The organisation should adopt fair promotion policy, harmonious supervision and develop the sense of cooperation among the employees through counseling and training.

13. The job involvement of IAS/IPS officers projected at lower level as compared to the other occupations. This may be due to the job stress and negative job attitude. The work may not be the part of their psychological life.

To enhance the job involvement organisations should identify the personal characteristics and situational characteristics, which hinder the performance of employees. Organisations try to eliminate these characteristics. More research is required in connection with this variable.

14. The gender wise difference in job stress indicated that male employees have more stress. In much personality profile gender difference do exists and the present study is not exception to this rule. Personality characteristics, psychological and behavioral pattern may be the cause for the difference in job stress.

The male employees have not projected better job attitude. It may be due to the job stress. Organisation should exercise for congruent change in attitude by providing true information regarding the organisation. Peers with high credibility shall also exercise significant influence on attitude change.

15. Organisation wise analysis indicates that Government organisations projected more stress followed by manufacturing organisations, newspaper industry and information technology industry. The lowest stress is projected in educational institutions.
It is high time that Government organisation should streamline the working pattern so that the stress can be reduced. This result may be due to the inclusion of policemen as a sample. More research is required to derive any generalised conclusion.

Manufacturing organisation also projects high amount of job stress. These organisations should focus on better working conditions and streamline the human resource policies. In a competitive environment the winner will be one who practices good human resource policies.

Job involvement among the education institutions is high whereas in the Government organisations it is on the lower side. The authorities of the Government must take adequate provisions to make employees more accountable there by job involvement will high.

16. Age wise analysis projected comparatively more stress low attitude and low job involvement in case of the employees who have age group up to 35 years. The research projected as the employees settles in the job, job stress comes down, job attitude increases and job involvement also enhances.

Organisations should identify the personal and situational variables of the job stress, job attitude and job involvement in case of the employees in the age group of up to 35 years. Organisation should reduce and eliminate the job stressors through Employee Assistance Programme, also inculcate work culture through employee training. Socialisation and orientation of employee is needed.

17. Management should support and trust in employees, give keen interest in listening and dealing with organisational problems of the employees.
Individuals:

Stress management methods for every individual vary from highly specific techniques to general strategies that reflect a lifestyle.

1. Individuals should also try to prevent the job stress, cope with the stress at psychological and behavioural levels. Social support and biofeedback may also play an important role in reducing the job stress.

2. The individual should identify personal stress signals, eliminate or modify the stressors with preventive measures or to cope with the situation, build support networks, get non-competitive physical exercise, and have a disciplined approach to physical and mental health. Practice everyday methods of relaxation (yoga, meditation, music therapy and biofeedback) and practice the relaxation response.

3. Employees should convert their job attitude in a positive direction and accept the work as a central part of their lives.

4. Employees should develop attachment to the work and view the work as a central part of their life so that job involvement will be at a better degree.

5. Manage your limits, develop insight orientation, and follow basic time management principles.

6. If stress is beyond the limit take professional help.