CHAPTER II
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The previous chapter briefed about the research problem and the role of working women over the years from 1950 – 2014. This chapter draws attention to the kaleidoscope of literature available on the research problem of the study and concepts used in the study. The purpose of literature review is to understand the theoretical background on the emergence and growth of the concepts, Organisational role stress, quality of work life and job satisfaction, the important components that contribute the development and measurement of these concepts. This is followed by the review of studies, chronologically represented which has enabled the researcher to frame the research methodology of the study and in choosing the study population.

2.1 Origin of the concept of Stress

Literature shows that the term ‘Stress’ is being used long before 1936 in conversational English. Stress was commonly used for the cause (eg. Worries) than for the consequences since the relationship between both was not recognized. The Fifth Annual report on Stress in 1955-56, (Selye Hans& Heuser Gunnar 1956) elaborates on the historical development of the stress concept. It indicates the role of nervous system in nonspecific reactions like fever, inflammation etc. In 1936, a series of experiments on animals revealed that the organism responds in a stereotypical manner to a variety of widely different factors such as infections, trauma, nervous strain, heat, cold, intoxication etc. Though the specific action of all these agents was quite different, the common feature was that they place the body in a state of general (systemic) stress. Hence, it was concluded that the stereotypical response, which is superimposed on all specific effects, represents the somatic manifestations of nonspecific ‘stress’ itself. Stress was defined as ‘the sum of all nonspecific changes caused by function or damage’. (Selye, 1936).
Stress was categorized into Eustress and Distress. Situations that are productive to the organism are called ‘Eustress’ and those that are harmful are labeled as ‘Distress’ (Selye 1936). Mclean and Link (1994) has narrated about five stressors associated with life events. They are persistent life difficulties (such as accident leaving a family member disabled), role strains (due to performing multiple roles), chronic strains (response of one social group to another like race, gender), community wide strains (such as residing in a high potential crime area) and daily hassles like being stuck in traffic. (Mclean and Link, 1994:24).

2.2 Historical Anecdotes on Stress in work situations

The distinction between Stress and stress response was made by Hans Selye (1936), the father of the modern concept of Stress. He pointed out that both negative and positive events can trigger an identical response which could be harmful or beneficial. Individual stressors associated with the work disturbances, Organizational stressors like unfavorable Organizational climate and technological stressors like inability to adapt to advanced technology or Internet addiction disorders can cause tremendous disturbances to the employees. Kreitner Robert et al. (2002) found out in their study that stress is negatively related to Job satisfaction, organizational commitment, positive emotions and work performance while positively correlated to burnout and staff turnover.

Stress had been the subject matter of many studies mostly, indirectly while discussing absenteeism, motivation, quality of working life and the like. In India, study on work stress is a recent phenomenon (Pant Neera & Bhardwaj Gopal, 1992). The Social readjustment rating scale (SRRS) developed by Holmes and Rahe in 1967, (cited in Romas. A. John. & Sharma Manoj. 2007), has been the most popular scale used to assess stress based on stressful events. It applies weighted life change units to 43 events in a person’s life. These weights are based on the estimated amount of change required for each event from the part of the individuals experiencing it. The revised scale consisting of 51 life events has a corresponding value called a ‘life change unit’ indicating the degree of social readjustment necessary to cope with the event. The larger the value, the more stressful is the
event. Studies have indicated a positive relationship between the total score on the original Social Readjustment Rating Scale and subsequent illness. The interpretative norms reveal that lower scores indicate good health and larger scores relate to proneness to ill health. The implication of this relationship is that there is a relationship between life stress on one side and illness and job performance on the other side. Those with higher scores on the scale had significant physical illness like sudden cardiac death, diabetes, anxiety, obstetric complications, chronic headache and the like. Negative personal life changes were associated with greater proneness to occupational stress, psychological distress, lower levels of job satisfaction and organizational commitment. It was proved that uncontrollable and negative organizational stressors have affected the job performance of employees significantly and women experienced more stress than men (Kreitner Robert et al. 2002).

2.3 Concept of Role Stress and its measurement

The concept of role stress saw the light of the world through Kahn, et al. (1964) who located three role stressors-role conflicts, role ambiguity and role overload. In this framework, role conflicts included inter-sender conflict, intra-sender conflict, inter-role conflict, and person role conflict. Based on the framework of Kahn, et al. (1964), a role conflict scale comprising of eight items, and a role ambiguity scale comprising of six items was developed by Rizzo, House and Lirtzman (1970). These two scales were largely used for research on role stress for a long time though their validity was much disputed.

Pareek (1983) made a landmark contribution to expand the framework of role stress by identifying eight role stressors which closely represented problems encountered in roles performed in organizations. He developed ‘Your Feelings About Your Role’ (YFAYR) Scale, which comprised of 40 items to measure inter-role distance, role stagnation, role ambiguity, role erosion, role overload, role isolation, role inadequacy and self role distance. Factor analysis contributed in the improvement of the YFAYR scale which resulted in bifurcating role ambiguity into a new version of role ambiguity and role expectation conflict; and role inadequacy
into resource inadequacy and personal inadequacy. A comprehensive role stress measurement scale comprising 50 items for the measurement of ten role stressors was thus, realised. The new instrument was called the Organisational Role Stress (ORS) Scale (Pareek 1983). Srinivasan, P.T., & Anantharaman, R.N (1988) through factor analysis of the YFAYR scale and Srivastav, A.K & Pareek, U. (2008) through factor analysis of the ORS scale had identified a new role stressor called Role Underload.

In 2009, Srivastav, A.K., developed the New Organisational Role Stress (NORS) Scale comprising 71 items for measuring 11 role stressors. This includes role Underload. The Organisational role stress (ORS) scale developed by Pareek (1983) was selected for the present study. The choice of ORS scale was made because Gordon, J (2004) had branded the ORS scale as a classic inventory for the measurement of role stress in organizations. The scale has been extensively used for research on role stress (Pestonjee 1999), and because the role stressors in ORS framework were found to be relevant for the sectors under study as reflected by recent studies on role stress (Bhattacharya Sunetra & Basu Jayanti 2007, Dasgupta & Kumar 2009). A number of research studies have examined various role stressors in organizations and its impact on various organizational functions has been proved. The current study encompasses diverse sectors and observes the relationship of ORS with job satisfaction and quality of work life across sectors which have been the first of its kind in India. Hence the use of the scale is justified.

Antecedents of Work Stress

Researchers have pointed out those factors that are intrinsic to the job itself such as poor working conditions, shift work, long hours of work, travel, and technological innovations, work overload and work underload as potential stressors in a work environment. If the design of the work place is not properly done, it can lead to poor communication network, role ambiguity, poor functional relationships etc. Many studies point out to the link between extended shifts and death due to coronary heart disease. Sleep disturbances and inadequate sleep can lead to lowered efficiency at work. Literature also provides testimony to the fact that Shift work is
also an occupational stressor that affects blood sugar levels, metabolic rates, mental efficiency and work motivation. Innovations in technology pose challenges to the workers to adapt to it as quickly as possible which might be stressful for some workers. Work overload in terms of Quantity refers to too much work to do whereas Qualitative Work load refers to work that is too difficult for the employees to do (Cartwright.Susan&Cooper.Cary.L.1997). In order to stay competitive, organizations, today encourage hard work and reward the employees generously as a result of which employees with high career aspirations and strong beliefs stress themselves (Srivastava Manjari, 2011).

2.4 Research studies on Organisational Role Stress

A treasure house of research studies can be seen from the review of related studies on organizational role stress. The validity and significance of the scale as well as the significance of the problem is evident from this collection. Though many studies have been conducted from the year 1976 to 2014, organizational role stressors still persist in different organizations across sectors. There is an urgent need to analyse the impact of ORS across various sectors and devise strategies specific to the sector.

Robert H. Miles & William D. Perreault Jr. (1976) utilized the data drawn from professional employees from five major roles in nine organizations. Their study treated role conflict as a multivariate construct consisting of various conflict types. Antecedents of role conflict included objective role requirements (personnel supervision activities, and nonsupervisory scientific research activities) and characteristics of the role set (average organizational distance and average authority of role senders) and consequences included job-related tension and satisfaction, perceived effectiveness, and attitude toward role senders. The work-related outcomes were significantly different for individuals in different conflict orientation groups. This study provided inputs on the nature and significance of conflict in organizations.
Many studies in the past have pointed out that role ambiguity and role conflict are correlated with job dissatisfaction and job induced tension. In addition these were associated with low performances, propensity to leave the organization, lack of peer support, and inadequately perceived leader behavior.

Pestonjee and Singh (1982) had found in their study on officers of a private sector firm that the indicators of role stress are negatively associated with all the dimensions of job satisfaction with the exception of the social relations aspect of job satisfaction. Self role distance has significant negative correlation with all the dimensions job satisfaction; inter-role distance, role stagnation, role ambiguity and role inadequacy.

Pant Neera & Bhardwaj Gopa (1992) had a study among 90 male managers of all levels from a number of public sector organizations selected randomly. The study had focused on work stress, coping ability, workaholism, and commitment to organizations. It was found that manager of all levels experience work related stress in different degrees. The coping strategies are also different for each level. The Middle level of managers indicated high degree of commitment, mild degree of workaholism and low levels of stress.

Singh, A.P., & Singh Bharti (1992) had studied 400 middle managers from the Bokaro Steel plant, Bokaro, on the effects of role stress, organizational climate and ego strength on the psychological strains like anger reactions, job anxiety, frustration related to environment and were found to be statistically significant. Higher the role stress, greater was the perceived level of psychological strain.

Tripti P. Desai (1993) had analysed the relation between stress and mental workloads in higher, middle and lower levels of management and had indicated that higher and middle management had higher and similar levels of stress and mental workload than the lower levels of management. Mental workload was considered to be the main contributor in the prediction of stress. She confirmed that stress does exist in organizations and an inevitable consequence of executive
functioning. Top management was facing Role expectation conflict and role clarity exercises, detailed job descriptions; communication exercises like in basket training or role play were suggested to improve the functioning of top level management. Role plays can help in the realization of the problems faced by the subordinates and can bridge the communication gap between them.

Mukhopadhyay, Susmita (1996) had examined whether any difference exists between working and non-working mothers with respect to selected mental, social and physical health traits owing to their work status. She has indicated that the earning of the female spouse will improve the status position of the family not only in its economic position but also improves the family’s quality of life. There has been tremendous research on stress and health especially in connection with behavioural and mental disorders. It was found that anxiety had played a key role in the sphere of adjustment/ maladjustment to the social roles.

Pandey, Satish C. (1998) had explored the dimensions of personality on the perceived organizational role stress among 450 employes of BHEL, Haridwar. The outcome was that psychoticism-reality and neuroticism-stability dimensions are found positively associated with individuals' perceived organisational role stress. Extroversion-introversion dimension was found negatively associated with perceived organisational role stress using Pareek’s ORS Scale (1983). The extrovert individuals had perceived less degree of organizational role stress than introverts. This relationship was found stronger with Role expectation conflict, Role stagnation, Role overload, role isolation (RI), personal inadequacy (PI), self-role distance (SRD), role ambiguity (RA) and total role stress (TRS) score. It was found that higher degree of psychotic tendencies in one’s personality increases his perception of organisational role stress. This study gives a person focused approach to organizational role stress. The study pinpoints that counseling programs should be focused on reduction of psychotic and neurotic tendencies so that the individuals can manage their organisational role stress. Social participation may be encouraged to reduce stress.
Mohan & Chauhan (1999) conducted a study on Organisational role stress amongst managers of government, public and private sectors, among 174 middle level managers from Government (50), Public (76) and Private (48) sectors including 137 males and 37 females, using (ORS) Scale. The findings showed that managers of Public Sector experienced the maximum Role Erosion and Self Role Conflict, followed by Government and the private sector. The private sector seems to have a better work climate with better role clarity and less conflict in intra-personal situations.

Vijayashree & Pallabi Mund (2001) have made a study which shows that there is a variation in ‘Self Role distance, Role Ambiguity and Resource Inadequacy’. Self Role distance refers to the role that a male or female occupies which is contradictory to their Self concept. Lack of clarity about expectations regarding the role, lack of adequate resources to perform the job, are all seen in variation among the male and female employees in the ITES Company under study. It was noted that when the tenure of work increases, role stress decreases. The employees due to feeling of personal inadequacy end up in stress due to personal insecurity.

Sharma.R (2002) analysed the impact of role related factors on executive burnout through 59 middle level executives chosen from public, private and government organizations. ORS Scale of Uday Pareek (1983) was used with a focus on ten role related variables like inter role distance, role stagnation, role expectation, role erosion, role overload, role isolation, personal inadequacy, self-role distance, role ambiguity and resource inadequacy as well as three dimensions of burnout like depersonalization, lack of personal accomplishments as well as emotional exhaustion. The study provided that role overload and self-role distance as critical determinants of burnout among Indian executives. These roles related variables could predict depersonalization. The study exhorts the organizations to minimize the gap between what executives like to do and what they are expected to do. Role Overload can be reduced through planning, delegation, decentralization/automation and the like.
Shah A. Farooq (2003) had undertaken a study among 125 employees including officers in the banking industry in Kashmir to provide an adequate explanation of nature, consequences, manifestations and coping of stress. The study concluded that most of the employees experience medium to high level of stress at the workplace. Role stagnation, inadequacy of role authority and role erosion were the top rated contributors to stress. Clerical cadre employees had experienced most of the dimensions of role stress. Surprisingly, role ambiguity and self-role distance, the most widely researched dimensions of stress, turned out as the feeblest constituents of organisational stress in this study. This important revelation clearly indicated that the bank employees do not suffer for want of information relating to their jobs and the job demands are not contradictory to their values and beliefs. Role stagnation, being on the top in the ranking pattern, is the manifestation of people’s fear of being caught in within the same role in the organization.

Aziz.M. (2004) reported resource inadequacy, role overload and personal inadequacy were found to be the prominent role stressors among 264 women IT professionals in Indian Private Sector. Respondents with low education had indicated Personal inadequacy as the prominent stressor as they lacked confidence in carrying out their job effectively. Statistically significant difference was seen among married and unmarried respondents on Inter role distance, which is common among dual career couples. In spite of the thrust on ‘Gender and development approach’, rather than on ‘Women and development approach’, women in India are still considered to be the only souls responsible to carry out the household responsibilities. Evidence was noted on those respondents, who had a ‘stay at home spouse’, to have lesser levels of stress due to Inter role distance. Married women have exhibited more Role expectation conflict and conflict due to Role Overload, than unmarried women as the married women have to respond to a large number of significant ‘others’ in the society and family. Role expectation conflict represents the conflicting demands by the different role senders i.e, the significant others who have expectations from the role.

Goyal Pratibha & Nadeem Zahid (2004) had undertaken a micro survey among 31 women executives working in the manufacturing sector organizations of
Ludhiana, to identify their key role stressors. Using Pareek’s ORS inventory (1997), it was found out that majority of the women executives in the six companies belonging to the manufacturing sector in Ludhiana had moderate stress. Significant difference was not found in the percentage of women executives experiencing different levels of stress based on their hierarchy. As per this study, seven key role stressors are significantly affecting women executives in the manufacturing sector. They are self role distance; inter role distance, role stagnation, role isolation, role ambiguity, role erosion, and personal inadequacy. It is reported that the increasing career consciousness and willingness to take up challenging roles for growth and development are responsible for the key stressors like role stagnation, role isolation and self role distance identified in the study. The reason for moderate stress experienced by women executives is attributed to the growing acceptance among the family members of the women executives work role due to the increased economic necessity. The family members change their roles to support the women executives which, coupled with advancement in technology like telecommunication, transport system etc reduce the stress experienced from the home front.

The IT Industry, often referred as the sunshine industry, poses certain health issues to its employees owing to its erratic work schedules. In a field survey data collected in December 2006 from 84 BPO/Call centre workers in Bangalore, it was found that there is no proper mechanism available to solve stress issues in the IT companies at Bangalore (Jena Kumar Manoj, 2006). Surveillance and monitoring of the employees was pointed out as a stress causing factor in this industry. Impairment of conventional social and familial ties results in increased substance abuse and the breakdown of the social web. The study points out the health problems faced by the BPO workers under the age of 45 years, leading to Burn-Out Stress (BOS) Syndrome. Increase in the heart rhythm, gynecological problems for women, sleep disorders, hormonal imbalance etc are the frequent symptoms that the Call centre employees undergo. It has been observed that stress is not a part of sick leave unless there is a substantial medical ground with proof. The study calls for a Charter, like the one in Australia, created by Call Centre companies that speak about the minimum standards for Call Centers and measures to tackle the health issues of its employees.
Shah Hardik & Pethe Sanjyot, (2006) in their study found that there exists a strong and positive relationship between ORS and learned helplessness (LH) among human resource professionals in 5 NGO’s in Ahmadabad, India. The relationship is found significantly correlated with four factors of ORS namely role expectation conflict, self-role distance, role ambiguity, and resource inadequacy. Reasons for role ambiguity in NGOs were found to be unclear structure, lack of proper Job analysis and improper placement. Role expectation conflict was the most crucial and significant reason for creating learned helplessness. This study has contributed to the researcher’s study by indicating that even human resource strategies in NGO management should be aligned to the employees’ expectations, to be successful.

Le Rouge Cynthia & Nelson Anthony (2006) examined the relationships between the match in IT developers’ from 12 Fortune 500 companies. The sample’s preferred and perceived actual role stress with job satisfaction and organizational commitment was assessed and the mediator of those relationships was found to be self-esteem. Role stress fit was found to be positively related to both job satisfaction and organizational commitment. The study has provided insight into staff assignment and the design of coping strategies in the IT sector.

Lakhwinder Singh Kang & Raghbir Singh (2006) have done an exclusive study among 214 employees to identify frequently reported stress symptoms and to enumerate the magnitude of various organisational Stressors leading to stress. The study was carried out in six organisations dealing with electronics equipment and services. The symptoms which were reported with higher votes include: 'being angry', 'thinking about finding an alternative job", 'difficulty in getting up early in the morning', 'nervousness, uneasiness or tension ', 'feeling hurt', 'bothered by low job performance', 'getting irritated', 'difficulty in making right judgments', 'headaches', 'preoccupied with self focused thoughts', 'getting bored with almost everything', 'just want to be left alone', 'bothered by an uncertainty about whom to trust', 'difficulty in concentrating', 'forgetfulness', 'upset stomach', 'getting tired easily and feeling dissatisfied in general'. Poor interpersonal relations' has been identified as the biggest source of potential stressor. The study interpreted that 'poor
organisational structure and climate', 'poor interpersonal relations', 'work inhibitors', 'lack of resources', 'inconsiderate superior', and 'role ambiguity' are causing stress among the employees.

Bhattacharya Sunetra & Jayanti Basu (2007) focused on the impact of Information Technology and the subsequent change in the job culture on the mental health and Quality of life of IT professionals. While promising a global life style, high pay with less job security and cut throat competition, the fascinating IT Job takes its toll on the mental health and relationship aspects of the professionals. The study used ORS Scale of Pareek (1983) along with other standardized tools on coping and stressful life events. It was evident that women experienced greater wellness and lesser ORS which is attributed to the higher social status associated with IT Jobs. Organisational role stress and distress are positively related and the distress and wellness are negatively related. If an individual is experiencing stress from work place, it would more likely affect his personal life. His general wellbeing will automatically decline. The professionals above 30 years of age face greater distress than younger generation due to the continuous and rapid changes in technology with a challenge to be updated always. The study affirms that subjectively experienced distress and wellness are closely associated with organizational role stress.

Ramaniah G. & Subrahmanian, M. (2008), focused on the employees working in the IT industry, termed as Gold Collar Employees to examine the relation between organizational role stress (ORS) and demographics of 300 IT professionals working in Chennai city. The ORS scale designed by Udai Pareek was used in the study and the results established that those gold collar employees endured high stress level. There existed a relation between martial status and ORS and the underlying reason for role stress among women is due to role isolation, inter role distance and role overload.

Srivastav (2009) found that the role of an employee in the organization may create conditions that cause stress for employees at work affecting the quality of work life. Such Organizational role stress has been found to be negatively related managerial effectiveness.
Vimala & Madhavi (2009) explored that the organizational role of stress and depression among women employees in the IT industry based on their age and experience. The study identified three emotional constellations that are fairly regular outcomes of stress are anxiety, anger, and depression. It is found that majority of employees experience only moderate level of overall stress and also various role stress dimensions. It is interesting to note that only a minimum percentage of employees experience high and very high level of stress.

Christopher et.al (2009) examined the relationship between social support and Burnout by investigating Leader-Member exchange (LMX) and mentoring as sources of workplace social support. The study spread among 422 employees in a Health care setting tested three structural models investigating direct and indirect effects of LMX, supervisory mentoring and non-supervisory mentoring on Organizational Socialization, role stress and Burnout. The finding revealed that having supportive relationship increases the likelihood of having better clarity in employees and thereby reducing role conflict. A lower level of Organizational Role Stress was reported among employees who had high quality relationships in their workplace. HR managers can prevent Burnout and its consequences by reducing the Role stress of employees.

Cordero Baerga Jose A (2009), has investigated the relationship between Organizational Role stress and Voluntary Turnover among 121 project managers from various industries and has recorded that increased levels of Organizational Role stress can lead to turnover of employees. ORS was found to be positively correlated to Organizational Commitment and Job satisfaction. Organizational Commitment and Job satisfaction are highly correlated and both are negatively correlated to Job voluntary turnover.

Sankpal Shilpa, Negi Pushpa & Vashishtha Jeetendra (2010) have made an exploratory study done through survey among 100 employees of private and public banks in Gwalior, using Pareek’s ORS Scale (2002). They observed that there exists a significant difference between the private and public banks in their role stress as well as in their Inter Role distance. Private bank employees have high level
of stress compared to public bank employees. Private bank employees experience more role stagnation (like lack of career development, lack of non monetary incentives etc.), role expectation conflict, role erosion, role overload, and self role distance compared to public bank employees.

Tang Yung-Tai & Chang Chen-Hua (2010) did a survey among 202 employees of Taiwanese companies to examine whether role ambiguity and role conflict influence employee creativity. It was found that there is a direct and negative link between role ambiguity and creativity, as well as a direct and positive link between role conflict and creativity. The study demonstrated that both self-efficacy and job satisfaction acted as partial mediators between role conflict and creativity. However, only job satisfaction (and not self-efficacy) was identified to be a partial mediator between role ambiguity and creativity. The study urges managers to understand that role ambiguity and role conflict can diminish self-efficacy and job satisfaction as well as reduce creative efforts, particularly in a workplace that requires constant creativity.

Rajendran Jayashree (2010) analysed the job stress among the 100 employees from 3 public sector bank employees in Chennai and found that majority of the employees faced severe stress-related ailments and a lot of psychological problems. The respondents were overburdened with work load and faced Work life imbalance due to which they faced high levels of stress.

Renu, Vij & Natarajan, C. H. (2011) assessed and compared the satisfaction level of different categories of LIC employees. The study found no significant association in the acceptance level of the respondents belonging to different gender, age, salary and category towards role of hierarchy and role stress on the job satisfaction of employees. However, significant ‘t’ association existed among respondents belonging to different educational status and length of service towards role of hierarchy and role stress on the job satisfaction of employees.

Ratna Rajnish, Chawla Saniya & Garg Moon (2011), tried to determine the influence of Organizational variables like conflict, blocked career, alienation,
work overload and unfavorable work environment, on job stress among 210 managers from three companies. This study revealed that Role Isolation and Personal Inadequacy were the prominent stressors which were attributed to long unsociable hours, role conflict, unclear role specifications, poor communication etc. Inter Role distance, role ambiguity; role erosion, role stagnation, role overload, and role Inadequacy are positively correlated with role Isolation. Role expectation conflict, Self role distance, personal inadequacy is negatively correlated with role isolation.

Devi. Uma T. (2011) studied Stress Management and Coping Strategies among 200 IT employees in 6 IT companies situated in and around Hyderabad, to identify the stress coping strategies resorted by the IT companies, to reduce stress of employees. The efforts of these IT organizations included stress management programs, physical activities planned in job design, life style modification programs, finding triggers and stressors and avoiding them. The identified stressors were organizational changes, fear of job loss, competition and lack of employee control. The impact of stress on the body was evident through headache, fatigue, hypertension, coronary artery diseases and skin diseases. The coping strategies identified included stress management programs, stress audit, stress counseling, spiritual programs and ergonomically designed offices.

A multitude of research studies have focused on the impact of stress and burn out on physical and psychological health of women employees leading to turmoil. The Information Technology workers often complain about stress, panic attacks, relationship issues, lifestyle diseases, alcoholism, drug addiction, sleep apnea, bipolar disorders, multiple personality disorders and the like. While there is improvement in accent, language and identity during their 10-12 hours of work shifts, workers have been reported with high levels of stress and inability to cope with it. Familial and social ties, often take a back seat while one looks at the financial boost up. Stress has not only implications in the work place but also in the personal life as well. Burnout is basically a stress-induced problem rampant among helping professionals like social-workers, employee relations executives, teachers and law enforcing bodies (Sharma.R 2002).
Madhavi & Vimala (2011) in their study on Work related stress and work family issues experienced by women software professionals, focused on 500 women software professionals from Chennai. The impact of work family issue over the role stress dimensions was the subject matter of the study. The study revealed that the work family issues significantly influence all the dimensions of role stress except role erosion, personal inadequacy, self role distance, and resource inadequacy. Role ambiguity had been found to be at higher level among women with more work family issues, which occurs when a person is not clear about the various expectations that people have from her. The study proved that Stress and work family issues prevail among dual career women and that the role stress dimensions experienced by the women software professionals make a significant impact upon their work family interface.

Kaushal Shilpa, Gurg Mukta, Shahi Veena (2012), did a study among 120 working women and found that heavy work load, poor relationship with colleagues, unexpected guests at home, bad habits of children, fear of job loss, and salaries getting delayed were the major stressors faced by them.

A descriptive study undertaken by Aishwarya .B (2012) among 598 women employees in the IT and ITES firms in Chennai city revealed that work family conflict time, strain, and behavior are significantly different and the respondents were found to have moderate work life conflict. India has employed more women than does any other country in the world. 35% of the overall workforce consists of women at work and the emergence of IT-BPO industry as one of the largest recruiters vouch for this fact. The increased number of women engineering graduates becoming industry ready, per year, acceptance of IT-BPO industry as a safe and friendly work place and growing acceptance of the need of a working spouse would have led to the same (Aishwarya.B 2012).

Bano Bushara & Jha Rajiv Kumar, (2012) did a comparative study on Organizational Role Stress Among Public and Private Sector Employees using Pareek’s ORS scale to evaluate the impact of Organizational Role Stress among 182 Public and 120 Private Sector Employees in Uttar Pradesh, India. The study showed
that both public and private sector employees face moderate levels of stress and no significant difference was noted in the overall stress level between public and private sector employees except in the case of certain individual stressors such as work experience and educational qualification.

Narayanan. R. & Syed Zafar (2012) utilized ORS scale developed by Udai Pareek (1982) to study role stress among 40 executives in a manufacturing company in Chennai. No significant difference of respondents was noted on the role stress level based on their age, marital status and experience.

Luxmi & Sandeep Kaur (2012) analysed the organizational role stress of the women working in service sector in Ludhiana district with 76 respondents comprising of bank employees, college teachers and school teachers using Udai Pareek’s ORS scale. The analysis on the relation of personality and organizational role stress of women showed that personality has negligible effect on role stressors like Inter-Role Distance, Role ambiguity, Personal Inadequacy, Resource Inadequacy. No strong correlation of any of personality dimension with different role stressors could be found. Organisational role stress was attributed to organisational issues like unfair role allocation, unreachable role expectations etc. Only PI (Personal Inadequacy) had positive correlation with personality and for other stressors, it was found that if scores on personality dimension was high role stress level was low or vice-versa. The study underlined that personality has a very negligible effect on organisational role stress.

Sen Kakoli (2012) has explored the Occupational role stress level of 160 Public Sector Bank employees through stratified random sampling method in Delhi NCR using Pareek’s ORS Scale. The study established that there is a moderate to high level of Stress among the Public sector bank employees. The major stressor was found to be Inter role distance accounts for the stress due to the inability of an individual to give his best due to the multiple roles and demands on him. The second major stressor was role erosion, as the public sector banks had to move from a development oriented system to a fiercely competitive and technology driven, international system. Some part of his role is being done by others thereby the
person feels underutilized resulting in stress. Role Stagnation/ Role Fortification stress is the third major stressor identified, which calls for regular enrichment of jobs. The study calls for an effective recruitment drive, a justified performance management system and the need to build an accountable organizational culture.

Lafalce. P. Steven (2012) studied the relationships among stress, leadership and job satisfaction of Information technology professionals, through a quantitative exploration on the correlation among work related stress, transformational leadership and job satisfaction of 172 IT professionals in the United States. It is proved that there is a large negative correlation between work related stress and job satisfaction and there exists a small positive correlation between job satisfaction and transformational leadership.

Pathak. Deepti (2012), in her study on ‘Role of perceived organizational support on stress-satisfaction relationship: An empirical study’, used the ORS scale developed by Udai Pareek (1983). The sample consisted of 200 managers belonging to Private Sector Organizations of Delhi. The relationship between organizational stress and job satisfaction level of individuals was examined. The moderating role of Organizational Support was also the focus of the study. Organizational Role Stress was negatively related to job satisfaction. If Organizational Support is available, the stress level of the employees was found to be less. This has an indirect effect on job satisfaction.

Jain Ajay, K & Cooper., Cary. L. (2012), in their study on Stress and Organizational Citizenship Behaviors in Indian Business Process Outsourcing organizations, investigated the direct effect of organizational stress (as measured through ASSET) on organizational citizenship behaviors (OCBs) through 402 operators from business process outsourcing (BPO) organizations located in northern India, the major hub of call centre industry. Results of multiple regression analysis showed that stress had significant negative impact on OCBs.

Data collected through snowball technique from among 234 respondents across India, working in IT & ITES companies by Bhatt. Seema and Pathak .Pramod
(2013), reveals that the IT professionals have a higher ORS Score, with Role stagnation, Inter role distance, and Role erosion as the top three stressors. Regular Onsite projects, extended working hours and taking work home are found to be responsible for higher levels of Inter-role distance among male IT professions compared to Women IT Professionals which is attributed to lower women workforce in IT and their unwillingness to take up Onsite projects. The existing women workforce do low end jobs having comparatively low stress. Male professionals in ITES sector had high stress due to Role stagnation and Resource Inadequacy. In both the IT and ITES sectors, Role stagnation followed by Inter Role distance and Role Erosion were found to be the prominent stressors due to the monotonous nature of the job, recurrent shift changes, unsatisfactory roles etc. The coping strategies used by the IT /ITES professionals were defensive in nature followed by intropersistive and extrapersistive strategy. Higher salaries and benefits, better social status were the defensive techniques used to rationalize the heightened stress level by employees Better time management, better supervisory feedback, and prioritizing work were the intropersistive strategy adopted which takes the onus of stress reduction on the employee himself.

Anand Kalpana, Nagle. Y.K, et al. (2013) found that Organisational Role stress was significantly related to depersonalization and emotional exhaustion dimensions of burnout. Personal Inadequacy and Inter-role distance dimensions predicted emotional exhaustion while depersonalization was influenced by Inter role difference alone. Emotional exhaustion and depersonalization were found to be positively correlated with all the 10 dimensions of role stress. Personal accomplishment does not show significant relation with any dimensions of role stress. None of the Organizational role stressors contribute significantly to emotional exhaustion. Overall stress has emerged as a significant predictor of burnout. There is a correlation between burnout and self efficacy, hazard exposure and organizational role stress along with age and illness. The study indicated that Inter role distance and personal adequacy were responsible for the feeling of burnout amongst aircrew to some extent, which can reduce the job satisfaction and well being which proves to be counterproductive in work.
Juthika Sarkar (2013) in her conceptual paper on Organizational Climate Vs. Organizational Role Stress’ has written about Pareek’s ORS Scale which was used in her study to analyse the consequences of Stress. The study established that climate prevailing in an organization is a major determinant of the quality of work life which in turn influences the quality of life. Non-conducive Climate generated stress retards employee and organizational productivity. The study underlined that if role stress of employees is managed effectively a functional organizational climate can be enhanced and organizational health can be improved.

Borkakoty et.al. (2013) investigated the extent of occupational stress among 100 participants of different income levels from two major organizational service sectors within Guwahati city. The results indicated that female participants in public sector organizations experienced higher level of stress. Further, women employees drawing high income were assumed to be more stressed than low income group in public sector organizations.

Singh MP, Sinha Jyotsna (2013) examined the organizational role stress prevailing among 87 officers from government departments using ORS Scale developed by Pareek (1997). The study found that inter-role distance, role expectation conflict and role erosion were found to be the major stressors felt by the officers whereas personal inadequacy, role ambiguity and resource inadequacy had least impact on the officers. Overall organizational role stress was found out to be high among officers in the government departments.

Sailaja., Ankireddy., Narayana., T., Kumar, & Pradeep, (2013) investigated about the ‘Factors Associated with Job Stress of Software professionals in Bangalore city. The study explored into factors that contributed to stress and relations among the Stressors, Role Stressors, Personal development stressors, Interpersonal relation Stressors and Organizational climate Stressors. The study done among 100 software professionals reveal that the job stress level of the IT professionals was generally moderate with some experiencing high level of stress. The correlation matrix revealed that the highest correlation was found between role stressors and Organizational climate Stressors.
Suryawanshi. A. Seema & Mall.J.Vishal (2013) investigated the relationship between Organisational Role stress and Job satisfaction among 250 employees of different organizations in Surat region using five point likert scales on ORS and Job satisfaction. Stress dimensions showed variation depending on the age, gender and grade of the employees. There was negative correlation between stress and Job satisfaction.

Chauhan Pundir Anubha (2014) in her conceptual paper on Organizational Role Stress (ORS), discusses the origin of the concept of ORS, contribution of other studies on the development of the concept and how role stress can be used in entrepreneurial research. The paper expresses hope that the contribution of the literature on role stress would help in building up research on entrepreneurial research.

2.5 Consequences of Stress

Psychological effects of stress manifests in the form of anxiety, irritation, depression, hostility along with physiological consequences like cardiac problems, numbness, fatigue etc affecting work performance, attendance and increased accident rates. Bernardin John. H(2011) Organisations combine their stress reduction programs with Employee assistance programs. Such programs assist employees to deal with their performance issues in the work place.

Women’s psychological distress in midlife is strongly attributed to the challenges of balancing roles of parent, worker and caregiver to an aging parent. The authors have picturised the relationship between stress and ovarian dysfunction and how suppression of reproductive hormones lead to disabling conditions among women like heart diseases and osteoporosis. In the case of women, age related changes, parenting strains, bereavement, widowhood, single parenting, financial strain and late life stressors may increase the vulnerability to additional stress than men. Health problems and functional decline that occurs in late life also adds to the miseries of women. (Williams and Kurina, 2002).
The Occupational safety and health Administration (OSHAS) created in 1970, within the US department of labor was aimed at reducing occupational disease and on the job injuries. OSHA had focused on RSI (Repetitive strain injury). Regulations were implemented in California to protect its workers from repetitive motion injuries like Carpel tunnel syndrome. The regulations looked at improving work conditions based on ergonomics, having wrist guards, adjustable tables, increased breaks and job rotation to manage these injuries.

In the U.S, more than 30 million people work with Video display terminals (VDTs) and complain about disturbed vision, headaches muscular and wrist problems. Bernardin John (2011) has cited about a Californian study which reported that pregnant women who had worked for more than 20 hours per week at VDTs, had twice the risk of miscarriage. OSHA had issued a VDT workstation checklist in 2000 to save workers by identifying and controlling hazards emanating from the use of VDTs. The check list has instructions related to body postures to be maintained at work, taking recovery pauses, spacing in the work area, positioning of the monitor, resting of wrists and hands etc. They are invariably focused on reducing RSI issues. There is a growing concern among employees about the psychological impact of growing use of Video display terminals on their physical health and that on their offspring’s, observed Bernardin John.H (2011).

Stress and ramification of stress is of great significance not only to the employer and employees, but also to legal profession, insurance companies and the Media. Health and Safety Executive (HSE) in June 2001 had stated that stress related illness leads to loss of 6.5 million working days each year, costing the country as a whole £3.7 billion and an estimated half a million people in Britain are suffering from work related Stress, anxiety or depression at levels that make them ill. HSE in 2004 defined Organisational Stress in terms of adverse reactions of people to excessive pressures or other types of demands placed on them. Stress affected workers have exhibited decreased productivity, absenteeism, lower morale and greater interpersonal conflict with colleagues. Stress costs the individual as well as the organizations in terms of loss of man days, psychological strain, and impaired job performance. HSE 2012-13 has reported that the largest rates of total cases of work-related stress and psychological illness in Great Britain were human health and
social work, education and public administration and defence. The reasons attributed were heavy work pressure, lack of managerial support and work-related violence and bullying.

A study by Darshan M.S et.al (2013) with 129 software engineers of IT firms in different parts of India, underlined that high rates of professional stress, depression and alcohol use do exist among professional, which if unmanaged can lead to psychiatric disorders. Stress had been the subject matter of many studies mostly, while discussing absenteeism, motivation, quality of work life, accidents at the work place and the like. Hence it is a matter of concern for Organization Development consultants, Human resource development practitioners and social workers. The best tool to enhance organizational productivity is to have committed and contented employees who in turn look for better quality of work life and stress free environment.

The above mentioned studies exhibit the presence of organizational role stress across sectors and the management strategies employed in dealing with them. However these studies have contributed towards a better understanding of the role of ten organizational stressors and its implications in the individual’s life. Most of the stressors in our lives are in one way or the other related to our role. The above review has enabled the researcher to focus on the role stressors and pick up the characteristics in organizations that are most affected by role related stress.

2.6 Concept of Quality of Work Life

The concept of QWL appeared in India during labour unrest in mid 1970’s which was short lived (Sengupta. A, 1985). In the infancy stage of the concept of QWL, in mid 1970’s QWL was examined in relation to mental health, people’s reaction to work and as an antecedent of Job satisfaction. Nadler and Lawler (1980) had included the following items under QWL: adequate and fair compensation, safe and healthy working conditions, immediate opportunity to use and develop human capacities, future opportunity for continued growth, and security, constitutionalism in the work organization and the social relevance of work life.
Very little reliable information at the grass root level is only available about Quality of Work life in Indian settings and its implications. Though a plethora of research is available in other nations, an institutionalized Indian approach to the measurement of QWL has not been developed (Gani and Ahmad 1995). In developing countries like India, Sengupta (1985) had pointed out that, improvement in QWL should be intertwined with the entire strategy of development and not with a few aspects like type of technology or work groups. The Quality of work life improvement efforts of those at General Motors, Ford, Motorola, NASA, Citibank, and Texas Instruments indicated that it is an inherent necessity for companies to improve QWL. This parallels and reflects societal changes (Gani and Ahmad 1995). This makes it significant from the social work point of view.

The concept of QWL emerged in the west in the late 1960 (Sengupta, A, 1985). De (cited in Sengupta.A, 1985 ) and his colleagues in the National labour Institute in 1975 were the pioneers of the Quality of work life movement and had carried out a number of work redesign experiments in service and manufacturing sectors. (Sengupta.A, 1985) These new work redesigns were expected to satisfy the social needs of the workers and promote interdependence. They may develop realistic job aspirations and may focus on the work rather than on the extrinsic job aspiration. These aspirations may integrate the workers into work groups and large society. The democratic and productive work organizations would reinforce the work value of cooperation and democracy and contribute to the development of a democratic and cooperative society (Sengupta K. Anil, 1979).

2.7 Measurement of Quality of Work Life

Lot of research have been done to measure Quality of work life in a variety of settings using questionnaires and scales relating to Job satisfaction, Organizational commitment, Occupational stress, role ambiguity, conflict, work overload etc., with a focus on improving the Quality of work life. Sengupta (1985) had quoted that substantial confusion seems to exist in India on the ingredients of QWL. Though the concept of QWL originated in the post industrial society of western capitalist countries, whose working conditions are quite different from that
of developing countries. Hence what is QWL in the West may not be pertinent in the QWL of Indians.

Walton, R.E (1973) has discussed about eight major determinants for QWL. They are adequate and fair compensation, safe and healthy working conditions, opportunity to use and develop human capacities, opportunity for continued growth and security, social integration in the work organization, constitutionalism in the work organization, work and total life space, and social relevance of work life. The meaning of ‘social integration’ in the work place, constitutionalism in the work place and social relevance of work life is that every employee should have the right to personal privacy and his/her work schedules and career demand should not interfere with his/her personal life. The organization’s social responsibility should add value to their work, thereby enhancing the worker’s self esteem. The researcher has drawn inspiration from Walton’s determinants of QWL in the work place and has used these in framing the questionnaire to measure QWL.

Frequent changes in the economic backdrop of India have triggered the significance of improving the work performance of organizations in India. Globalization, technological advancement and the resultant competitive environment has created the need for improved commitment to job and organizational goals among the employees. There is a significant need to develop the construct to list out the indicators/predictors for Quality of work life and design an appropriate measure/instrument to assess it. (Saklani 2003). While describing about the scale development for Quality of work life suitable to the Indian organizations, Saklani (2003) has written about the development of a likert type summated scale as QWL is an attitudinal concept. This scaling technique has two advantages. It avoids confusion in the mind of the respondents as well as makes it easy in computing the total scores. Thirteen dimensions on QWL were factored in the scale on QWL which included adequate and fair compensation, job security, fringe benefits and welfare measures, physical working environment, job stress and work load, opportunity to develop human capacity, opportunity for career growth, human relations and social aspect of life, opportunity to participate in decision making, equity, justice,
grievance handling, reward and penalty administration, work and total life space envisaging balance in life and image of the organization in the society and social relevance of work life. This scale had 64 statements to measure QWL. (Saklani 2003).

2.8 Research studies related to Quality of Work life

From the time of Hoppock’s (1935) contribution to the field of job satisfaction, quality of work life has been considered synonymous with employee health and well being. Davis & Chens, (1975) has defined QWL in two categories equating QWL to the existence of certain organizational conditions like enriched jobs, safe working conditions, democratic working conditions and the second one equates good QWL with a safe workplace where employees are satisfied and are able to develop to the full potential. QWL is related to the degree at which the human needs are met.

The definition on QWL proposed by Walton (1973), i.e adequate and fair pay, safe work environment bill of rights, including equity and due process development of human abilities, advancement of career opportunities, human relations, total life space, social relevance of employer, employees influence over decisions that affect them, still holds relevance. Herrick & Maccoby (1975) has defined QWL on the basis of security, equity, individuation and democracy. The researcher has derived inputs from these veterans and their observations on QWL in creating the tool to assess the QWL of the samples in the present study.

Lawler III & Edward. E (1982), has discussed about two approaches to improve QWL in organizations: voluntary adoption of measures to improve QWL in organizations by employees in power positions and the government aided approach in the form of incentives, policy level changes and incentives. Surveying job dissatisfaction, turnover rate, accidents, absenteeism etc relates to the customary approach in the evaluation of QWL (Walton Richard 1980). Lawler III & Edward. E (1982) has reviewed about the measures to improve QWL in organizations and has suggested the need to have considerable research on the area, with the assessment of
implementation of QWL, removing legal road blocks and encouraging the reporting of successful practices of QWL.

The conspicuous volume of literature on Quality of Work life does not give a clear idea of the meaning of the concept of QWL (Sengupta 1985, Srinivas 1994). There is no clarity on the dimensions of quality of work life or a standard definition (Karrir and Khurana 1997, Sinha 1982). QWL is related to the degree at which the human needs are met (Lawler III &. Edward. E 1982). Many researchers had noted the theoretical and research gaps in the analysis, understanding and representation of Quality of work life and its ramifications. Attempts to operationalise and develop an instrument to assess QWL have been very little (Saklani 2003). Little research can be traced on the impact of specific organizational practices and work place designs on QWL (Lawler, Nadler, & Cammann, 1980).

Gone are the days when job seekers were solicited with offers on perks, incentives, onsite opportunities and the like. More than the economic part, the Gen Y job seekers look at the market position of the company, the kind of organizational climate it offers, the culture it exhibits and the company’s strategies to ensure a quality work place for its human resources. Review of the existing literature showed that there has been little effort as far as the systematic evaluation of Quality of Work life in Indian Industries is concerned. Articles and books on QWL have explored only the theoretical exposition of the concept (Saklani, 2003). Direct studies on the quality of work life of women have been few, observed Joshi Rama (2007).

Interest in the concern towards QWL could be related to the revival of interest in the concept of quality of life in most of the countries of the world (Saklani, 2003; Joshi Rama (2007).

As quoted by Lawler III, Nadler and Cammann in 1980, life at the work place is an integral part of total life space. Society as a whole would gain from improved quality of work life. That is the core significance of the present study due to its social dimension. Initiatives to improve QWL may combat evils and problems of social significance like issues related to mental health, social unrest, and drug
and alcohol abuse along with unequal distribution of national income (Hackmann and Suttle 1977).

As women constitute a significant number in work force participation, the concern of social scientists has fallen on quality of work life of women and gender issues. The sex composition of the work force describes the extent and type of work life that both male and female workers experience at work. The effects of quality of work life on women are different in female dominated or male dominated or integrated work places. The definition of QWL is different for different employees. A safe work environment would mean the QWL of a worker whereas to a young and enthusiastic professional, opportunity for challenging career advancement would mean his quality of work life.(Joshi Rama 2007).

According to Katzell et.al (1975), a worker’s enjoyment of quality of working life can be viewed if he is positive about his job and its future growth. It is also required that he is motivated to stay and perform well in the job. This also ensures that his work life fits well with his private life. Maccoby. M (1984) had listed out job security, equity (distributive justice), autonomy at work and individuation (perception of uniqueness) as the measures of Quality of work life. A single strategy cannot be employed to improve QWL. A combination of research, voluntary change and legislated change only can bring about some improvement in QWL in the organizations observed Lawler III &. Edward. E(1982).

Hackman and Dham (1980) highlighted the constructs of QWL with respect to the interaction between work environment and personal needs. They emphasized that the formula for an excellent QWL would be satisfying the personal needs of the employees through providing satisfactory rewards from the organization such as compensation, promotion, recognition and development.

According to Sinha Prakash (1982) Quality of work life speaks about a positive experience, enhancing employee option in individual growth, control and participation. It refers to quality of working life from an individual perspective. Improvement in the quality of working life is the foremost task for employers and
employees. It was found out that job satisfaction is a significant contributor of quality of working life, though not the only indicator. An individual who is leading a happy and satisfied life will certainly have a better quality of working life than an unhappy person whose life quality is not better. Frequently changing needs of the individuals, changing environment and requirements stemming from socio cultural background is instrumental in assessment of the quality of work life and quality of life.

Gani and Ahmad (1995) had undertaken an empirical study of a large public sector company situated in Jammu and Kashmir on correlates of Quality of work life and its dimensions were divided into four categories. Factors focused on working environment, relationship, job and financial factors. The study affirmed that a combination of job security, better working conditions, career advancement possibilities and above all, suitable financial returns from the job are the major composition of Quality of work life in their working lives. Stratified proportionate representative sampling based on the criteria of job was adopted among 150 workers and 50 managerial personnel in Hindustan Machine Tools in Kashmir. The findings of the study underlined that ‘physical working environment’ is a significant component of QWL in the Indian context. Social relationships in the organization or the relational factors are expected to be significant in determining the QWL of work organizations. The study underlined that the workers and management perceived that the QWL is not satisfactory, on account of unsatisfactory physical environment, regular friction between union and management, disturbed interpersonal relationships among the workers and dismal financial payment to the workers. Rising inflation and financial provisions are not matching. The study suggested that irrelevant stressors need to be eradicated with thrust on enriched jobs and enhanced recreational facilities.

Velayudhan.A & Venkatachalam.J (1997) did an empirical study on the dimensions of Quality of Work life. The researchers attempted to assess whether any significant difference exists among executives and non-executives on dimensions of Quality of work life. ANOVA results showed significant difference among executives and non-executives on the dimensions of QWL.
Srivastava (2009) cited that the role of an employee in the Organization may create conditions that cause stress for employees at work affecting the Quality of work life. This is detrimental to managerial effectiveness and Organizational commitment. Further, the organizations that act in a socially irresponsible manner depreciate the value and commitment that the employee attaches to his organization and affects his self esteem.

Kumar.Hemanth V.& Babu Premchand (2010) in their study on Quality of work life in the IT sector, have focused on the issues and challenges faced in the Indian scenario. According to the authors, the following eight factors are crucial in assessing an employee’s work life. These include cultural discrepancies, communication channels, health related issues, compensation and benefits, training and development, policies and procedures, job security and career growth. The study further highlights the impact of organizational structure and climate, work safety, policies and implementation of policies, salary and benefits, hours of working, avenues for altruistic expressions training facilities and the like, in the context of QWL. The significant findings of the study include flexibility in working hours, leave facilities and mentoring services promote job satisfaction which inturn improves the QWL. The authors believe that employee commitment and productivity improves job satisfaction and QWL resulting in reduced absenteeism, and enhancing the organizational culture.

Anbarasan Vanmathy and Nikhil Mehta (2010) studied the QWL perceptions among 116 sales executives in pharmaceuticals, banking, finance and insurance sectors in Mumbai. In spite of commitment towards work, the executives felt that their work environment was not conducive to them resulting in lower perceptions on QWL. The aim was to draw the structure and identify the components of QWL perceived by sales personnel. The study also documented the differences in reporting of perceived QWL in the four sectors in the backdrop of organizational context. The study reports a significant difference in the perceived quality of working life among sales representatives of banking, Insurance, pharmaceuticals and finance sectors. In spite of the commitment to the work, the work environment was not conducive to the satisfaction and QWL of the employees.
Geetika, Singh Tripti, Srivastava Vibhava (2010) did a study on HR Practices, Quality of work life and Organizational efficiency with special reference to IT Enabled service sector in India. The researchers focused on establishing linkage between HR practices and QWL components to solve issues in organizations. It was found out that fair compensation and performance based compensation are the identified HR practices that can be linked to QWL and organizational efficiency.

Bhaskar P., & Ganapathi, R. (2011) attempted to do descriptive research study whether participation in decision making, welfare measures, improved quality of work life and adequate and fair compensation is rendered to the employees in the banking sector in Coimbatore city, India. The authors have highlighted four elements of QWL- programs to promote human dignity and worth, collaborative work of employees, participative work and compatibility between people and organizational goals. The study concluded attributing a good quality of life for the employees of public sector banks in Coimbatore.

Indumathy.R & Kamalraj.S,(2012), did a descriptive study on Quality of Work life among workers in Tirupur district. They found that factors influencing QWL were attitude, environment, job opportunities, nature of job, profile of the people, stress level, career prospects, challenges, growth and development and risk involved in the work and rewards. The study established a significant relationship between Job satisfaction and work experience.

Hossein Khanifar, Ali Alimadadi & Seyed Mojtaba Hosseini Fard (2012) had focused on Quality of Work life, health and well-being, job security, Job stress, competency development, balance between work life and non-work life of IT employees. The study pointed a significant direct correlation between job satisfaction and health and well-being. Job satisfaction was found to be an intervening variable in determining QWL.

Aketch Roman Josiah, Odera, Chepkuto, Okaka (2012), did a desk research to review the effects of Quality of work life on job performance. The study has elaborated on the role of QWL in organizational performance, and
organizational social relevance to the worker’s life. Efforts to motivate the employees through rewards and engagement was found to have a tremendous impact on organization performance.

Charu Mohla (2013), did a study among 203 associates of IT industry in the age range of 20-55 years who were tested to see the effect of Occupational Stress on Quality of Work Life (QWL) amongst the associates of the IT sector. The results showed that a higher stress will lead to poor quality of work life for IT professionals. It was interesting to observe that role clarity, adequate workload, context sensitiveness and job capability fit are contributing negatively to quality of work life. Quality of work life is not affected by lack of group cohesiveness, fair compensation, managerial support, comfortable job and role autonomy for IT industry associates.

As QWL focuses on the financial and non financial aspects of work, work culture and work relations, its understanding depends on the wide coverage of all aspects of work life. Rather a variety of indicators must be pieced together to form a more complete picture of the state of QWL in a given organisation. (Priya. S. & Mahadevan Udaya 2013). This requires concerted efforts from the employees and employers as effective implementation of QWL enables in achieving a satisfied and productive work force.

2.9 Concept of Job Satisfaction

The term "Job Satisfaction" was first described by Hoppock (1935) who recorded that Job satisfaction is a combination of psychological, physiological and environmental circumstances that cause a person to indicate that "I am satisfied with my job". The concept came into vogue when Hoppock(1935) published his classic work ‘Job satisfaction’.

Job satisfaction is a multidimensional concept which breaks down into dimensions like intrinsic task satisfaction, satisfaction in the relationship with superiors, career growth, income and satisfaction with job security. The verbal
expression of an employee’s evaluation of his work life was termed to be ‘Job satisfaction’. Locke (1969) introduced Job satisfaction as a subject of interest in Psychology. It is one of the most researched topics in the field of Organizational Behaviour. A highly satisfied employee brings with him higher work values, upholds the organizational culture and enhances company’s productivity and esteem. Satisfaction index of employees in an Organization is a measure used to take progressive steps in building up the future. Increased work participation of women has brought in diversity issues as well as challenges in diversity management in today’s Organizations.

An Individual’s job and life behavior are influenced by the satisfaction associated with his job. This pleasurable emotional state arising from the appraisal of one’s job or job experiences is called Job satisfaction (Locke 1976). There is variation in Job satisfaction based on the years of experience associated with the particular job, overall work experience, age of the person, emotional and social stability, interest in leisure and recreational activities, family constellation and so on. It can also define as an individual’s general attitude towards his job. The content of the work, Job engineering (designing the job with innovation to make it interesting and challenging), Job enrichment (vertical loading of more job responsibilities), Job rotation, Job enlargement (increasing the quantity of tasks that each one does) etc are considered to be the different ingredients of Job satisfaction.

2.10 Theories on Job Satisfaction

An overview of various theories on job satisfaction was discussed by Ganguli in 1994. The theories were Instrumentality theory, Comparison theory, Equity theory, Social Influence theory and Two factor theory. The Instrumentality theory speaks about the assessment of job satisfaction relative to the worth of the outcome derived from it. Each individual has a set of judgment as to how much he values the outcomes like pay, promotion, work condition etc. Job satisfaction is a summation of outcomes or instrumentalities received multiplied by the valence of these outcomes. The Comparison theory pinpointed that satisfaction is a function of the size of the discrepancy between the standard kept by the individual and what he
believes to be receiving from the job. In other words, job satisfaction is determined by the a comparison of the desired standard and perception of the achieved level (Ganguli 1994).

In Equity theory, Adam (1965) has elaborated that Job satisfaction is a ratio of the Output (Pay, status, job level etc) to input (experience, knowledge, skill, time spent on the work etc). Further, Job satisfaction is the result of the cognitive comparison of an individual’s contribution to a work contribution (input) and the outcome they receive from it. The Social influence theory portrays that an individual’s satisfaction with the job is developed based on the satisfaction/dissatisfaction level of others in similar types of jobs and developing insight about their satisfaction. An individual’s personal satisfaction on his job is the byproduct of his inference on the perception of job satisfaction of others in similar jobs. (Ganguli 1994).

The proponents of ‘Two factor theory’ (Herzberg, Mausner and Snyderman 1959) on Job satisfaction said that there are two factors related to job satisfaction. Intrinsic content or motivation factors refer to positive feelings about work like achievement, recognition to work, respectability etc. The hygiene factors or dissatisfiers do not induce satisfaction but prevents dissatisfaction from setting up. They are external to the work and refer to supervision, company practices, policies, interpersonal relations, working conditions etc. The theory affirms that factors like good supervision, good peer relationship etc will prevent dissatisfaction from creeping in but do not contribute to employees motivation to work. Motivation is described as the outcome of motivators like sense of achievement, advancement etc.

According to Ganguli, (1994), the Herzberg’s theory simplifies the complexity of the relationship between motivation and satisfaction and the sources of job satisfaction and dissatisfaction. He opined that the applicability and validity of these theories depend on the career stage of the employees and the organizational factors. He cited that when an individual begins his career, outcomes like pay, nature of work etc fulfills his expectation. At this stage comparison theory and
Instrumentality theory decides his job satisfaction at this stage. In later career stages, Instrumentality theory may rule as, though, the individual may be happy with his work, pay etc, he may feel dissatisfied due to equity theory. He might feel inequity or injustice is done to him as somebody less qualified than him is favoured in the organization. The author concludes that Job satisfaction is a relative term which has to be interpreted in terms of the career stage level of employees, type of organization and socio economic and technological climate prevalent in the society. He also indicates that none of the above mentioned theories cover the entire spectrum of Job satisfaction and dissatisfaction. A similar finding on the impact of socioeconomic and cultural condition of the society in determining the individual’s job satisfaction was underlined by Gupta.Manju (1979).She said that the degree of women’s participation in the economic activities vary from country to country based on the differences in the socio economic and cultural background of the country. Hence the individual’s job satisfaction is influenced by social and cultural milieu of the country.

2.11 Measurement of Job Satisfaction

Construction and validation of Job satisfaction scales in Indian organizations is the subject matter of the book on ‘Job satisfaction scales for effective management’ written by H.C.Ganguly in 1994. He has mentioned about different scales like Master employee attitude scale (consisting of 40 items), a 26 item scale to measure Work satisfaction, validation of job scale by correlating job satisfaction score with absenteeism in which with negative correlation, the findings speak about the validity of the scale. The book gives a vivid picture of the scales developed in the industrial setting.

2.12 Research Studies related to Job Satisfaction

Many researchers have found that satisfaction of certain needs at certain age and designation of employment makes their job more meaningful. Years ago, in 1954, Ganguli had indicated that pay, opportunity for promotion, job security, job security and considerate treatment from boss as important factors in contributing job
satisfaction for first line supervisors. A sample of 93 middle level managers gave testimony that responsibility, sense of achievement, security, opportunity to use skills, responsibility and domestic life as top five factors contributing to job satisfaction which was recorded by Lahiri and Srivasatava (1967)

Measurement of Job satisfaction is a tool to assess the morale and well being of the employees in any organization. It is a predictor of work behaviours like organizational citizenship, attrition rate, absenteeism, motivation level, stress levels and turnover rate. Employees look at excellent work culture, performance based pay, high job positions, autonomy and right to make decisions.

Khaleque, A. & Choudhury, Nilima (1984) had a study among 35 top managers (including general managers, production, planning and personnel managers), and 51 bottom managers (including supervisors and foremen), selected randomly from two tobacco companies. The Top managers had considered the nature of the work as the most important determinant on job satisfaction and fringe benefit as the least important factor. The bottom managers had rated job security as the most important factor and wage as the least important factor for job satisfaction. Status of the job and good interpersonal relationship with other employees had been pointed as the second most important factor for job satisfaction by top and bottom managers respectively.

Barney Erasmus (1997), had done a survey among 1,764 women from 23,000 members of Women’s Bureau of South Africa which is entrusted with the responsibility of protecting women’s rights. The study focused on job satisfaction and work place issues and stressed the need to have more women managers.

Hossain Mosharraf (2000) studies level of job satisfaction among bank employees in Bangalore. They found that a negative correlation with job stress and tendency to quit the job. Job satisfaction had the highest positive contribution to performance. Bank employees perceived their job as highly stressful irrespective of their rank and status in the organization. There were significant positive correlations between age, and experience, age and education, age and job satisfaction, and age and performance.
Lather Singh Anu, & Jain Shilpa. 2005) studied 480 associates of public and private sector with designations ranging from workers, supervisors, middle level managers, to top level managers using Uppal and Dubey scale(1989) administered with a number of other standardized tools. The findings established that fulfillment of self actualization needs motivate top level managers. There was positive correlation between job satisfaction, need for autonomy and self actualization for top level managers. For middle level managers positive correlation was noted between job satisfaction and need for self control, monetary gain, need for social affiliation and conformity. Need for nonfinancial gains had significant negative impact on the job satisfaction of middle level managers. The authors suggested that managers should set clear standards for achievement, recognize the employees for good job, give autonomy and reward them for performance with opportunity for career advancement.

Chidambaram and Rama (2006), in their study on ‘Determinants of Job Satisfaction of Bank Employees’, have examined the role of an employer in influencing the job satisfaction of employees at the workplace so that his job performance can be augmented. 200 bank employees in the Kamarajar district in Tamilnadu were subjected to study and found out that all the variables like job, security, advancement, recognition, salary all are positively related to job satisfaction whereas interpersonal relationship was negatively and significantly related to job satisfaction.

Kavitha, B.N., & Anand, D. (2011) used a five point likert scale to measure job satisfaction of 200 Life Insurance employees in 5 districts under Mysore division on components like company culture, work environment, empowerment, training and development, etc. The findings are indicative of the fact that education has an impact on employee’s level of job satisfaction and diploma holders/ non-graduates exhibited more job satisfaction. Private sector insurance employees were found to be more satisfied than the government sector employees.

Singh Anita (2012) did a study titled as ‘Job Satisfaction In Insurance Sector: An Empirical Investigation’ among 150 respondents from top ten insurance
organizations in Lucknow and parts of Uttar Pradesh region in India. The objective was to find the factors affecting the job satisfaction of employees in the Insurance sector and found that there is a high level of job satisfaction among the sample population. The significant factors that affected job satisfaction in the Insurance sector employees were work culture, performance related pay, growth and recognition, authority, job clarity, team work and leadership.

Brajesh Kumar & Awadhesh Kumar (2012) did a study on Determinants of Job Satisfaction among 212 employees from Information Technology Industry in Delhi. The study found that gender and caste had no influence on job satisfaction. However age, educational level and length of service in IT industry significantly influenced job satisfaction. Similarly organizational experiences of employees such as cooperation and autonomy also have significant influence on job satisfaction. Correlation analysis showed that age, length of service in IT industry, cooperation and autonomy are positively correlated with job satisfaction.

Ansari Rizwana, Murty., T.N, Quraishy Niloufer, Sameera .S.A (2012), did a study to assess the impact of demographic variables on the factors of job satisfaction in a state owned power sector organization in Krishna District of Andhra Pradesh, India. The researchers could identify organizational variables and personal factors influencing job satisfaction among the 312 employees. The results obtained in the study pointed out that the factors of job satisfaction have a significant impact on workers psychology and motivate them. It is concluded that the workers employed are satisfied with their job and their positive approach towards the management has been responsible for the overall growth of in the Indian corporate sector. Thus, it is concluded that the demographic variables of employees have a significant effect on their job satisfaction.

Kumar Anoop V. &. Ganesan R, (2012), focused on the relevance of Emotional Quotient, in Enhancing Job Satisfaction of 400 Software Professionals working in Cochin and Bangalore in India. The people from Bangalore were highly satisfied than Cochin with respect to nature of job, wages and other perks.. Various studies reveal a correlation between high levels of emotional quotient and superior
levels of job satisfaction along with better productivity. The study reveals that the stress factors of the software professionals working at Bangalore and Cochin is significantly varied The results shows that the sub factors such as Work Pressure at home, Transfer Policy, Emergency Situation, Job Security, Problem Court, Lack of control, Group Pressures, Lack of Participation, Role Ambiguity and Quantitative Overload are significantly varied among the professionals working at Bangalore and Cochin.

Hundekar & Majeed (2012), in their study on factors of job satisfaction among IT employees, job security, compensation, internal opportunities, recognition, peer relationship, nature of work, work environment and scope for career development were tested among 250 employees drawn from five IT companies in Hyderabad, India. The data collected from the respondents who were project managers, team leaders, and software developers revealed that job satisfaction of employees in the IT sector is influenced by career development, financial benefits, internal opportunities and peer relationship, validated through factor analysis. Though the designation, education and organizational backgrounds differ, the respondents were unanimous in their perception towards the above mentioned factors.

Sowmya.K.R. (2013) attempted to identify the factors influencing job satisfaction and turnover intention of employees from 598 employees across sectors in Chennai city. The Job satisfaction scale developed by Dubey, Uppal and Verma (1989) containing 25 items were used. Job satisfaction correlated negatively with turnover intention. The study identified major factors influencing the job satisfaction of the employees like supervisor’s behavior, pay & promotion, work environment etc. It also shows that employees may leave the organization even if they are satisfied. Merit based promotions, right person on the right job based on his qualification and experience, increased job security and healthy supervisor–peer group work relationship were found to be the hall marks for job satisfaction in the Organisations covered in the study which includes those from Education, IT, Automobiles, Hospitality, Hospitals and retail sectors in Chennai.
Varkkey & Korde. (2013) had reflected on the data gathered by Paycheck India through an online questionnaire over a period of four years (2009-12), among 13,205 people (10,996 males and 2,209 females). The authors reported that four aspects determine the satisfaction derived from Job-related factors (Satisfaction with the Job, Pay, Contract and Job Security), Payment factors (Allowances and Welfare Provisions), Relationship factors (Satisfaction with peer relationship, work environment), Time factors (Satisfaction with Working Hours and Commuting Time) and Family factors (Satisfaction with Family Income and Combination of Work and Family). The reflections of male and female respondents from different age groups, industries, and designations point that as the age of employee increases, satisfaction with job also increases. The job satisfaction of employees is higher for married employees than unmarried employees. Percentages of employees who have children and are satisfied with their jobs are higher than the percentage of employees who don’t have children.

Quarat-ul-ain, Muhammad Arif khattak, Nadeem Iqbal (2013), in their study on Impact of Role Conflict on Job Satisfaction, Mediating Role of Job Stress in Private Banking Sector, explored direct relation of role conflict with job satisfaction and job stress along with the mediating role of job stress in role conflict and job satisfaction among employees of private banking sector in Islamabad and Rawalpindi region in Pakistan. An effort is made to find out how role conflict act as a job stressor to negatively influence job satisfaction with an aim to provide policy guidelines for mangers and public in general. The study established that there is significant positive relation between role conflict and job stress while role conflict has negative relation with job satisfaction and lastly job stress mediates between role conflict and job satisfaction. The study suggested that private banks can increase job satisfaction of their employees is by removing role conflict so that job satisfaction can be increased.

Ravi, T.S. (2014) analysed the impact of Incentives on Job-Satisfaction in Chennai-based small manufacturing Units. The objective of the study was to understand the impact of incentives on job satisfaction and to what extent incentives influence employee job satisfaction. The study found that there is a positive effect of
incentives on job satisfaction. The author suggests that the manufacturing companies must enrich their jobs involving challenging assignments and encourage job-enlargement with more responsibilities in addition to providing them with different kinds of incentives. This would boost up their satisfaction.

Authentic job satisfaction studies for Indian labour market have been a scarcity owing to lack of reliable and sufficient data, sector / area specific studies narrowing the scope of the study. An overall Indian picture on the job satisfaction literature is not available (Varkkey & Korde, 2013). Research on job satisfaction is gaining wide popularity due to the global business scenario, competitive job markets for employees, skilled pool of candidates, competitive pay packages and the like. These factors validate the current study.

2.13 Studies interlinking the variables, Organisational role stress, Quality of work life & Job satisfaction

Many studies have been conducted linking the relationship between QWL and Organisational role stress. Luxmi (2012) did a study on the quality of work life of managers, to assess their levels of stress and the influence of quality of work life on the stress levels. The study covered 72 managers from 5 major Shipping companies spread throughout India. The results indicated a very significant and highly negative correlation between quality of work life and role stress of managers in Shipping Industry. The dimensions associated with quality of work life were found to be significant predictors of overall organizational role stress. QWL showed significant negative correlation with all the ten sub-dimensions of organizational role stress.

There are many studies that show that the relationship between job stress and job satisfaction are inversely related (Sullivan & Bhagat 1992). Chandraiah et. al. (2003) studied the effect of occupational stress on job satisfaction among 105 managers of different age groups. He has reported a positive relationship between role stress and Job satisfaction amongst older managers. Stress is the trigger to cause depression, irritation, anxiety, fatigue and thus lower self esteem and lead to lower levels of job satisfaction. (Manivannan et. al. 2007).
Sen Kakoli (2008) examined the relationship between Job Stress and Job Satisfaction amongst teachers and managers. 31 teachers and 34 managers in the NCR region were the samples in the study. The result indicated that no significant difference exists in Job Stress and Job Satisfaction of teachers and managers. However teachers experience low job Satisfaction when they face Job Stress while in case of managers the two do not seem to associate. For the teachers, the study established that if Job satisfaction was higher, stress was lower. Negative relationship was seen between Job satisfaction and stress among managers though it was not statistically significant. Since the managers play a variety of roles, some of these like autonomy, challenges etc may lead to high degree of Job satisfaction. There are variables in the job like long working hours, meetings etc., which may lead to high degree of Job stress independent of Job satisfaction.

Lehal.R (2007) had studied job satisfaction through the scale developed by Dubey, Uppal & Verma (1989) among 200 executives belonging to public and private sector banks in Punjab. Job satisfaction was assessed based on promotion, salary, confidence in management, favouritism, supervision, working conditions, job security, suitability of job qualification and experience, satisfactory relations, learning opportunities, team spirit, welfare facilities and advancement in job. The relationship between Organisational role stress and job satisfaction also was assessed. The study indicated that organisational role Stress of public sector executives was lesser than private sector employees. Female executives in public sector were more satisfied with their jobs. Lack of clarity in organizational functions was attributed to organisational role stress in the private sector. The Coefficient of correlation between organisational role stress and job satisfaction indicated a negative relationship that if stress level was high, job satisfaction level will be low or vice-versa. The author suggested that work overload of the employees should be monitored, role clarity should be focused and time to fulfill social obligations should be allotted to solve domestic and personal problems.

Elisavata (2006) verified the correlative relationship between quality of work life and satisfaction with definite job attributes in regard to job contents and work environment. According to Raduan et al (2006), the literature on QWL is
limited and majority of the studies commonly correlate with job satisfaction. Job satisfaction was proved to be a strong determinant in the variance of QWL. Satisfaction of the employee is the key factor that contributes to the significant differences in the perceived QWL across the sectors.

Joshi Rama (2007) had analyzed the level of satisfaction of non-executive women workers in the service and manufacturing sector including banking, insurance, hospitals and public sector undertakings, in India and found that their satisfaction towards QWL is high even though their work life conditions were average as perceived by them. Factors contributing to motivation also were found to contribute to enhance QWL. The expectation of QWL is different for each employee. For women employees, care and concern on their protection, availability of child care, crèche facilities, equal opportunity employers and equitable treatment in the job are significant aspects of work life. The organization driven factors like company policies, grievance handling, training, education policies related to safety and security and individual driven factors like communication, interpersonal relations etc have an impact on job satisfaction, motivation, ultimately having an impact on QWL. The study focused on the role of trade union in enhancing QWL as well.

Beh LooSee & Raduan Che Rose (2007) has developed a structural Equation modeling linking Quality of Work life and Job performance in a manufacturing Industry in Malaysia done among 475 managers. The study revealed that the two constructs are highly correlated. It was suggested that Organizations must provide support structures such as employee development and Career advancement opportunities in transforming the Quality of Work life. A key determinant for a high performing Organization is its perceived level of QWL.

The present study encompasses IT, ITES, Manufacturing and Service sectors in Chennai. They are very significant in the contribution to Indian Economic sector. Sector wise differences affect the career development of the women. Women constitute 45% of high tech work force and are playing a significant role in the expansion if Indian Software Industry.
2.14 Gender in Indian Industries

Sex is a biological attribute whereas Gender is a social construct. The Indian women had a remarkable journey from Vedic age to modern era, from kitchen to kiosks, from stoves to tablets and so on. Her birth in the society is welcomed by the predominant patriarchal structure, marriage guided by paternalistic norms and death rituals carried out by her in-laws. From womb to tomb, she is dominated by patriarchal ideologies.

Women have higher rates of mood disorders and symptoms than men across the age span. Given the same degree of genetic vulnerability for depression, women are more likely to have higher levels of somatic symptoms, rumination, feelings of worthlessness and guilt than are men. Epidemiological studies prove that sex difference in depression emerges in early adolescence and remains fairly stable throughout life. The risk factors that underlie sex differences in depression are preexisting anxiety disorders, increased vulnerability to environmental stress like life events, family disharmony, and illness, lack of social support and decreased coping skills. Pubertal age also is attributed to be responsible for increased symptoms of depression in girls than in boys. Role of endocrine factors in onset of depression was also discussed in some studies (Eriksson, Yonkers, Steiner 2000).

In the interviews conducted by Uma Sekaran (2000) with about 150 women in Bombay, Calcutta, Madras and Hyderabad in the 1980’s showed that women lacked support both at work and at home to manage their work life and had to struggle a lot. One set of women, continued to patron the ‘double duty’ and carried over both the home and office work simultaneously, another set of women made their joint family members understand that if their contribution at the economic front has to be high, then their contribution towards monotonous household work would be absolutely nil. Her indepth interviews had revealed that battling with the orthodox mind of elders was not that easy and it took time to convince them to accept a household help who could do baby care and household chores as the working women were rewarded heavily in their companies.
Greenglass (2000) had observed the psychological functioning of a matched sample of 130 men and women managers of a North American city, focusing on the interrelationship between individual difference, demographic and organizational factors. Type A behavior was assessed in relation to marital status and social support of the respondents. The results showed that men were more likely to get married than women, to have children and have family members living together. Women were more educated than men and had exhibited Type A behavior, speed and impatience, more than men. Significant gender differences were not found on family support and satisfaction with support among men and women managers. Women were found to be less likely to get married, as their age increases. In the case of female managers, with greater support, more job involvement and utilization of skills with reduced job anxiety were evident. Women had reported to have less role ambiguity and conflict with support. Greenglass (2000)

Dhanalakshmi, Swaminathan and Latha (2007) had examined the interrelationship of organizational role stress, optimism, hardiness and psychological distress among 100 IT professionals in Chennai. The study revealed that men were higher on optimism and hardiness than women and were less distressed. There were no gender differences in terms of role stress. Hardiness and Optimism were negatively correlated with Organisational role stress and psychological distress was found to be positively correlated with role stress. Hardiness was associated with being engaged in meaningful work during the stressful events and deriving benefits from it after the expiry of several months from the event. The study reported that women were more distressed than men which is attributed to the strain experienced from the multiple roles that they occupy and the least control that they have on their roles. Psychological distress was found to be positively correlated with organizational role stress. Optimism scores were lower and was correlated to the presence of psychological distress.

As indicated by Suriya & Craig (2003) men concentrate and exist more in export software firms while women exist in domestic low end and IT enabled services. Entry into IT and related service sectors are helping women in India to come out of their traditional household roles and establish a career in business.
organizations. In India, liberalization of Indian economy has opened by wide avenues of employment for women in HR, IT departments and service related sectors. Their presence in hardcore production or marketing is comparatively less than the men and is still lower at strategic and policy influencing levels (Naqvi Farah, 2011).

There is a scarcity of literature on occupational stress faced by female executives, compared to their male counterparts. (Goyal Pratibha and Nadeem Zahid 2004). Companies have started realizing the business mandate of recruiting women and fostering an equitable work environment due to the challenges of managing a multigenerational workforce (Cheriyan Mona 2014).

Women centric studies on the above variables in the Indian industrial sector are comparatively lesser. Very few researchers like Joshi Rama (2007) who had analyzed the level of satisfaction of non-executive women workers in the service and manufacturing sector including banking, insurance, hospitals and public sector undertakings, in India, Luxmi & Sandeep Kaur (2012) who had analysed the organizational role stress of the women working in service sector in Ludhiana district, Vimala & Madhavi (2009) & (2011) who had focused on the link between organisational role stress and depression among IT professions in Chennai, Pachanatham & Sirajunisa (2011) who had explored the stress level among women professionals in Chidambaram, Tamilnadu and Aishwarya.B (2012) who had worked among 598 women employees in IT& ITES employees in Chennai, denote a handful of studies which were centered around the variables under study exclusively focusing on women.

The above studies depict the differences in the experience of the variables under study in various work situations and have contributed to the backdrop of the present study. These studies have enabled the researcher to develop better understanding of the concepts such as Organisational role stress, quality of work life and job satisfaction.
In India, though lot of changes have happened in the work status of women, her role in the family has remained with less change. Though a number of reasons have been cited for the current work status and role of women in the society, an awareness need to be brought in the mind set of women about their capabilities and the coworkers need to be sensitized on the challenges faced by women in the family and work sphere.

As evident in the literature review, Organisational role stress can emanate from ten stressors cited by Pareek (1983). Most of these stressors can affect the quality of work life enjoyed by the women executives. This in turn can have a devastating effect of the satisfaction derived from the job. If the organizational role stress is high and quality of work life as well as job satisfaction of the employees is less, the productivity of the employees may be affected. The organization suffers which will have a lasting impact on the employees as well. The physical and emotional consequences of stress can have a lasting impact on the life cycle of employees. There are hindrances in the career stages of women which prevents her in progressing in her career. Identifying them and finding out alternative ways to overcome the barriers in career progression can go a long way in enabling many women to reach the board rooms. The findings of this study with its predictive value on the impact of organizational role stress on job satisfaction and quality of work life have an important implication in the field of human resource development.

The entire gamut of review of literature clearly indicates that the present study draws inspiration from the various angles of the concepts analysed by sociologists, industrial psychologists, human resource experts, management theorists and academicians all over the world. The fact that many studies have been done on the study variables shows the intensity and significance of the topic over the years, in India in diverse sectors.

The present study has the uniqueness of being the only study focusing on the interrelationship between Organisational role stress, quality of work life and job satisfaction among women executives in Information technology, information technology enabled services, manufacturing and service sectors in and around
Chennai region. Studies both in India and worldwide have focused on one or two of the above variables and their interrelationship with organizational productivity and human resource functions. But the current study has chosen the three variables as it has significance in devising Human resource development and Organisation development strategies. The researcher has taken efforts to concise the major determinants of QWL as the experience of QWL differs from person to person. Most of the studies have focused on the above mentioned variables either from a sociological, psychological or management perspective.

After having reviewed the relevant studies in this chapter, the researcher will present the methodology adopted for the study, in the following chapter.